



Orlando Foundation for Architecture

Board Packet

September 26, 2022

Prepared 9.26.2022



Orlando Foundation for Architecture

The Orlando Foundation for Architecture’s purpose is to promote public awareness, appreciation and enjoyment of the built environment, advocate for the preservation of historic architecture, demonstrate sustainable practices, offer scholarships for architectural education, and promote diversity in the architectural community.

2022 OFA Board of Trustees			
Name	Position	Email	Phone
Debra Lemons, AIA	Chair	dlemons@L2studios.com	407-496-7831
Jacki Hale, FAIA	Vice Chair	Jacki.hale.ea@gmail.com	317-945-4445
Mark Adams, AIA	Treasurer	madams@eleven18architecture.com	407-756-2119
Dean Hill	Secretary	terratecture@yahoo.com	321-626-8950
Kyle O'Connell, AIA	Trustee	koconnell@huntonbrady.com	407-839-0886
Peyton Robertson	Trustee	probertson@brasfieldgorrie.com	407-466-6299
Malcolm Jones	Trustee	MJones@scottcormia.com	407-660-2766
Frank Bosworth	Trustee	fbosworth@ufl.edu	225-301-1397
Nathan Butler	Trustee	nbutler@hksinc.com	407-648-9956

OFA Committees:

- Scholarships: Chair: Debra Lemons
- Communications: Chair: Mark Adams
- Membership: Chair: Peyton Robertson
- Events: Chair: Greg Stock
- Tours: Chair: Jacki Hale
- Outreach: Chair: Dean Hill

AGENDA: September 26, 2022

1. Consent Agenda:

- a. August Meeting Minutes
- b. Treasury Report

2. Committee highlights (special emphasis beyond report):

- a. Scholarship
- b. Communications:
 - Promote Q3 special for membership/renewal
 - Art Show
 - Tours

- Conversation starters about OCAD? Invite feedback – place to post comments?
 - c. Membership
 - d. Events:
 - AIA Conference and Expo recap re: OFA
 - St Cloud Film Screening
 - Art Show
 - BAM fundraiser 10/5
 - e. Tours:
 - Sanford recap
 - Atlantic Center for the Arts Tour
 - f. Outreach:
 - OFA+UF CityLab Game Night
3. **OCAD** (*Note: this will be a regular agenda item for all board meetings*)
- a. Strategic Planning Retreat – key takeaways
 - OCAD is physical place/destination/resource with a complementary digital platform for increased presence
 - OFA to lead but AIA Orlando will be a key player and participant
 - Legacy 2020 established OFA and OCAD (referred to as “Regional Center for Architecture”) – needs to be reviewed and updated
 - Establish committee by Jan 2023
 - Establish Advisory Board by end of Q1 2023
 - Committee to review and synthesize research, reports, recommendations from original visionaries, consultants, previous task force, and other participants to develop benchmark and formal strategic plan for moving forward.
 - b. Immediate Action Items:
 - **By October 2022 board meeting:**
 - Compile list of potential OCAD committee members, define structure and protocols
 - Compile list of potential Advisory Board members to be pursued by board members and E.D.
 - **By November 2022 board meeting:**
 - Establish OCAD Committee, Chair
 - Report to AIA Board
 - **By December 2022 board meeting:**
 - Review/propose updates to policies and procedures of Legacy 2020 -
 - Finalize structure and composition of Advisory Board, develop “pitch” for pursuing Advisory Board members
 - Report to AIA Board



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- ***By Jan 2023 board meeting:***
 - Present draft of Strategic Plan to OFA Board
 - Present “pitch” for pursuing Advisory Board members and final list of candidates

- ***By Feb 2023 board meeting:***
 - Advisory Board member status
 - Present updated Strategic Plan to OFA Board (final pending AIA Orlando review)
 - Present Strategic Plan to AIA Board

- ***By Mar 2023 board meeting:***
 - Advisory Board member status (should be mostly complete)
 - Finalize Strategic Plan for OFA Board approval
 - Report to AIA Board

- ***By April 2023 board meeting:***
 - Formally establish Advisory Board – promotion/kickoff (TBD)

4. Old Business

- a. “Say It Loud” event – commitment, date? (proposal from Pascale Sablan in Aug 1 Board Packet)

5. New Business

- a. 2023 Budget
 - committee budgets to Mark/Gary before October 10 Finance Committee meeting
 - Draft budget for review by November 21 Board Meeting (distribute ahead of meeting with board packets)
 - Finalize and approve budget by December 19 Board Meeting
- b. Election of officers – October board meeting

END OF AGENDA



Orlando Foundation for Architecture

2023 – Strategic Objectives

Defining our Vision:

- Resource for architecture and design in Central Florida
- OCAD creation and success
- Community engagement

Action Items:

- Guidebooks - pay off debt
- Establish OCAD Task Force/Committee
- Establish OFA Advisory Board
- OCAD Strategic Plan
- OCAD pitch
- Expand membership
- Capital Campaign strategy
- Refine Brand
- Expansion of Scholarships
- Tournament or other signature fundraising event for Scholarship
- Establish/populate/promote Event Calendar for the year
- Resources for the local schools in Central Florida
- Build education component
- Historic Preservation Outreach (history Center, Historic Board)
- Cross-collaboration for events



**Minutes of the Monthly Board of Trustees Meeting
Monday, August 22, 2022 5:30 pm – 7:00 pm VIA ZOOM**

Trustee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Debra Lemons, Chair	YES	YES	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Jacki Hale, Vice Chair	YES	YES	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mark Adams, Treas.	YES	YES	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Dean Hill, Sec.	YES	YES	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Kyle O'Connell, Trustee	YES	YES	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes
Peyton Robertson, Trustee	YES	YES	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Malcolm Jones, Trustee	No	YES	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
Frank Bosworth, Trustee	YES	YES	No	Yes	No	No	No	No	Yes	No	Yes	Yes
Nathan Butler, Trustee	YES	YES	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Additional Attendees: Bianca Escue
Gary Scarboro

OFA Committees:

- Scholarships: Chair: Debra Lemons
- Communications: Chair: Mark Adams
- Membership: Chair: Peyton Robertson
- Events: Chair: Greg Stock
- Tours: Chair: Jacki Hale
- BAM: Chair: Malcolm Jones
- Outreach: Chair: Dean Hill

ORDERS OF BUSINESS August 22, 2022

OFA Monthly Meeting was called to order on ZOOM at 5:38 PM

1. Consent Agenda:
 - a) Review July meeting minutes - Secretary

Motion to approve July Meeting Minutes carries

- a) Financial Report – Treasurer
 - All scholarships have been paid
 - Not hitting budget goals
 - Membership increases

- Conscious of future spending
- Sponsorships for upcoming events

Motion to approve Consent Agenda and Treasurer's Report minutes carries

2. Trustees

- a) Terms ending December 2022 (Debra, Mark, Dean)

3. Committee reports:

- a) Scholarships (Debra Lemons):

- Promote scholarships at Architecture on Tap student event 8/23
- Scholarship Flyer for AIA Orlando Conference and Expo

- b) Communications (Mark):

- Website updates
- Promote membership with newsletter
- New Smyrna Beach tour video
- "Pavilions" screening
- Sanford Tour
- Art Show

- c) Membership (Peyton):

- "Approval from AIA Orlando to include "opt in" membership for OFA with their membership renewal invoices.
- Interstruct - new Silver member
- Pursuing Shenkel Shultz, Dwell, Wharton Smith, Rhodes & Brito, Cuhanci Pterson, Baker Barrios, Jacobs, Charlan Brock, TLC, Scott Cormia, Perry Becker, S&ME, Sesco Lighting
- 2 individual memberships for August
- Corporate membership recognition
- Recommend Board outreach to new corporate events

- d) Events (Greg): (Report included)

- Isabel Roberts "*Pavilion in the Water*" screenings
- 2022 Art Show update - Good sponsorship and almost 100 pieces
- Promote OFA with IIDA Event (All design professions - Debra

- e) Tours (Jacki): (Report included)

- Historic Sanford Trolley Tour - Saturday, September 24th
- Atlantic Center for the Arts Tour - Saturday, October 8th
- Deland, Baldwin Park and Celebration are being considered for the Fall

OFA Board Meeting Minutes

1 August 2022

- f) BAM (Malcom): (Report included)
 - Casa Feliz fundraiser and cocktails, October 5th

- g) Outreach (Dean): (Report included)
 - Architecture on Tap - Wednesday, August 23rd - Ivanhoe Brewing
 - OFA/City Lab Game Night - Wednesday, September 28th - City Lab
 - OFA/City Lab Lecture Series - November Lecture
 - OFA/ City Lab Design podcast
 - Beams and Lintel Soup

Motion to approve Committee Reports carries

4. Old Business

- a) Audits and Financial Report - Any comments
- b) REMINDER - CANstruction - Board member donations
- c) OFA table at AIA Orlando Conference and Expo - volunteers
- d) Thanks you's to past Board members (John Geronimo, others?)
- e) Recognize past Board members on website
- f) Suzi Barnes memorial tree
- g) REMINDER - Strategic Planning Retreat - Sept. 10th, 8 am-12:30 pm, L2 Studios
 - OFA Advisory Board - each Trustee bring 5 name recommendations
 - Branding
 - Fundraising strategy - OFA and OCAD
 - Membership
 - OCAD Task Force - define, structure, members, mission and timelines
 - OCAD - Why, What, How

5. New Business:

- a) BAM - Amended MOU
 - Amended MOU has been accepted by OFA and BAM
 - Formation of a Community Partnership

Motion to dissolve BAM as a Committee under the umbrella of OFA carries. Motion to ratify Amended MOU to dissolve carries.

Meeting was adjourned by Debra Lemons at 6:49 pm.

Dean Hill, ASLA (OFA Board Secretary)



Orlando Foundation for Architecture

2022 August Treasurer's Report Mark Adams AIA Treasurer

Beginning Balance \$ **7,787.11**

<u>Expenses</u>	\$ (2,000.00) Ck Card - Arthur's Create Events
	\$ (40.00) Bravo Unlimited
	\$ (1,500.00) Ck 7291 - Gary Scarboro Loan Reimb
	\$ (167.50) Ck 7290 B&A Office Support
	\$ (1,339.57) Ck Card - Arthur's Create Events
	\$ (735.00) Ck Card - Orlando Museum of Art
	\$ (4.99) Ck Card - Wix
	\$ (133.75) Ck Card - Paypal Sign Man
	\$ (50.17) Paypal Staples
	\$ (9.45) Wix
	\$ (12.00) Wix
	\$ (9.45) Wix
	\$ (62.10) USPS

Total Expenses \$ **(6,063.98)**

<u>Income</u>	\$ 47.94 Wix
	\$ 165.36 Square
	\$ 3,825.51 Wix
	\$ 823.53 Wix
	\$ 109.40 Wix
	\$ 568.66 Wix
	\$ 100.00 Debit Card Promotion

Total Income \$ **5,640.40**

Ending Balance \$ **7,363.53**

Current Uncleared Transactions None

UpComing Deposits None

Designated Funds	\$ (1,050.00) Art Show Facility Rental
	\$ (3,108.00) Third Quarter 2022 Staff Payment

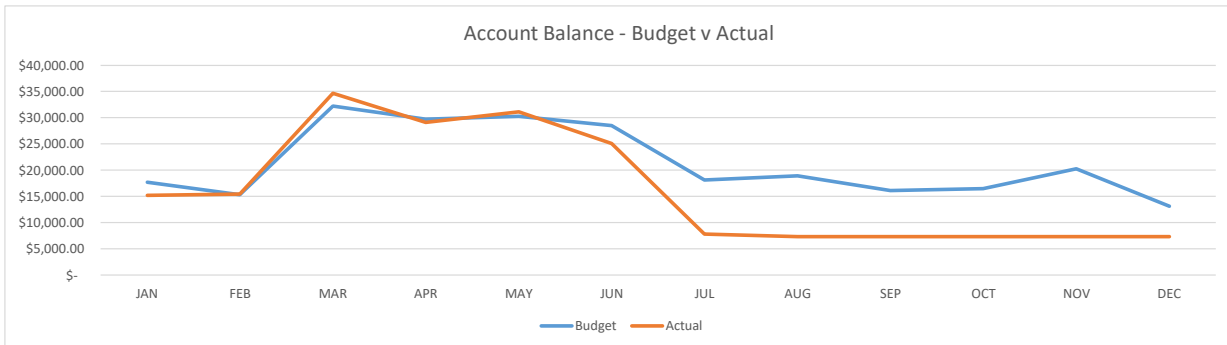
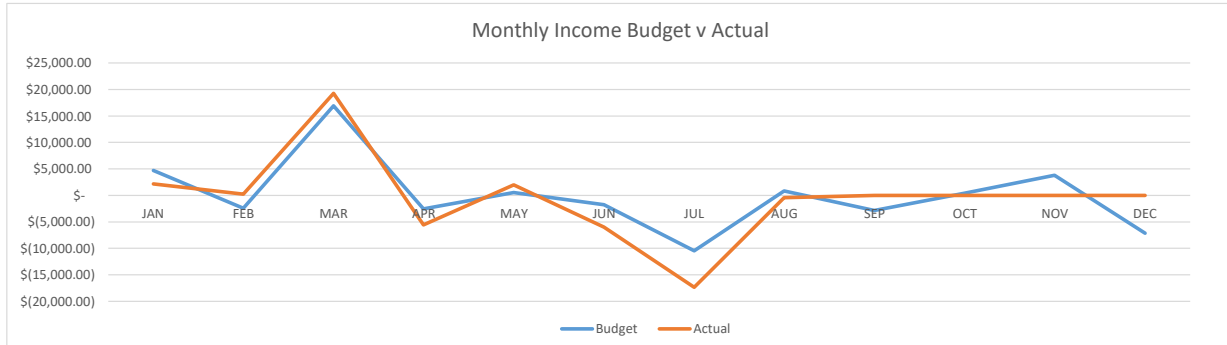
Available Cash \$ **3,205.53**

Other Items

Book Printing Loan	\$ (9,250.00) Opening Balance
\$ 1,398.25	Third quarter 2021 payment
\$ 998.75	Fourth quarter 2021 payment
\$ 1,102.55	First Quarter 2022 payment
\$ 679.15	Second Quarter 2022 payment
	\$ (5,071.30) Current Balance Due

Projections

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
BUDGET INCOME	\$ 6,095.00	\$ 4,225.00	\$ 21,225.00	\$ 2,425.00	\$ 1,650.00	\$ 2,750.00	\$ 4,650.00	\$ 1,750.00	\$ 1,200.00	\$ 5,260.00	\$ 4,670.00	\$ 900.00
BUDGET EXPENSE	\$ (1,385.00)	\$ (6,634.00)	\$ (4,266.00)	\$ (4,958.00)	\$ (1,108.00)	\$ (4,516.00)	\$ (15,057.00)	\$ (900.00)	\$ (4,058.00)	\$ (4,848.00)	\$ (899.00)	\$ (8,021.00)
BUDGET NET	\$ 4,710.00	\$ (2,409.00)	\$ 16,959.00	\$ (2,533.00)	\$ 542.00	\$ (1,766.00)	\$ (10,407.00)	\$ 850.00	\$ (2,858.00)	\$ 412.00	\$ 3,771.00	\$ (7,121.00)
ACTUAL INCOME	\$ 2,610.48	\$ 968.87	\$ 20,084.76	\$ 1,308.07	\$ 7,545.53	\$ 1,243.84	\$ 1,805.83	\$ 5,640.40				
ACTUAL EXPENSE	\$ (434.85)	\$ (724.49)	\$ (793.63)	\$ (6,889.23)	\$ (5,579.32)	\$ (7,250.31)	\$ (19,105.07)	\$ (6,063.98)				
ACTUAL NET	\$ 2,175.63	\$ 244.38	\$ 19,291.13	\$ (5,581.16)	\$ 1,966.21	\$ (6,006.47)	\$ (17,299.24)	\$ (423.58)	\$ -	\$ -	\$ -	\$ -
BEGINNING BALANCE	\$ 12,996.63											
PROJECTED BALANCE	\$ 17,706.63	\$ 15,297.63	\$ 32,256.63	\$ 29,723.63	\$ 30,265.63	\$ 28,499.63	\$ 18,092.63	\$ 18,942.63	\$ 16,084.63	\$ 16,496.63	\$ 20,267.63	\$ 13,146.63
ACTUAL BALANCE	\$ 15,172.26	\$ 15,416.64	\$ 34,707.77	\$ 29,126.61	\$ 31,092.82	\$ 25,086.35	\$ 7,787.11	\$ 7,363.53	\$ 7,363.53	\$ 7,363.53	\$ 7,363.53	\$ 7,363.53





September 2022 Events Committee Report

ATTENDEES – 9/7/2022:

Greg Stock
Dean Hill
Wayne Dolese
Chad Forsyth
Melanie Crownover
Jacki Hale
Frank Bosworth
Tommy James
Nathan Butler
Gary Scarboro
Debra Lemon
Bianca Escue
Jadranka Knezevic
Cindy Rodriguez
Suzanne Barnes

- **Need list of judges from Chad Forsyth, so Bianca can put bio's on website.**

4th Annual OFA ART SHOW:

Wednesday and Thursday 10/26,10/27 RECEPTION THURSDAY 6-9 PM.

Artists Entry Fees: \$15 OFA member, \$25 non-member, max 3 paintings/pieces.

Reception \$20 students, \$35 members, \$45 non-members, drinks and light appetizers, Artist lecture OR Isabel Roberts documentary.

Revenue projections:

(25 qty) artists fees: Member 10 x \$15= \$150, Non-M 15 x \$25 = \$375; subtotal \$525

(65 qty) Reception (1 free ticket each artist) 25 x \$0, 20 x \$35= \$700, 20 x \$45= \$900; subtotal \$1600

Artwork sales?: \$500

TOTAL Projected Gross Revenue: \$2625 before sponsorships (plus we have \$3500? In sponsors)

- **Need donated? Alcohol or purchase, 130 drink tickets, caterer serving is included.**
- **Catering estimates were \$3400 approximately from last year research. Bianca to contact to update quotes.**

Art will be featured and available to purchase through OFA Website Store for the 6 weeks before the show. OFA to retain 50% of art sales, Artist to receive 50%. Artists may donate all of the sale revenue to the OFA with our generous thanks. (Artists to overprice pieces they don't wish to sell.)

No charge for public to view during OMA gallery hours, as folks will already be buying ticket to art museum, or just come to view our show for free and buy paintings.

Other Ideas to expand art show impact:

- Tabled community awards for board retreat discussion, per board meeting.



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- Melanie has published 2 articles/bio's of artists entering this year's show to post on OFA Facebook page/blog (see other #1 below) **and is currently developing a couple more.**
1. Post "artist features" on social media and the OFA blog that promote their art and their architecture (e.g., the firm where they work, their latest projects, perhaps some of their other works, etc.). All the artists so far have been very excited.
 2. Arrange to have the top 10 entries exhibited in some locations around the city after the show (e.g., libraries, city buildings, hotels, corporate offices, **possibly a location along one of the architectural walking tours**, etc.). **Melanie is contacting Barbara Hartley with the city Arts programing (maybe City Hall), Kat Quest with the City Arts Factory, and Rachel Simmons rsimmons@winterparklibrary.org with the Winter Park Library about exhibiting our winners at their venues.**
 3. Give, artists who enter, the opportunity to donate their art to a local charity auction (on behalf of the artist, possibly their firm, and OFA).

Jadranka Knezevic JKnezevic@l2studios.com

Goren Knezevic GKnezevic@l2studios.com

Melanie Crownover MCrownover@l2studios.com

Chad Forsyth chad.forsyth@rbarchitects.com

Greg Stock gregory.stock@stantec.com

Elevator pitch for committee members to use with potential donor/sponsors:

1. The Orlando Foundation for Architecture is a non-profit organization dedicated to public education that inspires people to discover WHY DESIGN MATTERS.
2. The Foundation provides college scholarships to students that participate in the 2+2+2 program at Valencia College, UCF and UF City-Lab Orlando.
3. Through educational programs, tours, exhibits, and events, the Orlando Foundation for Architecture promotes public understanding and appreciation of architecture and design. It inspires creativity and exploration of architecture, engineering, and design. Programs, exhibitions, and events take place at AIA Orlando and in schools and community sites throughout Central Florida.
4. **"OFA ANNUAL ART SHOW" at the Orlando Museum of Art:**
5. Thursday evening reception will be running "Isabel Roberts Documentary" on the monitor in the gallery.
6. Evening reception with drinks and food
7. Public free two day gallery show of architecturally themed art in Community Room off the museum lobby, with 1st, 2nd, 3rd place ribbons and People's Choice ribbon.

This **Call to Artists** text can be used on window posters (this notice will also be in the Artists Registry Weekly E-Newsletter, for 8 weeks) use graphic image from the OFA website:

The Orlando Foundation for Architecture will be hosting the 4th Annual OFA Fundraising Art Show at the Orlando Museum of Art on October 26 and 27, Wednesday and Thursday. The two day show is FREE to the public, open off the museum lobby!

The call to artists is open to the public. Art with a theme related to "Architecture and Design" is encouraged, but not required. Artist fees are greatly reduced this year: \$15 for OFA Members and \$25 for Non-Members. Application fees include submission of up to three pieces or artwork. Professionally Juried Show Awarding 1st, 2nd and 3rd Ribbons. People's Choice Award voting will be in-person. Submitted art will be available for sale in the OFA online store during September and October, or within three business days of submission, if before the



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deadline. All art must be for sale, and the split will be 50% artist and 50% OFA. All sales will be through OFA website, QR codes will be displayed at the museum. Artist's portion of sale may be donated to OFA. The TOP

Deadline to enter is midnight Monday September 12. Drop off will be 8-9 am Wednesday October 26.

Artist may enter at this link and there is additional information: <https://www.orlandoarchitecture.org/artshow2022>

ISABEL ROBERTS DOCUMENTARIES SHOWINGS

We won't get any compensation, but we will also sell guidebooks and promote OFA memberships.

- **Greg Stock to attend and speak at all. On 9/24, 10/11 - John Dalles will also attend/speak.**

SEPTEMBER 24TH SATURDAY - ST CLOUD HERITAGE CENTER – 2:00pm lunch, 3:00pm program?

Contact: Marvin Robinson, marvins1955@gmail.com President, Woman's Club of St. Cloud, (407) 579-6508

J. Dalles, Olive Horning speakers

Bianca for Greg: 30 OFA brochures, and 3 guidebooks with consignment agreement for St Cloud Heritage Ctr.

OCTOBER 12TH WEDNESDAY – CASA FELIZ – PARLOR SERIES – 6:30pm reception, 7:00pm program

Contact: Rick Kilby, oldflorida1845@gmail.com (or Susan Omoto)

J. Dalles speaker, WPPL simulcast online, Rachel Simmons rsimmons@winterparklibrary.org

Greg Stock to contact for event registration link, and for info to promote their new exhibit on JGR II.

Future locations for showings:

- Orange County Regional History Center, Kelly.Bresnowitz@ocfl.net
- WIA showing at UCF/UFCityLab featuring some female student work, Cindy Rodriguez-Frank Bosworth coord.

IIDA, Event Debra Lemons and Orlando IIDA chapter president Ivette Lemons

New IIDA meeting format - "City Center Meetings" (alternates between Orlando and Tampa)

- Other OFA board/committee members encouraged to be present to distribute handouts and answer questions/mingle
- There may be resistance and/or questions about contributing to an organization that is affiliated with one that is perceived to have "stripped their licensure." Need to be prepared to address this – although established by AIA, OFA does not serve architects/AIA members, rather educates and serves the community about the built environment and why design matters. Promote ALL disciplines involved in the design and construction process; educating the public makes people aware of ALL design professionals and what it takes to practice our respective disciplines.
- promote the Isabel Roberts film as a separate IIDA event (TBD) – current IIDA President – to get back with us
- Tuesday, November 15, 5:30?; Location TBD (Ivanhoe Brewing or something similar in Orlando) – sponsors not needed

Next meeting Wednesday 10/5/2022, 12 noon



Orlando Foundation for Architecture

The Orlando Foundation for Architecture's purpose is to promote public awareness, appreciation and enjoyment of the built environment, advocate for the preservation of historic architecture, demonstrate sustainable practices, offer scholarships for architectural education, and promote diversity in the architectural community.

Outreach Committee Report

September 8, 2022

Chair: Dean Hill, ASLA

terrature@yahoo.com

317.626.8950

Outreach Committee:

Bianca Escue	AIA Orlando	bianca@aiaorlando.com	407.470.9632
Jay Lovell	Falkbuilt	Jay.Lovell@falkbuilt.com	407.575.0654
Sean Nimmons	L2 Studios	SNimmons@l2studios.com	407.648.8888
Frank Bosworth	UF Arch.	fbosworth@ufl.edu	
John Kaiser	Designage	JVK@designage.net	407.929.5820
Wayne Dolese	Beta Jones	wayne@betajones.com	202.740.4055
Manuela Valbuena	L2 Studios	mvalbuena@l2studios.com	407.648.8888

Outreach Committee Meetings:

11.11.21 (Sean, Jay, Bianca, Dean)

No December meeting

1.14.22 (Sean, Jay, Bianca, Dean)

2.10.22 (Sean, Jay, Bianca, Frank, Dean)

3.10.22 (Jay, Frank, Bianca, Wayne, Dean)

4.14.22 (Sean, Dean, Bianca)

5.12.22 (Jay, Wayne, Bianca, Dean)

6.16.22 (Jay, Bianca, Sean, Dean)

7.14.22 (Jay, Sean, Bianca, Manuela, Dean)

8.11.22 (Jay, Sean, Bianca, Dean)

9.8.22 (Jay, Bianca, Dean)

Description:

The Outreach Committee represents the interests of OFA to promote architecture and allied design professionals in our communities through public outreach that demonstrates the benefits of design, collaboration, community and membership.

Topics of Discussion:

OFA/City Lab Game Night

- Wednesday, September 28th 6-10pm
- City Lab Studio
- Design Trivia



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Sean and Manuela to review new trivia questions and circulate

OFA Lecture Series - (Sean, Dean)

- Updates
- City Lab (Albertus Wang, Stephen Bender), UF (Peter Sprowls, David Rifkind, Frank Bosworth)
- Dean met with Lindse Murphy, Senior Director at the Orlando Economic Partnership regarding the Metaverse (digital twin)
- Digital Twin effect on design
- Funding/Sponsorships
- Lecture CEUs or HSW ceus
- 1 lecture for 2022 (Nov.)

Sean and Dean updates

OFA "Design Orlando" podcast - (Sean, Dean, Malcolm, Stephen Bender)

- Beams and Lintel Soup Crew - Max, Chris, Gabe and other City Lab students
- Equipment up and running (audio/video)
- 3 episodes completed and uploading to Spotify

Sean, Malcolm, Dean and Crew to coordinate

"Architecture on Tap" - (Sean, Manuela, Dean)

- Casual mixer to kick off the school semester (students, young professionals, professionals)
- Look for dog friendly location
- Free event with no sponsorship needs and event form submitted to Bianca

Committee to determine schedule for next event

Atlantic Center for the Arts Tour - (Dean)

- Saturday, October 8th - New Smyrna Beach
- Co-sponsored with the Florida Foundation for Architecture
- Leeper Studio Complex to receive 25 year Test of Time Award
- Cross promotion with Architecture Sarasota

Dean to follow up with Tours Committee

What's Up Orlando - Pulse Memorial and Museum - June (Pride Month) 2023 - (Jay, Dean)

- Jacki Hale - Architect contact
- Jay Lovell - Mike Chatham - Director of One Pulse
- HHCP contact
- Dean Hill - LA contact

Dean to provide event write up to Jay



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Ongoing Topics

Outreach to Themed Entertainment Professional Organization and Student Group.

Outreach to Seminole State students

Partnering with OMA for an art/design themed lecture (**Dean to follow up with Malcolm Jones**)

Modern Orlando - Mount Dora Modernism Museum

Traveling Boards - OFA Exhibit - Architectural drawings at UF (Frank)/James Gamble Rogers (Rebecca Talbot)

Committee Diversity



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

LEGACY 2020 INITIATIVE CORE TEAM
Dan Kirby, AIA, AICP, LEED AP
Chair

Tim Lemons, AIA
Jeffrey Lurie, AIA, LEED AP
Alberto Sanchez de Fuentes, AIA, LEED AP
Larry J. Trobough, Allied AIA, RCDD
Karen D. Jones

AIA ORLANDO BOARD MEMBERS

2009–2010
Bob Burke, AIA
John David Carling
Wes Featherston, AIA
Bill Hercules, AIA, ACHA, ACHE
Dan Kirby, AIA, AICP, LEED AP
Eric Kleinsteuber, AIA
Steve Langston, AIA
Tim Lemons, AIA
Debra Lupton, AIA, LEED AP
Jeffrey Lurie, AIA, LEED AP
Bob Miller, FAIA
Steve Murphy, AIA
Richard Reep, AIA
Carl Shea, AIA
Rebecca Talbert, AIA, LEED AP
Larry Trobough, RCDD
Hamid Khanli, AIA
Hank Wolf, AIA

AIA ORLANDO STAFF

Karen D. Jones, Executive Director
Allison Barnes
Kristi Debay

WORKSHOP FACILITATOR / REGIONAL STRATEGIES CONSULTANT

Don Upton
Melody Swindle


PRINT SPONSOR



Winter Park Blue

PROMOTIONAL VIDEO

Jeffrey Lurie, AIA, LEED AP

ORLANDO TIME LAPSE VIDEO

Used by permission from
Roberto Jimenez (www.kampoboy.com)

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
myregion.org
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

MEMBER & ALLIED MEMBER FIRMS REPRESENTED IN THE PLANNING PROCESS

BobosArt
Burke, Hogue & Mills Associates
C.T. Hsu + Associates
Cuhaci & Peterson
Fugleberg Koch Architects
Helman Hurley Charvat Peacock
Hunton Brady Architects
INTERPLAN
Kincaid Construction
L2 Studios
McCree Architects & Engineers
Morris Architects
Perkins + Will
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.

TEN YEAR STRATEGIC PLAN 2010—2020



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“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?

Jeffery Lurie, AIA, LEED AP
AIA Orlando 2009 President

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

*Letter to Legacy2020
Workshop Participants
- June 2009*

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

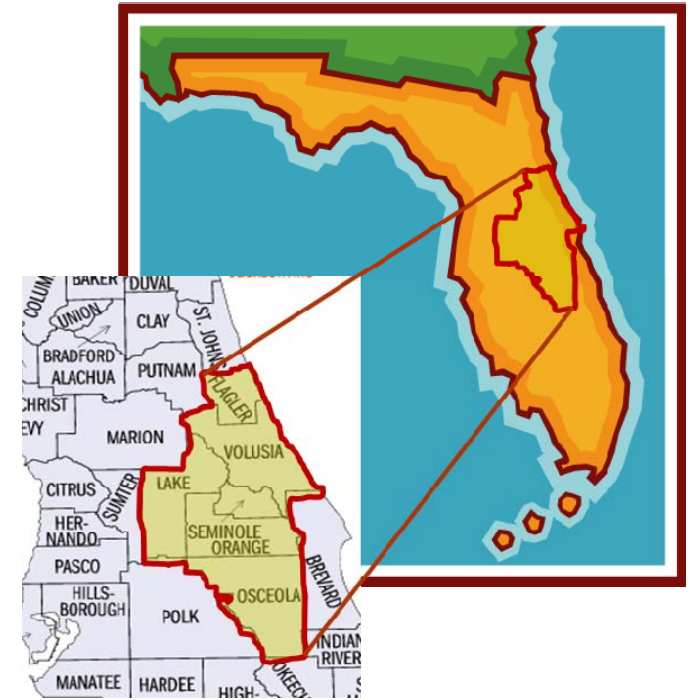
components in Florida consisting of over 500 professional and allied members. Chapter activities include: professional development seminars, lectures, project tours, design charrettes, an annual awards program, and notable community service projects such as Art in Architecture. AIA Orlando has been a 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:



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

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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
- Make adjustments to plan as necessary to effectively accomplish goals
- Reaffirm the focus of the local component to “engage locally”
- Develop focus areas
- Identify potential partner organizations
- 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
- Communicate strategies, reasons for strategies, and targets for implementation
- Annual report to membership on the status of the initiative
- Analyze strengths, weaknesses, opportunities and threats



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:

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

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

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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



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 overarching 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 their 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?"

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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*



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.

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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**



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)

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

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

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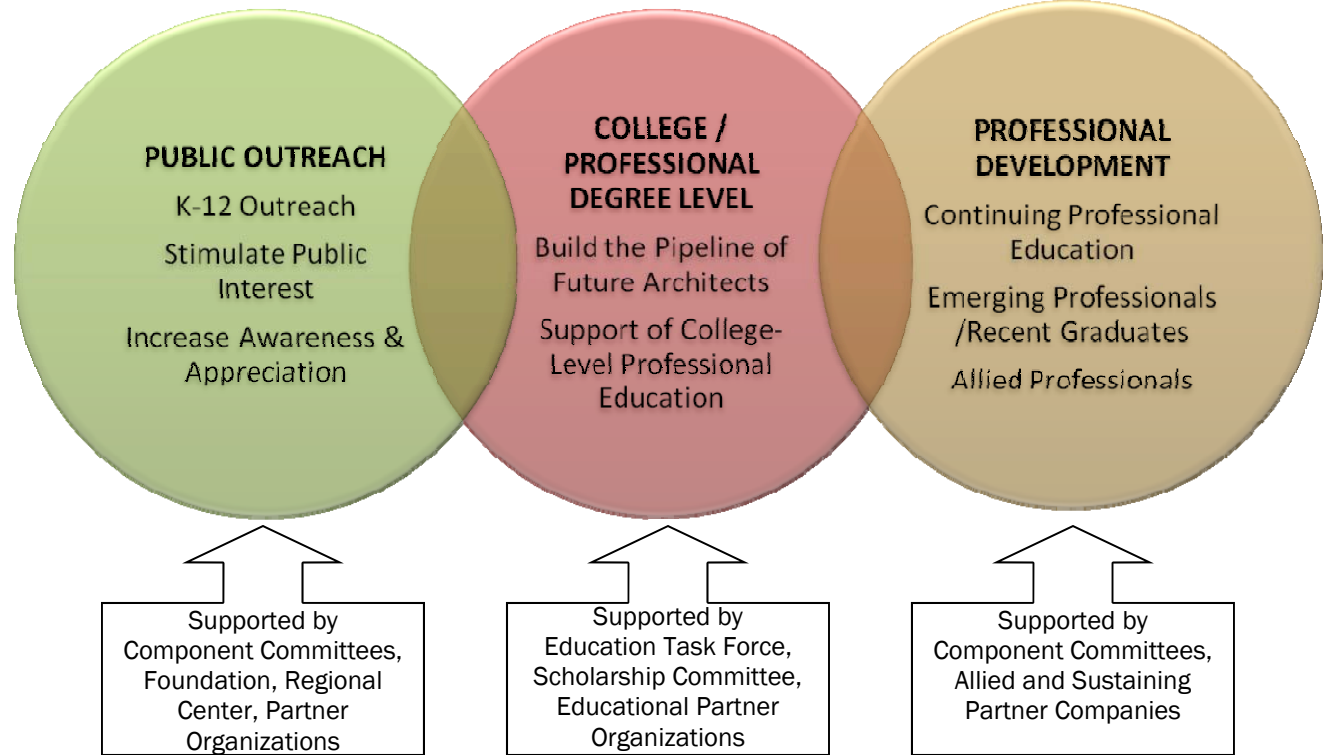
NATIONAL CONVENTION

“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



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

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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)**

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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.

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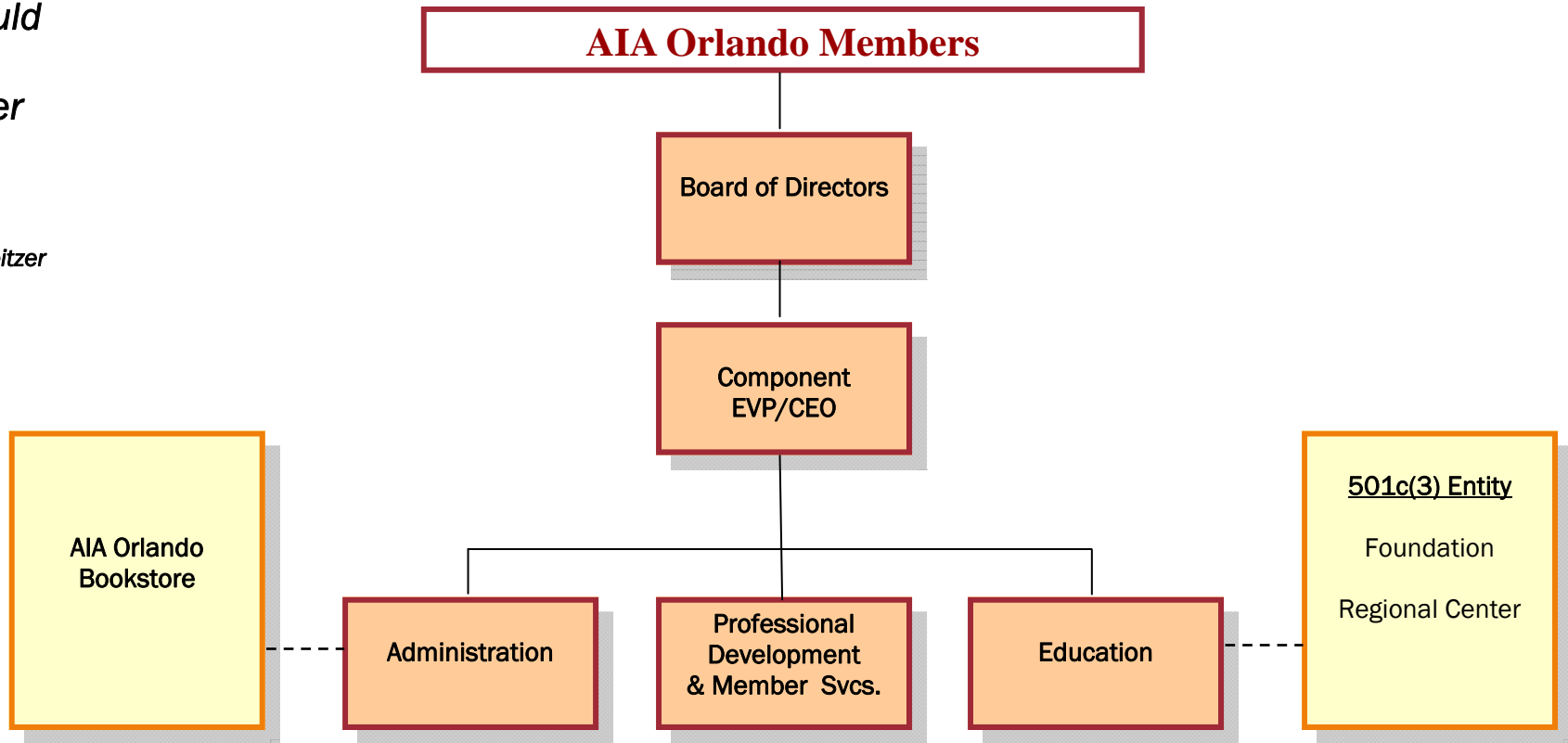
2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

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*

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)

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2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

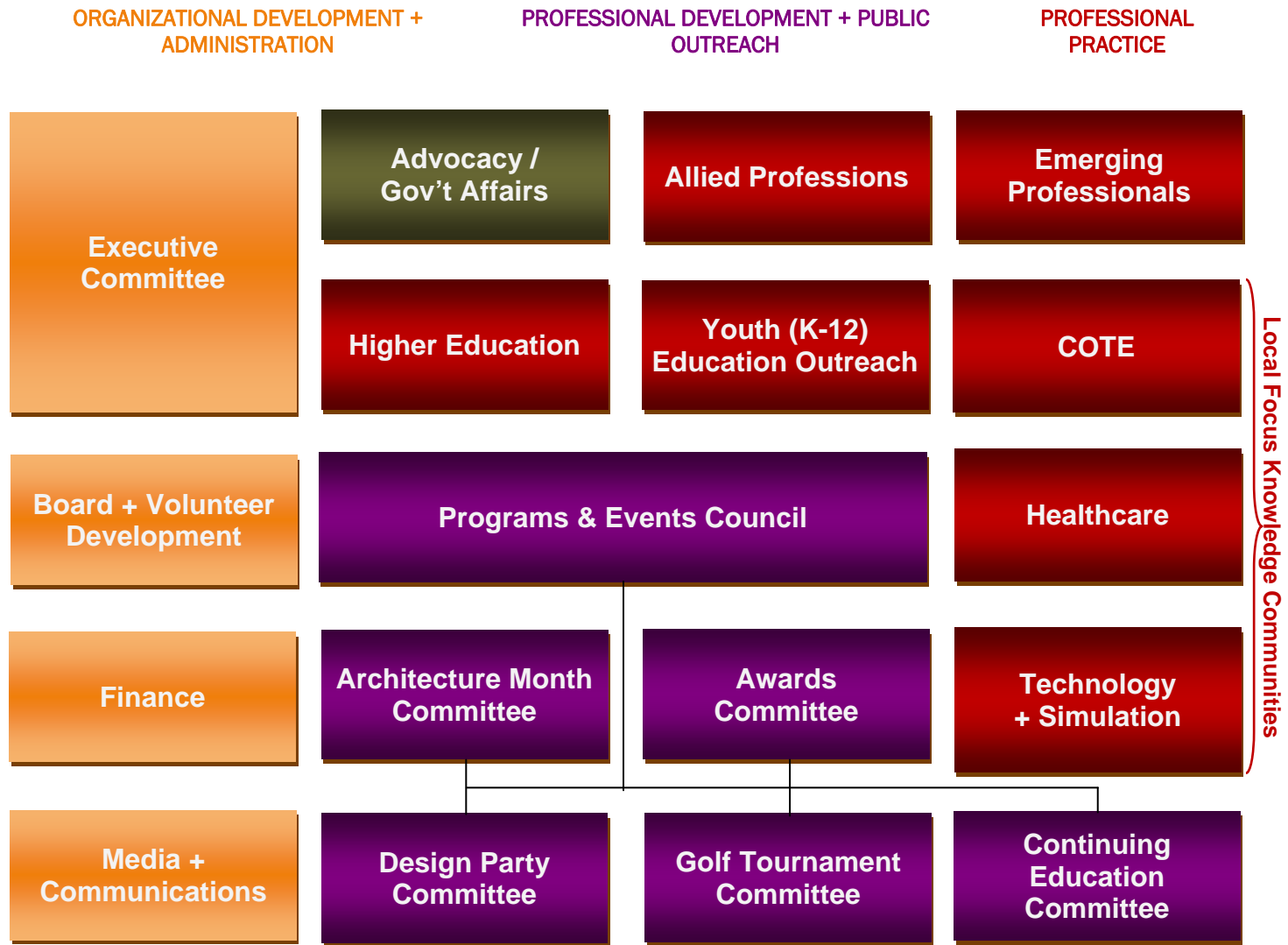
ENGAGEMENT + EFFECTIVENESS

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

- Albert Einstein



AIA ORLANDO STANDING COMMITTEES



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)

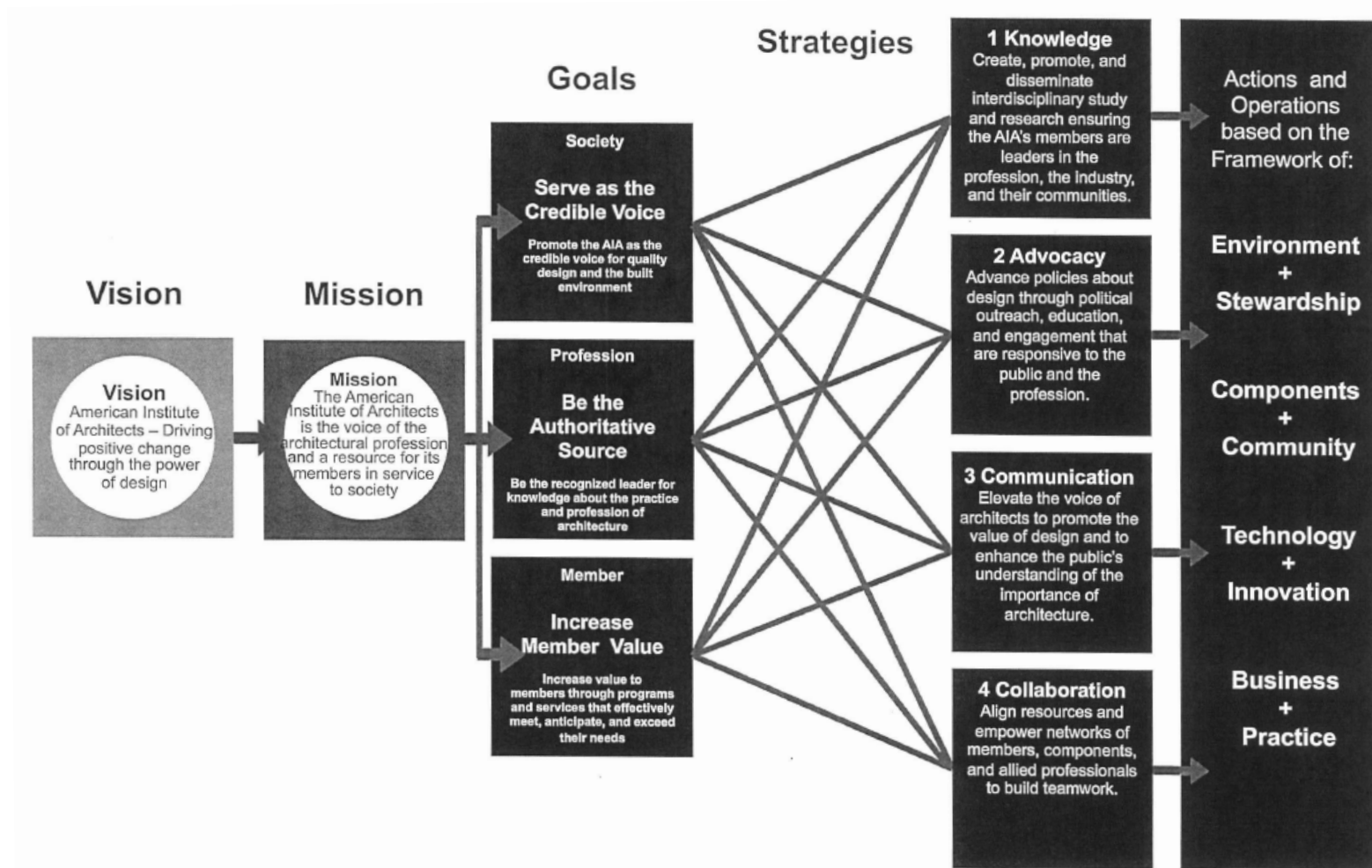
Note: In 2006, a task force of the American Society of Association Executives (ASAE) along with “Good to Great” author Jim Collins released a report called “7 Measures of Success: What Remarkable Associations Do That Others Don’t.” In the 2008–

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.

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

ENGAGEMENT + EFFECTIVENESS

AMERICAN INSTITUTE OF ARCHITECTS 2010–2015 STRATEGIC PLAN STRUCTURE



STATE AND NATIONAL COMPONENT PROGRAM INFORMATION

American Institute of Architects

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

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



AIA ORLANDO
A CHAPTER OF THE AMERICAN INSTITUTE OF ARCHITECTS

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Orlando, Florida 32803

407.898.7006

www.aiaorlando.com/legacy2020

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

OFA

Orlando Foundation for Architecture

end of
Board Packet

Orlando Foundation for Architecture

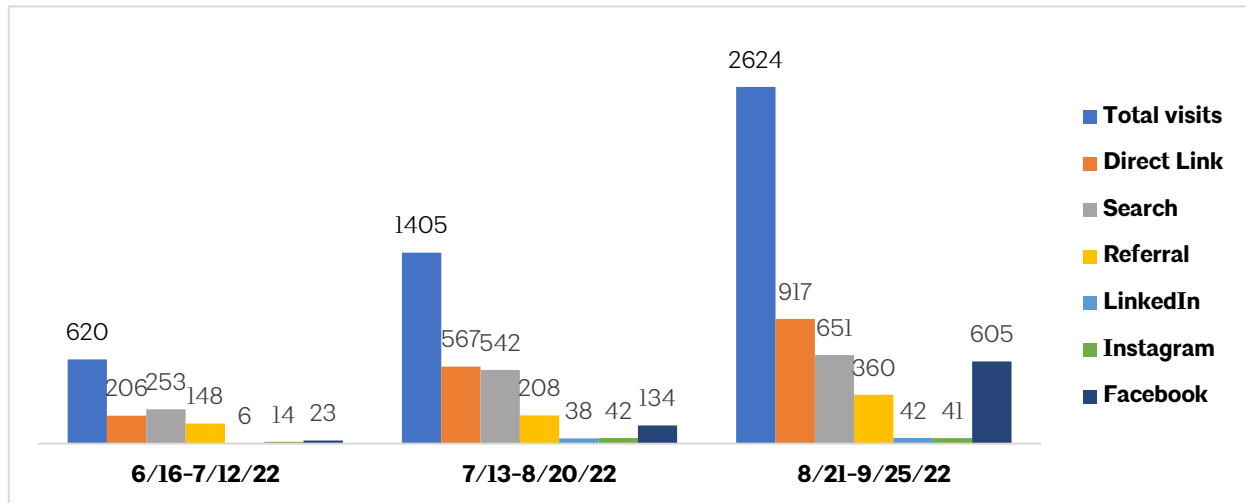
Summary:

Website visits dramatically increased, with a significant increase in website referrals from social media. Post engagements and followers across all platforms continue to increase due to the posts of the Sanford Tour post with Sanford Tours & Experiences. They drove a lot of traffic with their followers reach.

Website Traffic:

87%
Visits

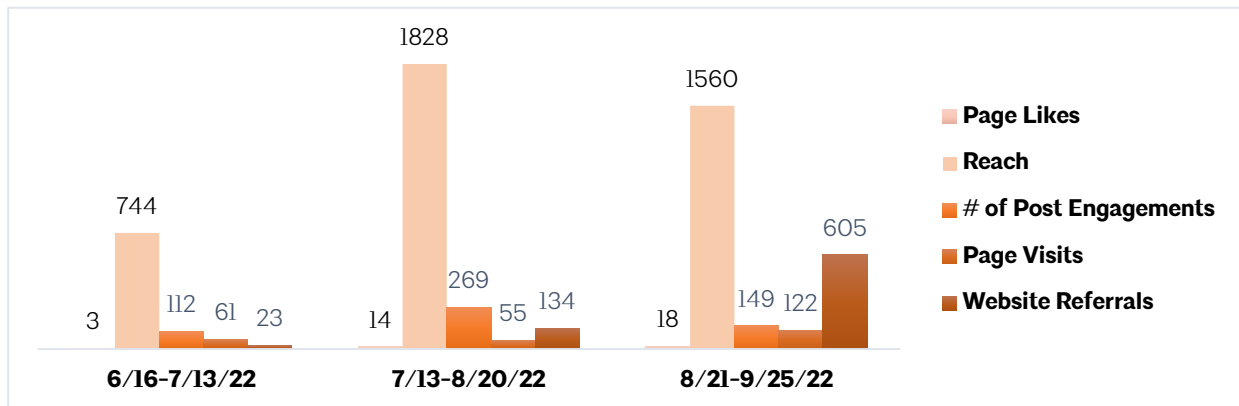
62%
Direct
Link



Facebook:

122%
Page
Visits



352%
Website
Referrals

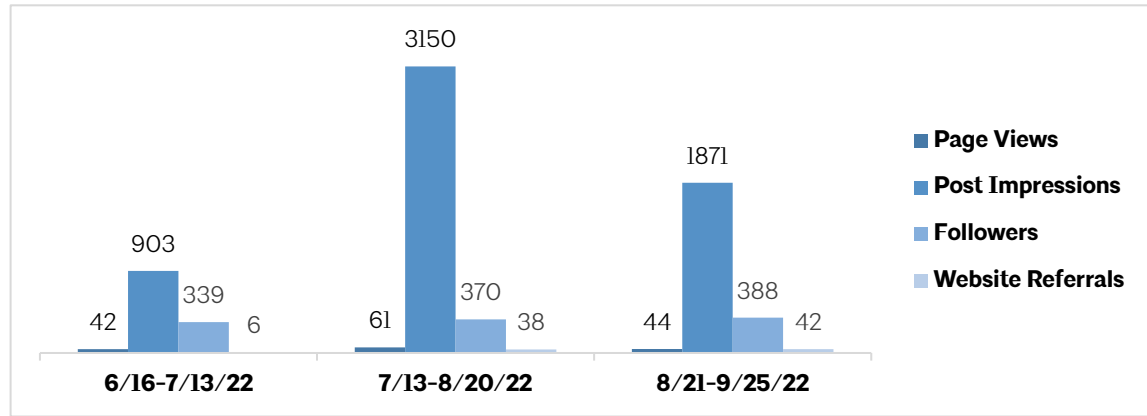


OFA



Orlando Foundation for Architecture

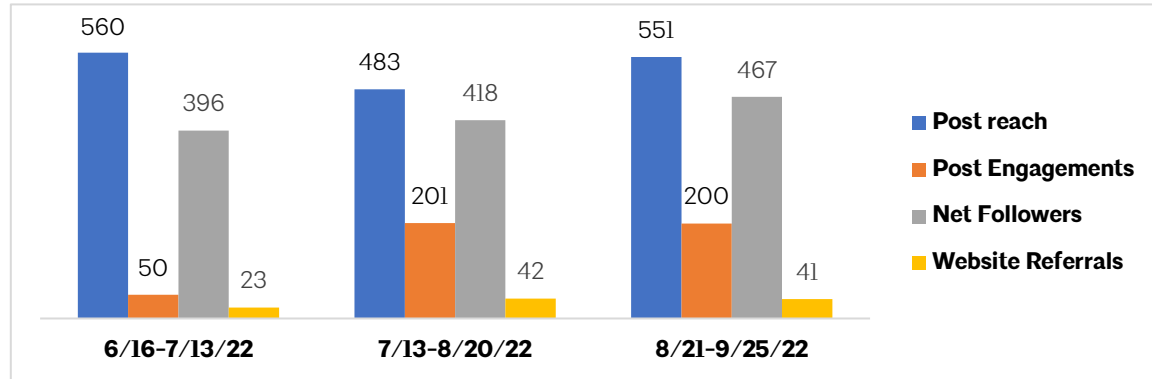
LinkedIn:

 **5%**
Followers
 **11%**
Website Referrals





Instagram:

 **14%**
Reach
 **9%**
Followers



Twitter:

 **23%**
Profile Visits
 **2%**
Followers

