



AIA ORLANDO

TEN YEAR STRATEGIC PLAN  
2010—2020

**Legacy2020**

***“How are we continuing to keep our strength as a magnet to attract and yet at the same time being the kind of glue that keeps people together?”***

***- Rosabeth Moss Kanter***

## ACKNOWLEDGEMENTS

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Winter Park Blue

## PROMOTIONAL VIDEO

Jeffrey Lurie, AIA, LEED AP

## ORLANDO TIME LAPSE VIDEO

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## ORGANIZATIONS REPRESENTED IN THE PLANNING PROCESS

AIA Florida  
Associated Builders & Contractors, Inc.  
Biennale O  
Central Florida Partnership  
City of Orlando  
Community Foundation of Central Florida  
East Central Florida Regional Planning Council  
Edyth Bush Charitable Foundation  
First Presbyterian Church of Orlando  
Florida Hospital  
Henry Nehrling Society  
Home Builders Association of Metro Orlando  
Metro Orlando Economic Development  
Commission  
Metroplan Orlando  
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NOMA Orlando  
Orange County Convention Center  
Orange County Convention & Visitors Bureau  
Orange County Government  
Orlando Health  
Orlando Regional Chamber of Commerce  
Orlando Regional Realtor Association  
Orlando Utilities Commission  
Seminole Community College  
SMPS—Central Florida  
UCF Rosen School of Hospitality Management  
Universal Orlando  
University of Central Florida

Valencia Community College  
Walt Disney World Company

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Morris Architects  
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RLF  
Technology Research & Consulting  
The Scott Partnership Architects  
TLC Engineering for Architecture  
VOA Associates  
Zyscovich Architects

*In consideration of the economic difficulties that have faced many of our members, the Core Team would also like to extend our special thanks to those unemployed or underemployed members of our profession that continue their AIA membership and that took part in this process.*

*Thanks to Shelli Browning for her assistance in reviewing notes and reports.*

*Thanks to community organizations and other AIA local components for sharing information on their programs.*

*Thanks to the AIA National Component for the excellent research made available to members and components.*



AIA Orlando

# TEN YEAR STRATEGIC PLAN 2010—2020



ABOUT THIS INITIATIVE	5
PURPOSE OF THE PLAN	7
PLANNING PROCESS	9
HOW DO WE GET THERE?	11
FOCUS AREAS	13
• 2019 NATIONAL CONVENTION	14
• EDUCATION	17
• REGIONAL CENTER FOR ARCHITECTURE	19
• MEMBER ENGAGEMENT + EFFECTIVENESS	20
ADDITIONAL RESOURCES	26

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## TABLE OF CONTENTS

***“Legacy, looking to 2020, can only be about the goals we set and our intent to accomplish them.”***

***- Legacy2020 Kickoff Workshop Participant***



June 2009

This is truly a special time for the Central Florida Region.

Orlando is a place where creativity and imagination flourish. Architects from Orlando are doing great work around the world and great architects from around the world are coming to Orlando to work. For more than three decades, this area has been known internationally for the quality of our tourist attractions; however, Orlando is also a place where advances are taking place in biomedicine, computer simulation, sustainability, regional cooperation, and global exchange. We have vibrant urban areas, rural landscapes, and environmental treasures to protect and improve. This is also a community of creativity with a passion for the arts. Recognizing that architecture is both an art and a science, we are poised for greatness in the built environment.

The American Institute of Architects has selected Orlando to host the 2019 AIA National Convention. In addition, great gains are being made to launch a top notch professional degree program which would provide students a chance to complete their educational requirements here in Central Florida. As we face economic challenges and major demographic shifts, we are emboldened by AIA Orlando's growing tradition of nationally-recognized community service projects and award-winning programs. Recent technological advances provide us with many new opportunities as well.

Together with our community partners, AIA Orlando members are working strategically to design a lasting transformation in our region, and in doing so, the members of AIA Orlando have made a commitment not just to imagine, but to serve.

Our goals are ambitious.

Our aim is bold.

We will be calling on our colleagues and friends to participate in new ways.

We welcome your comments and need your participation to make this effort a success.

Thanks for your interest in working with us to make the Central Florida region an even better place to live, work, and play.

What will be your legacy?

A handwritten signature in black ink, reading "Jeffery Lurie".

Jeffery Lurie, AIA, LEED AP  
AIA Orlando 2009 President

A handwritten signature in black ink, reading "Dan Kirby".

Dan Kirby, AIA, AICP, LEED AP  
Chair, Legacy 2020 Core Team

***Letter to Legacy2020  
Workshop Participants  
- June 2009***



AIA Orlando

## ABOUT THE INITIATIVE

Legacy 2020 is an initiative of AIA Orlando to engage the profession and the broader Central Florida Community in the transformation of cultural views on architecture through programs, infrastructure improvements, education and service delivery leading up to, and one year following, the milestone 2019 AIA National Convention in Orlando.

Central Florida will be a destination for innovators in architecture and design, so the time is right for AIA Orlando to lead in the formulation and implementation of new long term strategies for engagement, creativity and professional development.

### THE VOICE OF ARCHITECTS

The American Institute of Architects (AIA) serves as the voice of the architecture profession and a resource for our members in service to society. AIA members working through more than 280 state and local components collaborate with mayors, local government officials, other professionals and fellow citizens to define and advocate a shared vision for healthier, safer, and more dynamic communities.

AIA Orlando is a local component (chapter) of AIA serving the Central Florida region including Orange, Seminole, Osceola, Lake, Volusia, and Flagler counties. AIA Orlando traces roots back to the early 1930's. Today, AIA Orlando is one of the largest AIA

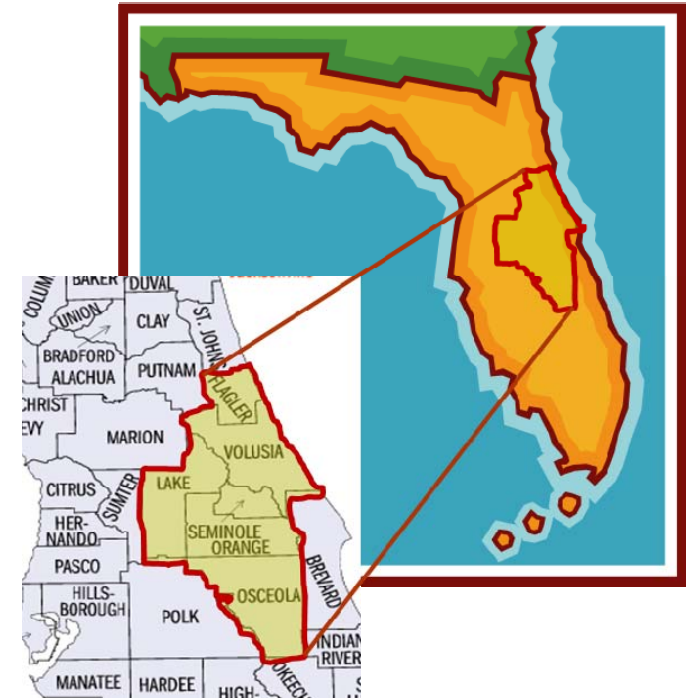
components in Florida consisting of over 500 professional and allied members. Chapter activities include: professional development seminars, lectures, project tours, design charrettes, an annual awards program, and notable community service projects such as Art in Architecture. AIA Orlando has been a multiple time recipient of the Anthony L. Pullara Chapter Award, an annual recognition of component excellence given by AIA Florida. The goals of AIA Orlando are accomplished through advocacy, information, and community.

### VALUES

AIA Orlando members have articulated the following core values:

- **Collaboration**
- **Community**
- **Empowerment** of Members
- **Excellence**
- Increased **Awareness** of Design & Architecture
- **Innovation**
- **Leadership**
- Public **Outreach**
- **Opportunity**
- **Service**

*These values are reflected throughout this plan and featured on the introductory page of each section.*



AIA Orlando Market Area

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## ABOUT THE INITIATIVE

*“Everything happening to America today is happening here, and it’s far from the cookie-cutter suburbanization of life a generation ago. The Orlando region has become Exhibit A for the ascendant power of our cities...”*

- T.D. Allman  
National Geographic Magazine



## FIVE SIGNALS FOR ACTION

AIA Orlando wins the 2019 National Convention

A PLATFORM FOR EXCELLENCE

Over 90% of AIA Orlando Members want to partner with others to improve quality of life in the region

A PLATFORM FOR COLLABORATION AND ENGAGEMENT

AIA Orlando is already one of the most active and engaged local components

CAPACITY FOR CHANGE AND LEADERSHIP

Creative people must stand up to improve the built environment, historical memory and support smart growth

REGIONAL STEWARDSHIP A PRIORITY

Enthusiastic support for a School of Architecture and Regional Center for Architecture & Design

WORLD CLASS ARCHITECTS TRAINED AND ENGAGED LOCALLY



AIA Orlando

# Opportunity

## A NEW CONVERSATION FOR CHANGING TIMES

In December 2008, a new conversation started at the Board level of AIA Orlando. This conversation pivoted on recent success of being selected as the Host City for the 2019 AIA National Convention and was energized by thoughts of how AIA Orlando could partner with regional leaders to serve as a catalyst for a more vibrant community. There was also significant interest in the possible creation of a Regional Center for Architecture and the ongoing work to establish a local professional degree program in architecture.

During a year of work, the AIA Orlando Legacy2020 Core Team tapped into the opinions of Chapter members and new community partners to build a deep roster of possibilities. This effort included research into economic trends, demographic trends, the historical context, best practices of other organizations, and consideration of existing areas of excellence.

**At the very foundation of this initiative, is a desire to take advantage of this convergence of events and the time afforded over ten years to significantly advance the cause of architecture within the Central Florida region.**

In order to grow a vibrant local economy, the Central Florida region must compete globally. One of the key competitive factors will be Central Florida's ability to attract, grow, and keep talented knowledge workers. These people are what members of what urban studies theorist Richard Florida describes as the "Creative Class."

**"The Creative Class is composed of scientists and engineers, university professors, poets, and architects. (The Creative Class) includes people in design, education, arts, music, and entertainment, whose**

**function is to create new ideas, new technology and/or creative content."**

The Central Florida Economy is already moving into the new economy as indicated by the number of jobs in industries that dominate this region:

<b>266,393 Jobs</b> in High Tech Creative Arts, Health & Life Sciences	<b>254,373 Jobs</b> in Tourism & Leisure Services
--	---

Architects, and architects of the future, can and will play an important role in the economic vitality of Central Florida.

AIA Orlando believes that embracing a culture of appreciation for architecture and design can be a positive economic driver in this region. In fact, **AIA Orlando Members have communicated their commitment to change.** Based on survey responses:

- **91% said** "We need to partner with other organizations to improve the quality of life."
- **83% said** "We need to participate in environmental stewardship."
- **89% said** "We need to be public policy advocates on professional regulation and land use issues."

Potential community partners were asked to identify the ways that architecture connects to their ventures (both for-profit and not-for-profit). They identified:

HOW LOCAL ENTERPRISES VIEW CONNECTION TO ARCHITECTURE	Concepts to Transform Communities + Improve Lifestyles	Prepare for new sustainable growth
	Support Transit Solutions	Make Orlando / Central Florida a better destination
	Inspire youth in math, science, creative arts – career linkages to a better community	Education in support of future architects also supports additional career paths
	Connecting the Built Environment to History	Provide new perspectives on design + history
	Appreciation of Existing Structures	Be representatives of the Values of the Creative Community
	Value jobs + careers	Create Business Opportunities
	Champion Green jobs	Mentorships + apprenticeships

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

PURPOSE

***“The process should be exciting and fun. The person who is not having fun is doing something wrong. Either his environment is stifling or he’s off base.”***

*- Jim Burke*

## STEPS TO TRANSFORMATION



- Commit to the overall vision of AIA Florida, “Driving positive change through the power of design.”
- Conduct visioning session including “blue sky” brainstorming with internal and external stakeholders
- Develop priorities
- Task forces, committees, staff and partners work to translate priorities into detailed operational plans
- Evaluate and measure strategies based on the established metrics
- Recommit to the overall mission of the Institute to “unite architects in service to society...”
- Consider the regional context including historic strengths and trends
- Consider available resources
- Identify potential partner organizations
- Make adjustments to plan as necessary to effectively accomplish goals
- Reaffirm the focus of the local component to “engage locally”
- Develop focus areas
- Communicate strategies, reasons for strategies, and targets for implementation
- AIA Orlando Annual Legacy2020 forum
- Understand and accept the charge from the AIA Orlando Board of Directors to nurture a regional commitment to architecture, design, and the built environment
- Conduct research into best practices
- Analyze strengths, weaknesses, opportunities and threats
- Annual report to membership on the status of the initiative



AIA Orlando

## DESIGNING A TRANSFORMATION

In January 2009, the AIA Orlando Board of Directors provided a charge to the Legacy2020 Core Team to pursue a long-term objective of nurturing a regional commitment to architecture, design, and the built environment.

The expectation forthcoming from the Board was that this initiative was to organize and leverage the resources of the Chapter to achieve measurable results in the areas of:

- Awareness
- Education
- Excellence, and
- Participation.

2009 was considered a “planning year” for this initiative. The Legacy2020 Core Team adopted the theme “design a transformation” and led an interactive process which included:

JANUARY	Board adoption of the Legacy2020 initiative
FEBRUARY	Identification of a Core Team and selection of a strategic consultant
MARCH—APRIL	Initial background research and data discovery
MAY	Architectural Community Kickoff
JUNE—AUGUST	Additional research into best practices and benchmarking

SEPTEMBER	Conducted on-line assessment
OCTOBER	Community Kickoff Workshop
DECEMBER	Review priorities and develop Strategic Response to Work, Complete initial planning stage

## RESOURCES + OUTREACH

The Core Team drew upon the following resources and opportunities to prepare this plan:

- Development and testing of common areas of inquiry
- Frequent face-to-face and virtual planning team meetings
- Engagement of the architectural community and documentation of their priorities\*
- Focus on methods of organizations involved in regional leadership and transformation
- Exploration of best practices regarding Chapter Strategies
- Exploration of categorical organization of activities around dominant themes
- Engagement of potential regional partners and documentation of their insights\*\*

- Utilization of electronic polling / online assessment of members

This Strategic Plan represents a major milestone, however, it is understood that implementation will require further formulation of detailed strategies and a sustained effort by Chapter leaders. It is further understood that this plan is a living document. Given environmental, economic, and technological changes that will take place over the ten-year implementation period, some future adjustment to the plan, within the context of the established framework, are expected. Success can only be achieved by a commitment to implement these goals over the long-term.

*Information on goals, strategies, metrics, and next steps is contained in the specific sections for each focus area beginning on Page 14.*

**Workshop notes are available for review in their entirety on the AIA Orlando web site at [www.aiaorlando.com](http://www.aiaorlando.com):**

**\* Architectural Community Kickoff Workshop May 16, 2009**

**\*\*Community Kickoff Workshop October 8, 2009**

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## PLANNING PROCESS

*“The day of partnerships is upon us, and these new partnerships can become the engine that drives the renewal of community”*

*- Francis Hesselbein*



AIA Orlando

# Empowerment

## ADVANCING THE PLAN

This Strategic Plan organizes a year long due diligence and planning effort into key goals placed within a strategic framework. The goals are communicated with adjectives intended to promote excellence and support the accomplishment of the best possible tactical programs and projects. **This plan establishes fundamental, directional and over-arching goals for the Chapter for ten years.**

Each of the key goals contained in this Strategic Plan is addressed in the context of both ongoing and new efforts. The key goals reflect a balanced scorecard in terms of importance. They are interdependent and of equal priority.

In addition, each of the goals also addresses the key goals of the Institute which are to:

1. **Serve as the Credible Voice** (Society)
2. **Be the Authoritative Source** (Profession) and,
3. **Increase Member Value** (Members).

*Additional information on the Institute's 2010—2015 Strategic Plan are included in the sections on Focus Areas and Additional Resources.*

The planning effort took place in the midst of unprecedented recessionary conditions, yet even during this time there was cause for celebrating the region's strengths. The Metro Orlando Economic Development Commission highlighted the following noteworthy recognitions in a report to its investors:

- *Forbes* named Orlando a "best city for technology jobs" noting: "Where is the tech-sector growth? It's in less-celebrated areas of the country...By region, the fastest gainers turned out to be places like Orlando, Fla."

- Orlando is a "hot spot for young professionals" to live and work in the U.S., according to Next Generation Consulting which compiled a ranking of cities based on a combined index of opportunities for earning, learning, vitality, 'around town,' after hours, cost of lifestyle and social capital.
- A study by the Pew Research Center ranked Orlando as the 4th most popular "city where people want to live."

Although short-term economic outlooks are cause for concern, we believe that the long term prospects for living and working in Central Florida are positive. **This plan includes programs and projects that are scalable over time.**

In establishing the priorities contained in this plan, the Core Team focused on how AIA Orlando can best leverage our resources to accomplish our mission as uniquely tuned to our market area. Recommendations are included for:

- the reorganization of the Chapter infrastructure to support these goals.
- work on shared goals with collaborative partner organizations.
- expansion of Chapter functions, partnership with new organizations, and
- creation of an independently aligned 501(c)3 with the flexibility to more strategically support public outreach and educational efforts.

Beyond this initial planning effort, the work contained in this plan will be addressed through the work of specific committees and task forces which

will function as a part of the Chapter's ongoing work. Operational plans which are focused on the short term planning efforts to be accomplished within shorter time frames (typically less than one year).

Given the intentionally transformative nature of this effort and the milestone event of the National Convention, the Legacy2020 effort has been "branded" to communicate a new focus of the Chapter enterprise to members, community partners, and the public. As such, **the Legacy2020 effort is a visible effort and a public commitment for which Chapter members are accountable.**

Implementation of formal annual reviews with the Board of Directors, Legacy2020 Core Team, and key stakeholders is a critical part of the implementation process. The two formative questions for consideration during these periodic discussions will be "What has been done to advance the plan?" and "What must we do within the short term to accomplish the goals in our plan?"

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## HOW DO WE GET THERE?

*“Excellence is all of us working together, aspiring to the fullness of our potential, always in pursuit of higher standards—determined to do everything we do somehow better than it has ever been done before.”*

•from Hallmark  
75th Anniversary  
Employee Card



AIA Orlando

# Excellence

## GLOBAL MISSION, LOCAL COMMITMENT

AIA Orlando acknowledges that we must do our part to serve the overall mission of the American Institute of Architects as “the voice of the architecture profession and the resource for its members in service to society.” As a matter of policy, the Institute encourages state and local components to engage with decision-makers and opinion leaders as advocates for healthier, safer, and more dynamic communities.

During the planning year for this initiative, the National Component was in the midst of the Institute’s 2010–2015 strategic planning process. The Institute confirmed its goals to:

- **Serve as the Credible Voice** for quality design and the built environment;
- **Be the Authoritative Source and recognized leader** for knowledge about the practice and profession of architecture; and,
- **Increase Member Value** through programs that effectively, meet, anticipate and exceed member needs;

As a local component of AIA, this mission and goals of the national component are shared with AIA Orlando, however, to effectively carry out the mission and goals within our region, it was important for AIA Orlando **to identify and pursue goals which are best pursued at the local level and also honor the unique historical, geographic, environmental, economic, and social characteristics of Central Florida.**

Each of the strategies in this Plan can also be categorized within the four areas identified in the Institute’s strategic plan which are:

1. **Knowledge**
2. **Advocacy**
3. **Communication, and**
4. **Collaboration.**

The previous Long Range Plan for AIA Orlando was adopted in January 1993. This plan served the Chapter well with an emphasis on building a strong internal operations. In each subsequent year AIA Orlando Board members have participated in an annual planning session to set the organizational agenda for the coming year.

As formative discussions took place regarding new opportunities, it quickly became evident that while Chapter members have ownership of these goals, that the conversation on achieving our goals could not be confined to our members. Not only are other organizations in the Central Florida region undertaking initiatives with similar goals, but some organizations have expressed a willingness to share support and resources to achieve mutual goals.

To accomplish transformative success and foster an atmosphere of excellence, AIA Orlando will strive to improve the organization’s infrastructure and forge effective partnerships within the Central Florida.

Architecture, by its very nature, engages the public, so we as an organization must actively engage with those outside the profession to accomplish shared goals.

## DESIRED OUTCOMES

Throughout the visioning process, workshop facilitator encouraged participants to use adjectives to describe desired outcomes. From these discussions four resolves emerged for each of the focus areas:

- **NATIONAL CONVENTION**  
**Host the Best National Convention**
- **REGIONAL CENTER FOR ARCHITECTURE**  
**Create a World Class Regional Center for Architecture & Design**
- **EDUCATION**  
**Outstanding Public Outreach and Professional Education**
- **ENGAGEMENT + EFFECTIVENESS**  
**Be a high-performing organization with powerful member engagement and effectiveness**

*In the sections that follow, the goals for each of the four focus areas are presented.*

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## FOCUS AREAS

*“...tapping into creativity as a way to set the destination apart from its competitors. The effort positions Orlando’s new and existing infrastructure, distinctive dining and shopping options, as well as its uniquely creative atmosphere as being influenced by the innovative spirit of the destination.”*

– from  
“Where Creative Minds Meet”  
Orlando/Orange County  
Convention and Visitors Bureau



## FOCUS AREA : NATIONAL CONVENTION

In 2008, working together along with representatives of the Orlando/Orange County Convention & Visitors Bureau, Orange County Government, City of Orlando, AIA Florida leaders, and AIA Regional Representatives, **AIA Orlando was successfully selected to host the 2019 AIA National Convention & Design Exposition.** This successful effort also included engagement with the American Society of Landscape Architects—Florida Chapter, Orange County Regional History Center and the Orlando Magic.

### GETTING READY FOR OUR CLOSEUP

As a part of ongoing efforts to market Orlando as a destination, the Orlando Convention & Visitors Bureau launched a campaign called “Where Creative Minds Meet.” AIA Orlando will use the National Convention to show that Central Florida is not only a place where creative minds convene, but that it is also a place where very creative people live and work every day. **The National Convention will provide a special opportunity to highlight Central Florida’s architecture and architects on a global stage.**

### CURRENT STATUS:

- The AIA National Convention & Design Exposition estimates its annual average attendance at 22,000 participants.
- The AIA National Convention will convene in Miami in June 2010. This is the last stop in Florida prior to the 2019 Convention.

- Mobile workshops and tour represent a significant driver in revenue for the Annual Convention. AIA Orlando anticipates being able to provide more varied and higher quality mobile workshop experiences than is typical in most convention sites.

### Goal: Host the best AIA National Convention in AIA history that:

- **Fosters an increased local awareness of design excellence**
- **Promotes local design talent, professional ability and industry capabilities**
- **Stimulates interest among the broadest possible audience**
- **Exposes Central Florida residents to world-renowned architects and architecture**
- **Showcases the strengths of Orlando in arts, entertainment, hospitality, simulation & gaming, biotechnology, health sciences, natural resources, and entrepreneurship**
- **Secures the very best venues the region has to offer**
- **Leverages the exposure of over 20,000 visitors to Central Florida**
- **Finds a balance between sustainability and the need to transport participants over distance to some venues**



AIA Orlando

## STRATEGIES

- Work with partner organizations to identify and promote collection of data and stories about Central Florida places (including historic resources, significant architecture and environmental treasures) (start 3Q 2011)
- Actively engage with national component concerning Convention policies, financial planning, venue selection, and other best practices (ongoing start 3Q 2010)
- Position National Convention in all Chapter Communications (start 3Q 2010)
- Support pedestrian-friendly improvements and use of public transit in the Convention District (ongoing start 1Q 2010)
- Advocate for preference in accommodations for official party to Hotels within walking distance of the Convention Center (2Q 2010)
- Work with Awards Committee and Public Outreach to spotlight significant Central Florida architecture in conjunction with the Convention (start 1Q 2014)
- Link support of School of Architecture to National Convention (1Q 2012)
- Identify potential convention “legacy project” that provides an opportunity for the

## national community of architects to positively impact the local community

- Hold a “connected meeting” using technology and a global virtual platform to provide for meaningful virtual information about Orlando as a destination and the convention proceedings
- Implement “green meeting” strategies (1Q 2014)
- Request regional member convention dues assessment (1Q 2015)
- Create annual photography competition to showcase Central Florida architecture and help build image bank for use in Convention publications/electronic communication (4Q 2010)

- Verification from partners, member firms and higher education that the convention provided a valuable platform

## METRICS

- Exceed all previous attendance records
- Increase percentage of attendees participating in mobile workshops
- Number of hotel nights attributed to convention participants
- Number of visitors accessing on-line or other electronic information prior to the convention and during the convention

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

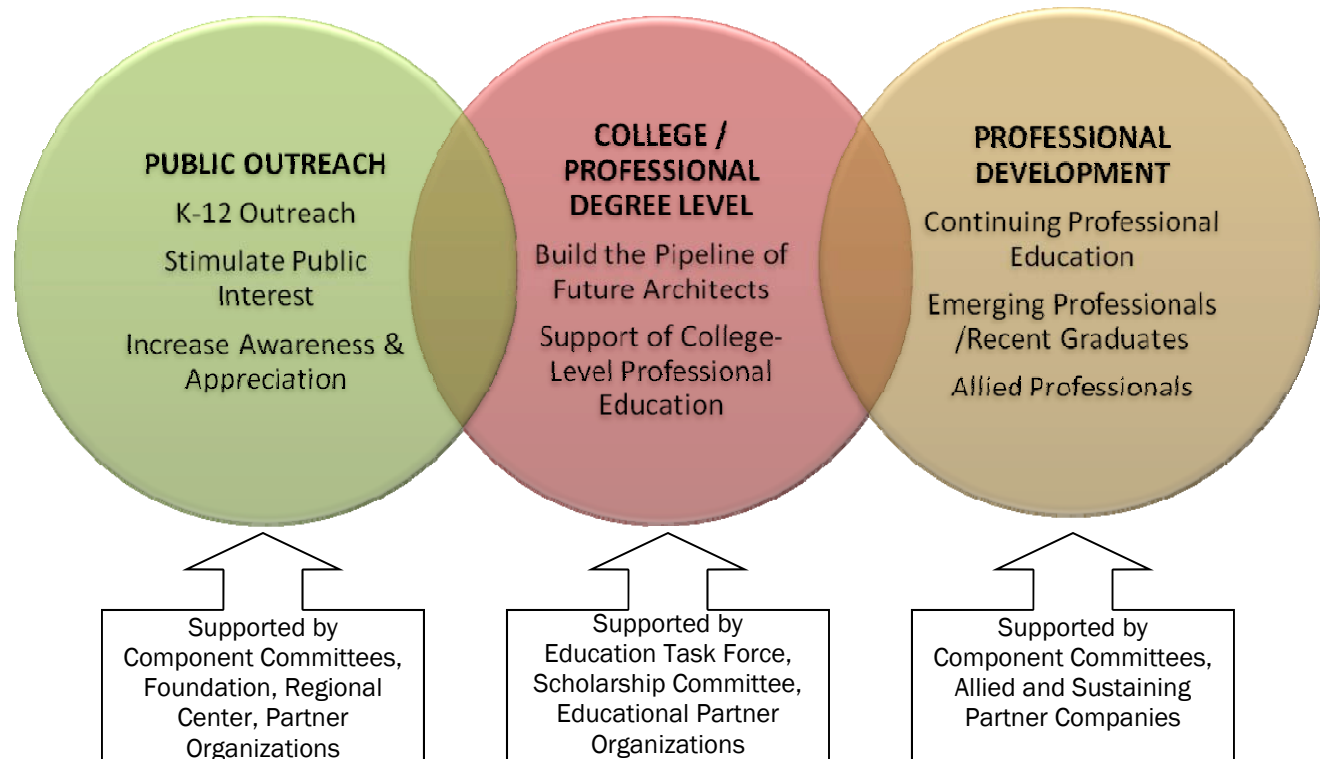
# NATIONAL CONVENTION

*“Design’s absence in many of the professions of today can be traced to two basic facts. First, education...does not teach an appreciation of the design process... Second, many designers have little desire to apply their skill set to the world outside of design.”*

*- Richard Swett, FAIA*



## AIA ORLANDO EDUCATION PROGRAMS — INTEREST AREAS



AIA Orlando

## FOCUS AREA : EDUCATION

One of the opportunities garnering considerable interest at the start of the planning effort was the planned launch of a new school of architecture within our region. While the recent launch of a medical school drew considerably more interest among the public, the importance of the architecture program launch to the profession and the regional economy should not be overlooked. In addition, the desire to have a lifetime of educational opportunities in architecture for both professionals and the greater interested public is also of critical importance to creating a thriving community.

During the course of the planning effort further interest in developing opportunities to grow a more informed community and to help build the pipeline of future architects by stimulating interest in architects among kindergarten through 12th grade students. **A reoccurring theme in statements of participants was a desire to inspire and nurture a generation of architects and help create an architecturally relevant city in which to live, study and work. The next generation of architects must be as diverse as the population it serves.**

### CURRENT STATUS

- AIA Orlando currently organizes several outstanding public outreach programs including an awards program, lecture series, Young Architects Forum and Architecture Month.
- AIA Orlando supports the Internship Development Program and organizes study sessions for the Architect Registration Examination.

- AIA Orlando has also had an Education Task Force in place since 2005. This group has effectively worked behind the scenes with higher educational institution leaders to support offering of a complete professional degree program in architecture in Central Florida.
- Through an agreement between University of Central Florida, Valencia Community College and University of Florida, classes will start for a 2 + 2 degree program in architecture in the Fall of 2010.
- AIA Orlando has raised more than \$150,000 to support scholarships at Valencia Community College.

**Goal: Grow appreciation for excellence in architecture and design as a core value in Central Florida while nurturing talent and diversity among current and future architects within this region.**

### STRATEGIES

*Note: Strategies for K-12 Outreach and Higher Education Programs are addressed in this section. Professional Development Programs and Continuing Education for architects (including academies and knowledge communities) will continue to be addressed and as a part of ongoing member services.*

### K-12 OUTREACH

- Launch signature member K–12 engagement program such as “Box City” with pilot program launching by 1Q 2011
- Support educators with supplemental materials to effectively engage middle and high school students in exploration of careers in architecture (Toolkits delivered to 25% of High School and Middle School Teachers by 3Q 2012)
- Collect and advance K-12 competitions, success stories, real-time student and teacher engagement in the 2019 Convention (Recommendation to Convention Planning Committee by 1Q 2015)
- Support programs that encourage interest by minority and/or underrepresented groups in order to increase diversity within the profession (i.e.; ACE, AACT-SO)

### HIGHER EDUCATION

- Ensure Community-wide support of the school of architecture (Communications Plan in place with UCF/VCC by 3Q 2010)
- Support and drive funding for creation of Endowed Chair in the New School of Architecture (Communication & Funding Plan with Targets in Place by 4Q 2010)
- Support seamless 2+2+2 transitions among students (ongoing)
- Support drive for full local NAAB-accredited professional degree (Chapter in a state of readiness to respond to UCF/VCC/UF

continued on next page

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## EDUCATION

***“By expanding the population we serve and the services we offer, designers can play a significant role in addressing the most critical issues we face in the world today.”***

***- Bryan Bell  
from Expanding Architecture:  
Design as Activism***

*continued from page 17*

**requirements and calls to action by 4Q 2010)**

- **Respond to Complex Needs of evolution of VCC / UCF / UF relationships (Chapter participants in planning in 1Q and 2Q 2010)**
- **Consider partnership with organizations such as NOMA-Orlando to support scholarships for minority students**
- **Continue active support of AIA Orlando/VCC Foundation Golf Tournament**
- **Link support of School of Architecture to 2019 Convention 1Q 2016)**

#### **METRICS**

- Number of students applying and enrolling in local program
- Percentage of local architecture program graduates working in Central Florida
- Growth in annual amount raised for scholarships by Golf Tournament

***“I think that instead of having students be exposed only to architects, we need to have an interdisciplinary curriculum where experts in many different fields come together to teach architects. Only in that way can we actually transform the profession and reenergize it.”***

***- Monica Ponce de Leon  
Dean, Taubman College of Architecture and  
Urban Planning at the University of Michigan***



## FOCUS AREA : REGIONAL CENTER FOR ARCHITECTURE + DESIGN

The cornerstone of AIA Orlando's new education and public outreach effort is the creation a Regional Center for Architecture and Design. Regional Centers for Architecture have been created in: Philadelphia, Portland, Austin, Houston, and Dallas. Others have existed for many years in Chicago, New York and Seattle.

These centers have multiple purposes contributing to the drive towards the having the local community embrace architectural excellence. Regional Centers can serve as a:

- **Resource Center** for the design community, construction industry, local government officials, educators, students, artists and the public to share information on the built environment
- **Meeting Place** where the community gathers to discuss design
- **Gallery** for rotating exhibits on design
- **Classroom** for professional development and continuing education
- **Outreach Center** where the local leaders can see the work of the Chapter and interact with volunteer leaders and staff
- **Tourist Destination** for visitors to learn more about unique places in the Orlando region

In order to function as a credible and effective voice, the Regional Center should provide an inviting physical location and a accessible virtual presence. **The Orlando architecture community needs a home that reflects our values, creativity and enthusiasm for learning and excellence.** This home should be a welcome place for the professional community and the public.

Members and potential partners ranked creation of a Regional Center for Architecture and Design among the highest and most desirable priorities. Based on the reception to this idea, AIA Orlando should pursue creation of a Regional Center as a top-line priority. Even with this enthusiasm, it is understood that creation of a regional center must proceed in a balanced manner that does not threaten the financial well-being of the Chapter. To this end, AIA Orlando will need to expand our network of funding sources and proceed in a methodical organized manner.

**Goal: Create a world-class regional center for architecture to expand conversations and increase broader public understanding and awareness of architecture by becoming the repository of knowledge about architecture in the Central Florida**

### CURRENT STATUS

AIA Orlando offices are located within a "Class B" office building within a suburban-style corporate office park. There is no visible physical presence from the exterior and there is no walk-in traffic from the public. No opportunities exist for retail sales of outreach. There is a reception area, work area, and conference room.

### STRATEGIES

- **Investigate potential partnerships that may provide funding or co-location opportunities (1Q/2Q 2010)**
- **Form a locally-based 501(c)3 entity to own and operate a regional center and manage public outreach programs**

- **Investigate locations within existing buildings in the Downtown Orlando core, or within a walkable distance to the downtown core. (A preference has been expressed by some members to purchase rather than lease.)**
  - **Launch development and marketing campaign for the Regional Center**
  - **Once a suitable space is secured, organize a local-based design competition for design of the space including the following steps:**
    - **Conduct code review, compile and prepare base information for existing space**
    - **Create competition brief and select jurors**
    - **Arrange for access to space**
    - **Receive competition entries and host jury deliberations**
    - **Announce competition winners**
- (Above start contingent upon identification of space)

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## REGIONAL CENTER

*“No organization can maintain excellence without renewing. No organization can strive for excellence, or even attempt to improve without the ability to renew.”*

*- Bob Waterman*



## FOCUS AREA : ENGAGEMENT + EFFECTIVENESS

### UNITING IN FELLOWSHIP

AIA Orlando has a responsibility to unite and to serve as a unified voice for our members and do so in a way that serves the specific needs of our region. **Using our combined resources to provide excellent member service in support of the day-to-day practice of architecture remains the primary concern of AIA Orlando.** In the context of practicing architecture architects exercise an obligation not only to protect public health, safety, and welfare, but to enhance the lives of our fellow citizens. To this end, the concepts of practice and service are inextricably linked to one another.

AIA Orlando has an established legacy of leadership through member involvement with state and national components of AIA and other industry organizations. Through active leadership, many AIA Orlando members have made notable contributions to the profession and Central Florida.

The late Nils Schweizer and Fred Pryor continue to be recognized by AIA Orlando for their service through annual Chapter awards which bear their names. AIA Orlando member John Ehrig, FAIA currently serves as a member of the Florida Board of Architecture and Design and has made significant contributions to IDP, NCARB, state and national board of directors, Art in Architecture, and the Florida Foundation for Architecture. Three AIA Orlando members currently serve on the board for the state component. The regional associate director and Chair of the Florida Architects' Political Action Committee (FAPAC) are AIA Orlando

### The Mission of the American Institute of Architects

The objectives of the AIA shall be to organize and unite in fellowship the members of the architectural profession;

To promote the aesthetic scientific and practical efficiency of the profession;

To advance the science and art of planning and building by advancing the standards of architectural education, training and practice;

To coordinate the building industry and the profession of architecture to ensure the advancement of living standards of people through their improved environment;

And to make the profession of ever-increasing service to society.

members. In 2011, AIA Orlando member Michael Lingerfelt, AIA will become the 100th president of AIA Florida following in the footsteps of other AIA Orlando members that have served in the state component this capacity.

Even with this established record of leadership within AIA, it is recognized that in order for our organization to grow and meet the challenges that face our region, **AIA Orlando must engage more of our members and connect them in a new ways which will provide them with knowledge and opportunities.**

Now more than ever there is a need to bring the



AIA Orlando

talents of architects to bear in solving the problems that we face in Central Florida. At the national level, the need for engagement and leadership by architects has been recognized through programs such as AIA 150 Blueprint for America, AIA 2030 Commitment, and the Citizen Architect program.

Through the dedication and creativity of AIA Orlando members there have already been meaningful achievements. AIA Orlando members worked along with the Orlando Regional Realtor Association to establish the Art in Architecture program to provide affordable housing. AIA Orlando has also worked with the Coalition for the Homeless to help improve facilities serving our homeless population. **AIA Orlando chooses to organize our members in order to effectively engage with our local community in a way that is mutually beneficial.**

WHAT PARTICIPANTS TOLD US

- “ We need to develop excitement about the services provided by AIA Orlando.”
- “Central Florida should become known as THE place for a graduate to make the transition to an architect.”
- “Chapter members need to speak as a unified voice on issues that are important to the profession.”
- “The Chapter need to grow more knowledge communities with local focus.”
- “AIA needs to form and share opinions on design and environmental issues.”

In responses to the online assessment conducted during the Legacy2020 planning process, the programs and activities rated as important or highly important were:

1. Public events focused on the appreciation of architecture (92%)
2. Community Workshops or Charrettes (79%)
3. On-line information about architecture (78%)
4. Museum Exhibits (75.3%)
5. (tie) Regional Center for Architecture (72.2%)
5. (tie) K-12 education programs (72.2%)

**Goal: Be a high-performing organization with powerful member engagement and effectiveness that is recognized as a model for local professional associations within our region including a focus on:**

- **Outstanding professional development and practice**
- **Confidence in Effectiveness**
- **Ensuring Service to Society, and**
- **Focused, outcome oriented advocacy**

CURRENT STATUS

- Like other AIA Components, AIA Orlando is operating in the midst of a time of challenges

with regard to revenue and resources. Through responsible management the Chapter maintains adequate reserve funds to ensure continuity of Chapter operations. Chapter leadership has instituted a conservative approach to guard against uncertainty.

- AIA Orlando is the third largest local component in Florida and has the highest market share of architect members.
- AIA Orlando has some valued and excellent programs which provide members with numerous continuing education and professional development opportunities throughout the year.
- AIA Orlando members are engaged in the local community, however the involvement of architects is still missing from many key conversations on public policy.
- AIA Orlando has benefited from many excellent volunteer leaders, however, additional training and member involvement is needed to better leverage staff resources.
- AIA Orlando has an excellent staff led by a longtime executive director with excellent contacts in the architecture community. Staff currently operates at capacity.
- AIA Orlando outsources much of the technology used for administrative and website functions. The Chapter also relies on member information provided by the national component.

*continued on page 23*

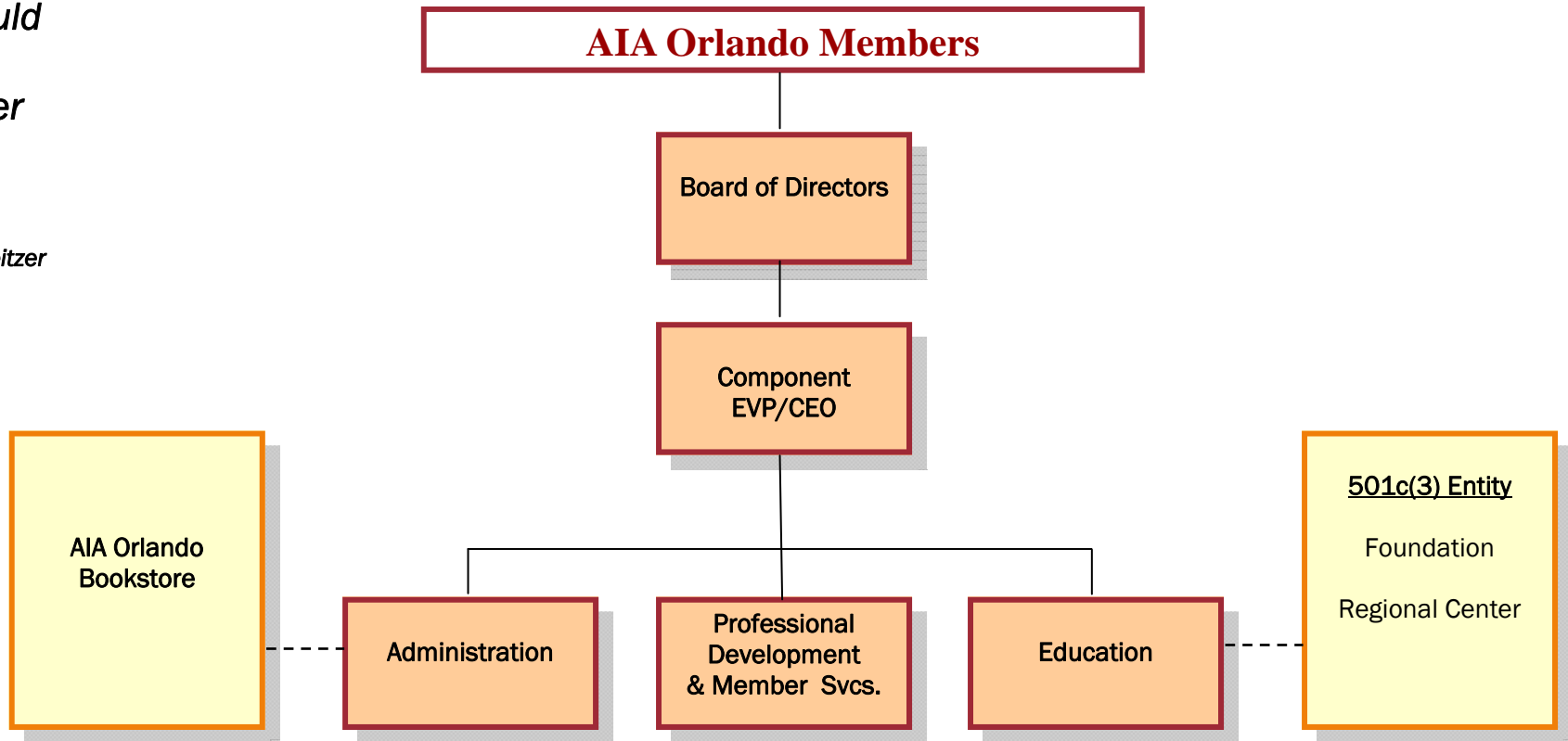


ENGAGEMENT + EFFECTIVENESS

*“Anyone that proposes to do good must not expect people to roll stones out of his way, but should accept his lot calmly if they ever roll a few more upon it.”*

*- Albert Schweitzer*

#### AIA ORLANDO\* RELATED ORGANIZATIONS & LINES OF BUSINESS



*\*AIA Orlando is a 501(c)6 entity including AIA Daytona Beach Section*



AIA Orlando

continued from page 21

- The primary means of communicating with members are a weekly electronic newsletter, chapter website and quarterly print newsletter. Individual volunteers and member firms are relied on to supplement these capabilities.

#### AREAS OF CONTINUING EXCELLENCE

AIA Orlando should continue to support and grow existing Chapter programs such as:

- Architecture Month
- Academy of Architecture for Health
- Architect Registration Exam Study Prep
- Chapter Awards & Recognition Program
- Committee on the Environment (COTE)
- Young Architects Forum

#### STRATEGIES

- Prepare for additional capacity by aligning staff resources with Chapter priorities of education, technology, fundraising and development (2Q 2010)
- Investigate formation of 501(c)3 entity to take advantage of potential funding for accomplishment of public outreach and educational objectives (3Q 2010)
- Provide allied members, sponsors, and partner organizations with increased opportunities to effectively interface with members (4Q 2010)
- Develop long term advocacy agenda that will position AIA Orlando as a reliable authority and organize the participation of architects in efforts to create healthy, livable and sustainable communities:
  - Initiate formal process for connecting members with opportunities to serve on local government committees, commissions, and task forces (1Q 2011)
  - Formally communicate support for public sector selection of local firms through participation and preference programs (3Q 2010)
- Expand use of social media and new media (such as blogs) for communication with members and the public (ongoing start 1Q 2010)
- Develop a member profile and centralized database to collect and organize information on member volunteer interests and

community interests (4Q 2010)

- Create a board development, leadership training and volunteer recruitment program to equip and nourish a pipeline of leaders at the local and state component levels (1Q 2011)
- Encourage member firms to take up the AIA 2030 Challenge to create carbon neutral buildings.
- Create an operational plan for the organization to function as an example in providing environmental stewardship. (4Q 2010)
- Add public member (non-architect) to the AIA Orlando Board of Directors which would provide additional insight into connections with potential partner organizations. (1Q 2011)
- Conduct annual on-line assessment for members prior to planning meeting (3Q 2011)
- Seek partners and funding partners for knowledge community initiative related to simulation and training (2Q 2011)
- Make AIA Orlando logo merchandise available for purchase on website leading to addition of additional local interest items (4Q 2011)
- Develop emerging professional training program (modeled after Boston Society of Architects) to supplement firm efforts to prepare their most promising employees for leadership (1Q 2013)

(continued on page 25)

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## ENGAGEMENT + EFFECTIVENESS

*“Problems cannot be solved with the same level of awareness that created them”*

- Albert Einstein



## AIA ORLANDO STANDING COMMITTEES



AIA Orlando

# Advocacy

continued from page 23

- Develop new sponsorship model that provides for additional recognition of sustaining partners, allied member companies, and seek support from major industry partners (4Q 2010)

METRICS

- Maintain leadership in market share of architect members
- Increased number of allied members by 200%
- Increase percentage of Chapter members involved in at least one Committee
- Increase in budget capacity of 200% by 2017
- Grow total number of participants in Architecture Month and special events
- Number of page views to Chapter website or content accessed via social media, advertising revenue
- Creation of new “academy” or “knowledge community” based on current of emerging area of excellence within the Central Florida architectural community
- Level of individual member and firm contributions to the Florida Architects Political Action Committee (FAPAC)

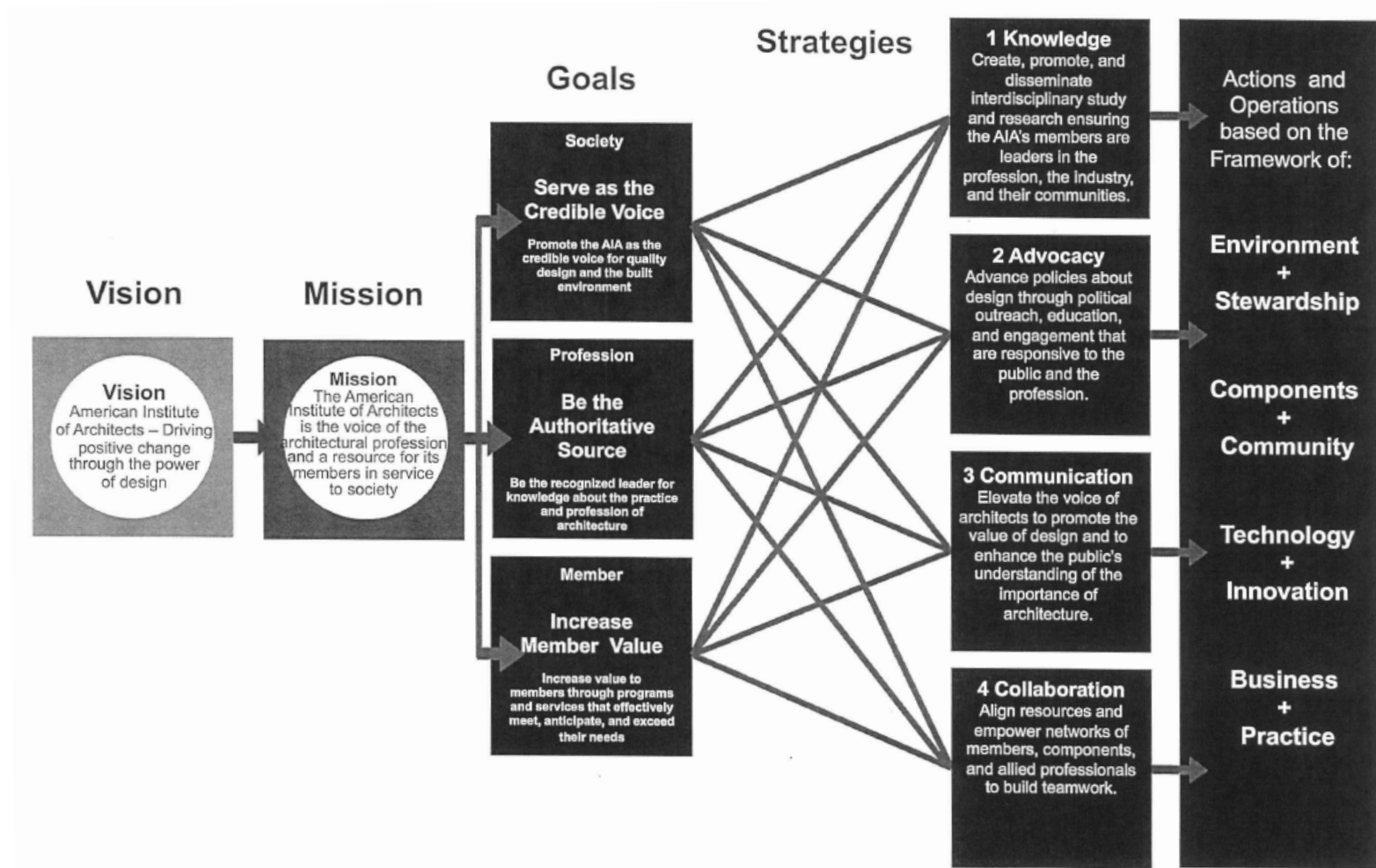
*Note: In 2006, a task force of the American Society of Association Executives (ASAE) along with “Good to Great” author Jim Collins released a report called “7 Measures of Success: What Remarkable Associations Do That Others Don’t.” In the 2008—*

*2010 Strategic Plan, the AIA National Component adopted the criteria referenced in this report as a measure of success. This document was referenced in during the Legacy2020 planning process and should continue to be a guide as additional metrics are developed for specific operational plans.*



ENGAGEMENT + EFFECTIVENESS

## AMERICAN INSTITUTE OF ARCHITECTS 2010–2015 STRATEGIC PLAN STRUCTURE



## STATE AND NATIONAL COMPONENT PROGRAM INFORMATION

**American Institute of Architects**

[www.aia.org](http://www.aia.org)

### AIA 2030 Commitment

AIA has challenged member firms to take a leadership role in reducing the energy consumption in the built environment by adopting the AIA 2030 Commitment. Firms signing this commitment agree to develop a long range sustainability action plan that aligns with the benchmarks for achieving carbon neutrality by 2030.



The AIA believes that diversity is a cultural ethos – a way of thinking or acting that fosters inclusion, enhancing our membership, our profession, and the quality of life in our communities. Embracing this culture of diversity, all programs and initiatives of the AIA and its members shall reflect the society that we serve, regardless of race, gender, sexual orientation, physical abilities, or religious beliefs.

*In 2008, participants in the AIA Diversity Summit signed the “Gateway Commitment” which is reprinted here.*

#### GATEWAY COMMITMENT

We, the participants of the multiFORMity 2008 AIA Diversity Plenary, are committed to significantly improving the representation and management of diversity in architecture education and practice.

We believe this requires a cultural shift in the Institute, in our workplaces, and in ourselves.

We envision a continuing conversation to articulate a specific action agenda concerning:

- Using our members' expertise to expand our diversity with creative career mentoring opportunities from kindergarten to retirement.
- Learning from other colleagues and related organizations that have successfully addressed diversity issues.
- Focusing on a series of coordinated action items and ideas to promote diversity, with comprehensive oversight.
- Asking our membership to initiate conversations and actions on the local level.
- Sharing and celebrating best practices in promoting diversity.
- Recruiting and retaining the best and brightest in our profession.
- Employ the appropriate resources to implement these initiatives.

Our purpose in setting forth this commitment is to develop a profession that reflects the diversity of the communities, users, and the clients we serve.  
April 16, 2008



Communities across the country are constantly changing. Some of the challenges they encounter include the loss of major employers, new bypass roads, gridlock, unfocused suburban growth, crime, loss of open space, regional conflict, unaffordable housing, abandoned mills and industrial plants, environmental problems, vacant storefronts, and loss of identity. Regional / Urban Design Assistance Teams (R/UDAT) help communities to respond to these kinds of issues, develop a vision for a better future for your community, and implement a strategy that will produce results.

Because the R/UDAT process is highly flexible, it is effective in communities as small as villages and urban neighborhoods and as large as metropolitan regions.

#### AIA Florida

(Florida Association of the American Institute of Architects) [www.aiafla.org](http://www.aiafla.org)

AIA Florida was founded in 1912 and is headed by a 10 member executive committee and a 50-person board of directors. Including AIA Orlando, there are 13 chapters represented in the Florida/Caribbean region. Other Chapters are: AIA Northwest, AIA Tallahassee, AIA Gainesville, AIA Jacksonville, AIA Tampa Bay, AIA Space Coast, AIA Treasure Coast, AIA Gulf Coast, AIA Palm Beach, AIA Ft. Lauderdale, AIA Miami, and AIA Southwest.

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

## ADDITIONAL RESOURCES



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A CHAPTER OF THE AMERICAN INSTITUTE OF ARCHITECTS

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[www.aiaorlando.com/legacy2020](http://www.aiaorlando.com/legacy2020)

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020