



2019 APA Ohio Strategic Plan

Adopted

December 13, 2019

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:

1. 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.
2. 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.
3. Activate Leadership: Develop performance metrics and organize APA OH for the successful transition of leadership and knowledge through succession planning. Develop the pipeline of future leaders.
4. 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 OH members find most valuable.

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.

1. **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 OH 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 OH'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 OH 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 OH's influence, continue to pursue a definition of Comprehensive Plan in the Ohio Revised Code.	Legislative	4-5 years

2. **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 OH "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 & planning initiative to address the skills gap in the planning profession.	Education, University Reps	2-3 years
f.	Explore an update to the <i>Guide to Planning in Ohio</i> , and if applicable, establish a task force to create the work plan and implement the update.	Education	3-5 years

3. **Activate Leadership:** Develop performance metrics and organize APA OH 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 at implementing programs and initiatives. Examples include membership rates, post-conference surveys/ratings, Section event attendance/registrations, Planning Webcast series registrations, sponsorship rates, eNews email analytics (ie. opens, click-thru rates), etc.	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

4. **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 OH 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 → YP → established professional → emerging leader)	Membership	1-2 years
b.	Develop a strategy around Diversity, Equity, and Inclusion in terms of recruiting future APA OH leaders from all walks of life, ensuring inclusion is part of APA OH'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 OH, develop a strategy for engaging allied organizations and establishing	Membership	2-3 years

	partnerships to recruit potential members and maximize impact on legislative priorities.		
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