



2020-2024 STRATEGIC PLAN

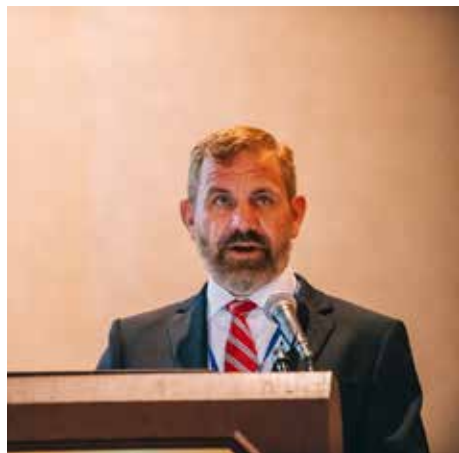
AMERICAN PLANNING ASSOCIATION OHIO CHAPTER

Adopted December 31, 2019



American Planning Association
Ohio Chapter

Creating Great Communities for All



OVERVIEW

The Strategic Plan is APA Ohio's guiding framework. It articulates the Chapter's mission and priorities, and ensures that all Board actions serve the organization's strategic priorities. It serves as the foundation for the Chapter's annual committee work plans, which is how the Board implements strategic priorities along with the annual budget. The Board issues an Annual Report describing yearly performance.

The Executive Committee is responsible for executing the Chapter's strategic plan. The Executive Committee facilitates the creation of annual workplans and budgets to implement strategic initiatives, balanced with each committee's annual responsibilities defined by the APA Ohio bylaws.

The APA Ohio Chapter Board developed four strategic priorities, with supporting tactics to be implemented over the next five years:



Expand Influence

Build on the success of #BecauseWePlan and develop a strategy to tell the planning story. Become a voice for emerging planning issues in Ohio.



Grow Core Strengths

Continue to provide top-rated professional development and education programs that can evolve to meet the changing needs of planning professionals, citizen planners, and planning allies in Ohio.



Activate Leadership

Develop performance metrics and organize the APA Ohio Board for successful transition of leadership and knowledge through succession planning. Develop the pipeline of future leaders.



Support Membership

Inclusively engage members and partners across the spectrum to retain members, recruit new members and leaders, and build a network of planning advocates across the state. Continue to provide the services and programs that APA Ohio members find most valuable.



OUR MISSION

APA Ohio is dedicated to advancing the art, science and profession of good planning — physical, economic and social — to create vibrant communities that offer choices and improve the quality of life for all Ohioans.

The APA Ohio Mission & Objectives have served the organization well since 2011 and clearly articulate purpose. Only minor changes to the wording of the mission statement is recommended as part of the 2019 APA Ohio Strategic Plan. The APA Ohio Chapter Board developed four strategic priorities, with supporting tactics to be implemented over the next five years, as APA Ohio's guiding framework in service to the mission of APA Ohio.



OUR OBJECTIVES

As articulated by the 2011 APA Ohio Strategic Plan, the Chapter's core objectives are to:

- **INFORM:** Encourage widespread dissemination of planning information to and education of public officials, professional citizen planners, the general public and media.
- **PROMOTE:** Increase public awareness and support of the planning process and planning profession among the public and members of related professions. Tell the planning story.
- **ADVOCATE:** Serve in an advocacy role in legislative and policy issues.
- **SERVE:** Provide value-added services to both existing and new members.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

Refer to the background and SWOT report for additional explanation.

Strengths

Internal, Positive – Our Core Functions

What does APA Ohio currently do really well that we should continue to prioritize?

- Education and professional development
- Planning Webcast Series (certification maintenance)
- Well-defined communication channels, geared toward members
- Free job/RFP/RFQ postings
- Section support
- Strong, consistent chapter leadership and management

Weaknesses

Internal, Negative – Our Barriers to Success

What should APA Ohio be doing, but either hasn't done at all, or hasn't done well?

- Communication strategy
- Advocacy
- Partnership with allied organizations
- Recruiting and reaching members in rural areas
- Membership and involvement "pathway" for students and young professionals
- Lack of a formal, comprehensive leadership succession plan
- Leveraging resources

Opportunities

External, Positive – Our Strategic Priorities

What innovations, new services, or strategic priorities should APA Ohio focus on in addition to our core functions?

- Stronger messaging/communications strategy (build on the success of #becauseweplan)
- Build on the success of conferences, section workshops, and planning webcast series
- Use the awards programs as a vehicle to raise APA Ohio's profile
- Student members and AICP candidacy program
- Leverage the talents in our diverse membership
- Make better use of existing resources and processes

Threats

External, Negative – Our Future Roadblocks

What challenges in the next 5-10 years will interfere with APA Ohio's ability to deliver core functions and introduce new/improved programs and services?

- Declining influence in local, state, and federal land use policy
- Loss of institutional knowledge
- Lack of diversity, and potential for declining pipeline of new planners entering the profession
- Ambivalence – inability to attract volunteers
- Reduced membership numbers
- Leadership decisions at APA national impacting APA Ohio
- Reduced conference profits

CRITICAL SUCCESS FACTORS

The Strategic Plan:

- Recognizes APA Ohio's first 100 years, and organizes for success for the next 100 years and beyond.
- Builds on the success of #BecauseWePlan.
- Defines where we want to be and why, based on where we are today.
- Is a "living vehicle" that can be easily updated every 5-6 years.
- Helps APA Ohio connect Chapter and Section initiatives.
- Frames the Chapter's vision, prioritizes the Chapter's goals, identifies actionable strategies and tactics, and assigns responsibility.
- Guides the Board in creating annual workplans, which is the primary tool for implementing the Strategic Plan.
- Is inspiring, and will help APA Ohio cultivate partners and champions and reinforce membership value.
- Ensures sound management and decision-making amid leadership and Board member transitions and changing circumstances.
- Enables consensus-building for problem solving.
- Strives to include SMART goals so we can effectively measure our success.
- Effectively engages stakeholders through the development process.



IMPLEMENTATION GUIDE

The Executive Committee, under the President’s leadership, should facilitate the creation of an annual work plan, either at the last Board meeting of the previous calendar year or the first Board meeting of the current calendar year. Committees should develop detailed work plans for implementing the specific tactics outlined and prioritized in the Strategic Plan.

Committees should prepare budget requests necessary to implement annual work plans to be adopted as part of the Chapter’s budget prior to the end of the fiscal year (June 30).

The Annual Report should serve as a mechanism to report on the progress of the Strategic Plan’s implementation. It provides accountability to ensure that progress occurs, and demonstrates to members how the Chapter is fulfilling its commitments and safeguarding the future well-being of the organization.

The Strategic Plan should be readily available on the Chapter’s website and provided to new Board members and Section leaders.

The following is a suggested outline for preparing an update to the Strategic Plan in approximately 2024:

Year	Activity
<i>Quick wins and getting APA Ohio’s “house” in order.</i>	
2020-2021	Implement the 2019 Strategic Plan. Focus on low-hanging fruit and early wins, while investing time and resources into longer-term initiatives.
<i>Laying foundations and creating the structure for accomplishing bigger goals.</i>	
2022	Conduct member survey to measure progress, and members’ perception of progress and general feedback on APA Ohio performance.
<i>Accelerating impact and preparing for APA Ohio’s next strategic plan.</i>	
2023	Conduct stakeholder interviews and SWOT discussions.
2024	Board retreat; evaluate progress on 2019 Strategic Plan; develop and adopt updated strategic plan by year end.

ACKNOWLEDGMENTS

The APA Ohio Chapter Board is grateful to the time and efforts of those who contributed to developing the 2019 Strategic Plan. APA Ohio would like to thank the following:

- Christine Dersi Davis, APA Ohio Executive Director
 - Central Ohio Section Leaders
 - Cleveland Section Leaders
 - Cincinnati Section Leaders
 - Miami Valley Section Leaders
 - Northwest Ohio Section Leaders
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 - Hunter Rayfield, OSU CRP Student Association
 - Kim Sharp, City of Westerville
 - Beth Nagy, Cleveland State University
- 2019–20 Ohio Chapter Board of Trustees**
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 - Martin Kim, Miami Valley Regional Planning Commission
 - Todd Kinskey, City of Dayton
 - Ann Klavora, City of Shaker Heights
 - Anthony Lococo, Maronda Homes
 - Beth Nagy, Cleveland State University
 - Chris Ronayne, University Circle, Inc.
 - Matt Schmidt, Trust for Public Land
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 - Megha Sinha, NBBJ



COMMITTEE ASSIGNMENTS

Committee assignments ensure responsibility, with relative priority associated with each tactic to focus efforts and resources. Here is an overview of the relative priority of each tactic and the “theme” for each implementation phase:

- **1-2 YEARS [2020 – 2021]**
Quick wins and getting APA Ohio’s “house” in order.
- **2-3 YEARS [2021 – 2022]**
Laying foundations and creating the structure for accomplishing bigger goals.
- **4-5 YEARS [2023 – 2024]**
Accelerating impact and preparing for APA Ohio’s next strategic plan.



EXPAND INFLUENCE

Build on the success of #BecauseWePlan and develop a strategy to tell the planning story. Become a voice for emerging planning issues in Ohio.

Tactic	Responsible	Priority
a. Develop a communication plan. Identify key audiences including elected officials and allied organizations; develop “elevator speeches,” one-pagers, website content, etc. to concisely and effectively introduce APA Ohio and the value the Chapter offers to various audiences; expand the use of social media with more strategic postings.	Executive, Communications	1 year
b. Annually identify guest speakers to invite to Board meetings to advance policy discussions and expand APA Ohio’s influence.	Legislative	1 year
c. Implement a plan for regular updates to the communication plan to keep the story relevant.	Communications	1-2 years
d. Use the Chapter’s Annual Report to reinforce key messages as well as report on annual activities and successes.	Executive	1-2 years
e. Use Chapter Awards to raise the profile of APA Ohio and expand the influence of good planning policies in Ohio.	Awards	2-3 years
f. Explore the creation of new awards categories for Diversity, Equity, and Inclusion; Technology in planning; Legislator and/or Elected Official.	Awards	3-4 years
g. Building on the successful implementation of the previous tactics (1a-f) intended to expand APA Ohio’s influence, continue to pursue a definition of Comprehensive Plan in the Ohio Revised Code.	Legislative	4-5 years



GROW CORE STRENGTHS

Continue to provide top-rated professional development and education programs that can evolve to meet the changing needs of planning professionals, citizen planners, and planning allies in Ohio.

Tactic	Responsible	Priority
a. Develop strategies to ensure that local events and annual conferences continue to be effective and deliver value for members.	Education	1-2 years
b. Explore topical or policy “themes” on an annual basis for consistent programming and messaging across the state.	Education	1-2 years
c. Explore the creation of a Planning Webcast Series 2.0 to leverage this resource as a body of planning knowledge for members, including planning resources and best practices in a variety of formats in addition to video.	Education	1-2 years
d. Involve policy programming at local and chapter events, such as elected officials as guest speakers; explore an annual APA Ohio “policy day” in Central Ohio in coordination with the Great Places in Ohio Awards.	Legislative, Awards	2-3 years
e. Explore the creation of a technology and planning initiative to address the skills gap in the planning profession.	Education, University Reps	2-3 years
f. Explore an update to the Guide to Planning in Ohio, and if applicable, establish a task force to create the work plan and implement the update.	Education	3-5 years



ACTIVATE LEADERSHIP

Develop performance metrics and organize APA Ohio for the successful transition of leadership and knowledge through succession planning. Develop the pipeline of future leaders.

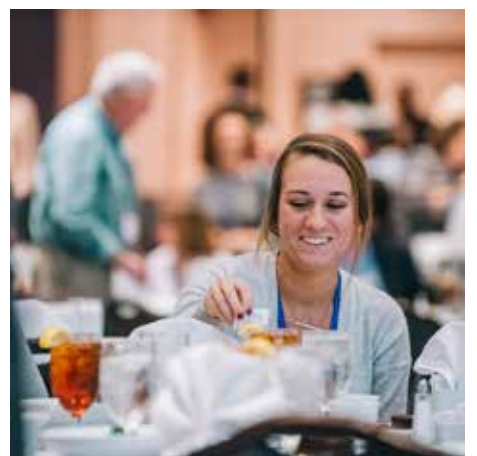
Tactic	Responsible	Priority
a. Empower non-board members to serve as volunteers to implement APA Ohio programs and initiatives, with benefits ranging from leadership development to membership recruitment and retention.	Executive, Communications, Membership	2-3 years
b. Develop performance metrics/key performance indicators (KPIs) to measure the Chapter's success implementing programs and initiatives. Ex: membership rates, post-conference surveys/ratings, Section event attendance/registrations, Planning Webcast Series registrations, sponsorship rates, eNews analytics.	Executive	1-2 years
c. Work with Sections and Universities to incorporate leadership training into local events and annual conferences.	Executive	1-2 years
d. Create a leadership succession plan for the Chapter and Sections. Work with Membership and Education Committees and Sections to develop future leaders.	Governance	2-3 years
e. Work with committees and sections to document policies, programs, and institutional knowledge as part of succession planning.	Governance	4-5 years
f. Work with Sections and Universities to develop a framework for student/new professional mentoring programs that can be consistently applied across the state.	Membership, University Reps	1-2 years
g. Maintain communication and engagement with national APA.	Executive	1-5 years



SUPPORT MEMBERSHIP

Inclusively engage members and partners across the spectrum to retain members, recruit new members and leaders, and build a network of planning advocates across the state. Continue to provide the services and programs that APA Ohio members find most valuable.

Tactic	Responsible	Priority
a. Develop a leadership and engagement “path” for student/young professional members that connects them as students and retains them (student → young professional → established professional → emerging leader)	Membership	1-2 years
b. Develop a strategy around Diversity, Equity, and Inclusion in terms of recruiting future APA Ohio leaders from all walks of life, ensuring inclusion is part of APA Ohio’s membership recruitment strategy, and promoting the recruitment professional and citizen planners in Ohio with diverse perspectives and backgrounds.	Membership	2-3 years
c. Building on the successful implementation of Expand Influence (tactics 1a-g) intended to raise the profile of APA Ohio, develop a strategy for engaging allied organizations and establishing partnerships to recruit potential members and maximize impact on legislative priorities.	Membership	2-3 years
d. Develop a strategy for collecting member feedback on a regular basis, including formal membership surveys and communicating results/next steps, to ensure APA Ohio regularly checks in with our organization’s key customers and stakeholders to clearly define value.	Membership, Executive	2-3 years





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