

Architectural Conservancy Ontario

Strategic Plan 2018-2022

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1. Introduction

One of the primary responsibilities of any Board of Directors is to assist in the development of short and long term strategy for the organization, a key component of which is the development of a strategic plan. For the Architectural Conservancy of Ontario, the strategic planning process is of importance and timely as a follow up of both the Organizational Review and the staff restructuring that came from that document, as well as a need to clarify operations based on the C.R.A. review and recommendations from 2013.

With the current strategic plan coming to a close, the Board initiated a strategic planning process to develop a plan that would guide the organization from 2018-2022.

1.1 This Report

This report is structured as follows. Immediately following this **Introduction**, **Section 2 Strategic Planning Process** provides a high-level overview of the strategic planning process undertaken. **Section 3 Mission** captures the current mission statement. **Section 4 Strategic Directions & Key Priorities: Our Touchstone** outlines both the strategic directions and key priorities that begin to operationalize our mission and serve as the foundation for future planning. **Section 5 Strategic Directions, Key Priorities and Key Initiatives 2018-2022** captures the results of the brainstorming of the key initiatives targeted for the next 5 years. **Section 6 Key Initiatives: Outcome Measures & Indicators 2018-2022** reflect the key initiatives and corresponding outcome measures and indicators for the up-coming fiscal year. **Section 7 Monitoring & Evaluation: Key Initiatives 2018-2022** captures the monitoring & evaluation format for the 2018-2022 key initiatives. The **Appendices** give the background to the process.

2. Strategic Planning Process

To steer the process, the Board engaged Caryl Arundel, facilitator to assist with the preparation for the strategic planning session, in addition to facilitating the session itself. With the assistance of senior staff, Caryl developed a web based strategic planning survey. Board members and staff and other interested parties completed the survey with the results informing the discussion of the strategic planning session. Following the compilation of the survey and the SWOT analysis, Board members and staff met for a special planning session (or retreat) on November 18, 2017. Subsequently, a Strategic Plan Working Group was formed, members of this group were F. Leslie Thompson, chair of the Board of Directors; Sarah Hill, Director, Jocelyn Kent, Chair of the Next Gen Committee and Director, Kae Elgie, Director and Chair of the HR Committee (previously on the Organizational and Operational Review), Connor Turnbull, Director and Will Coukell, Chief Operating Officer. This strategic planning document is a synthesis of the work accomplished during the several sessions of the working group, using the information gathered at the larger strategic planning session.

3. Mission

One of the questions on the survey was regarding the level of satisfaction with the current Mission statement: 74% of respondents felt it accurately reflected the current mission and objectives of ACO.

Through education and advocacy, to encourage the conservation and re-use of structures, districts and landscapes of architectural, historic and cultural significance, to inspire and benefit Ontarians.

4. Strategic Directions & Key Priorities: Our Touchstone

The strategic planning session brainstorming and discussions yielded a number of unformed ideas, projects and initiatives as labelled as an appendix to this plan, *Key Initiatives*. However, strategic directions and key priorities were not as clearly articulated. Notwithstanding, the strategic planning brainstorming resulted in a number of themes that spoke more or less clearly to the underlying values and vision of the Architectural Conservancy Ontario and its mandate. The working group teased out these themes and translated them into strategic directions and a number of corresponding key priorities.

The **strategic directions and key priorities** begin to operationalize Architectural Conservancy Ontario’s mission and as such should serve as a foundation for planning for the foreseeable future.

STRATEGIC DIRECTIONS

KEY PRIORITIES









1. Responsible Financial Reporting	<p>Ensure that Architectural Conservancy Ontario is in compliance with reporting requirements – the Not for Profit Corporations Act, CRA letter from 2012 and letter of compliance from CRA 2013</p>
2. Scalable long term Development/ Fundraising	<p>The Fundraising Plan is already approved - ensure that the strategic plan and fundraising plan are compatible.</p> <p>Forge strategic partnerships – Enhance partnerships with funders to add value to the work we do as well as the sector</p> <p>Care for what we hold – Ensure effective and efficient use of funds and resources</p> <p>Leave a legacy – Implement new approaches to funding/development to ensure the long term viability of the organization</p>
3. Well Stewarded Branch Development	<p>Develop our people – Ensure effective volunteer, staff and board development and education</p> <p>Assist with Compliance – Assist branches to comply with CRA and other agreed upon guidelines</p> <p>Measure what matters –Hone our performance measurement to inform our continuous improvement</p>
4. Engaging Communications	<p>Connect with membership Increase our connection with each other throughout the organization</p> <p>Tell our story – Increase the communities’ understanding of what we have to offer</p> <p>Promote the value what we do – Enhance the communities’ understanding of the value of heritage conservation - that is, the value economically, socially, culturally and environmentally.</p>
5. Powerful Advocating with Government	<p>Tell our story – Increase the provincial government’s understanding of what we have to offer and why we need to continue.</p> <p>Promote the value what we do – Enhance the government (and communities’) understanding of the value of heritage conservation - that is, the value economically, socially, culturally and environmentally.</p>
6. Operational and Organization Review follow up	<p>Strengthen our internal systems</p>
7. Embracing Diverse Groups Through Outreach	<p>Increase our reach – pursue a deeper connection with more diverse groups</p>









5. Strategic Directions, Key Priorities & Key Initiatives: 2018-2022











The following key initiatives are drawn from the strategic planning session minutes. The working group matched the initiatives to what was considered the most appropriate strategic direction and key priority.

While all initiatives are reflected below, not all initiatives were prioritized at the November session. The initiatives prioritized were done so using the following scale: High priority – completion within 12 months, Medium priority - completion with 30 months, Low priority – completion by the end of the strategic planning period (this would include those items that are annual as the entire annual group would be completed by the end of the reporting period) . These are marked with clock symbols.

STRATEGIC DIRECTIONS	KEY PRIORITIES	KEY INITIATIVES	LEAD
Responsible Financial Reporting	Ensure that Architectural Conservancy Ontario is in compliance with reporting requirements -	Comply with all requests from CRA (2012) 🕒 High	Chief Operating Officer/Board
Scalable long term Development/ Fundraising	The Fundraising Plan is already approved	Create a detailed, compelling case for support for each of ACO's primary activities (to be used in grant requests, letters, and communication materials). 🕒 Medium	Development Manager
		Create a plan for identifying, cultivating, and stewarding prospects and donors and set procedures in place to ensure that these activities are constantly active. 🕒 Medium	Development Manager
		Search for strategic partners for some of ACO's existing programs (Buildings at Risk and Preservation Works!), both to bolster the	Development Manager

STRATEGIC DIRECTIONS	KEY PRIORITIES	KEY INITIATIVES	LEAD
		<p>programs and to demonstrate to funders that we are effective at forming partnerships.</p> <p> Medium</p>	
		<p>Create a New Donor Acquisition Plan to support our individual giving program.</p> <p> Medium</p>	Development Manager
		<p>Assist with the establishment of a Major Gifts Committee, and support the committee as it springs into action.</p> <p> Medium</p>	Development Manager
	<p>Forge funding partnerships – Enhance partnerships with funders to add value to the work we do as well as the sector</p>	<p>Develop corporate relationships</p> <p> Medium</p>	Development Manager
		<p>Develop list of foundations to be approached for funding based on their indicators</p> <p> high</p>	Development Manager
	<p>Care for what we hold – Ensure effective and efficient use of funds and resources</p>	<p>Develop investment policy and procedures including performance reporting</p> <p> high</p>	Chief Operating Officer/Development Manager
	<p>Leave a legacy – Implement new approaches to funding/development to ensure the long term viability of the organization</p>	<p>Ensure that Board is engaged with fundraising;</p> <p> high</p>	Development Manager
		<p>Continue to develop the annual fundraising plan over 5 year period</p> <p> Medium</p>	Development Manager
<p>Well Stewarded Branch Development</p>	<p>Develop our people – Ensure effective volunteer, staff and board development and education</p>	<p>Mentorship program for branches who are starting or need assistance with a project or program</p>	Chief Operating Officer/Board/Program Coordinator/

STRATEGIC DIRECTIONS	KEY PRIORITIES	KEY INITIATIVES	LEAD
		 high	Membership Coordinator
	Assist with Compliance – assist branches with compliance with conduct and guidelines	Develop Branch handbook  Medium	Chief Operating Officer/Board/Program Coordinator/Membership Coordinator
		Develop Branch Policy, outlining compliance, code of ethics, conduct  high	Chief Operating Officer/Board/Program Coordinator/Membership Coordinator
	Measure what matters – Hone our performance measurement to inform our continuous improvement	Develop membership and/or Branch survey to be done by survey monkey  Medium	Chief Operating Officer/Board/Program Coordinator/Membership Coordinator
Engaging Communications	Connect with membership – increase our connection throughout the organization.	Finish current database revision, do further revisions to ensure database supplies information ACO needs to be effective and compliant with CRA and Not for Profit Corporations Act  high	Chief Operating Officer/Membership Coordinator
	Tell our story – Increase the communities’ understanding of what we have to offer.	Develop materials and briefs/cases for support to tell our story and support priority areas.  Medium	Chief Operating Officer/Development Manger
	Promote the value what we do – Enhance the communities’ understanding of the value of heritage conservation - that is, the value economically and socially.	Develop materials and briefs/cases for support to tell our story and support priority areas.  Medium	Chief Operating Officer/Development Manger
Powerful Advocating with Government	Tell our story – Increase the provincial government’s understanding of what we have to offer and why we need to continue.	Develop materials and briefs/cases for support to tell our story and support priority areas.  Medium	Chief Operating Officer/Development Manger/Policy Committee








STRATEGIC DIRECTIONS	KEY PRIORITIES	KEY INITIATIVES	LEAD
	<p>Promote the value what we do – Enhance the government (and communities’) understanding of the value of heritage conservation - that is, the value economically and socially.</p>	<p>Track all MPP’s points of view on heritage issues (matrix to be created)  Medium</p> <p>Develop a minimum of 3 policy actions a year  low</p> <p>Continue an annual program to engage Government on Policy Issues (e.g. MPP Day)  low</p>	<p>Chief Operating Officer/Program Coordinator</p> <p>Policy Committee/Board</p> <p>Policy Committee</p>
<p>Operational and Organization Review follow up</p>	<p>Strengthen our internal systems</p>	<p>Complete Bylaw Revision  high</p> <p>Develop Governance Handbook  medium</p> <p>Update annual work plan each year  low</p> <p>Succession planning for Board of Directors  high</p>	<p>Chief Operating Officer/Board</p> <p>Nominations Committee</p>
<p>Embracing Diverse Groups Through Outreach</p>	<p>Increase our reach – pursue a deeper connection with more diverse groups</p>	<p>Next Gen event outside the GTA  high</p> <p>5 Indigenous initiatives co-sponsored and co-planned with branches  low</p> <p>1 event a year demonstrating thought leadership  low</p> <p>Establish an education committee  medium</p>	<p>Next Gen</p> <p>Board/Program Coordinator</p> <p>Board of Directors</p> <p>Board of Directors</p>








6. Key Initiatives, Outcome Measures & Indicators: 2018 - 2022









The following tables capture the outcome measures and indicators for the key initiatives designated high priorities that are to be undertaken in 2018-2022. The outcome measures and outcome indicators will measure our progress.






Strategic Direction: Responsive Programs & Services

KEY PRIORITY	KEY INITIATIVE	OUTCOME MEASURE	OUTCOME INDICATOR(S)
Ensure that Architectural Conservancy Ontario is in compliance with reporting requirements -	Comply with all requests from CRA (2012) ⊕ High	all items on 2012 letter complete	CRA compliance on the items from 2012 letter
The Fundraising Plan is already approved	Create a detailed, compelling case for support for each of ACO's primary activities (to be used in grant requests, letters, and communication materials. ⊕ Medium	Fundraising is successful to amounts stated in each year's fundraising plan. All "case for support" statements/documents and basic proposal documents are complete	Proposal documents are being sent out to funding prospects
	Create a plan for identifying, cultivating, and stewarding prospects and donors and set procedures in place to ensure that these activities are constantly active. ⊕ Medium	Prospect management plan is complete	All aspects of the plan are active
	Search for strategic partners for some of ACO's existing programs (Buildings at Risk and Preservation Works!), both to bolster the programs and to demonstrate to funders that we are effective at	Proposal documents are completed and discussions initiated with prospective sponsors for Preservation Works!. Plans for Buildings at Risk and community partners are found.	Sponsor(s) found for Preservation Works!, and Building at Risk is being actively managed. Confirm sponsors/support for program(s).

KEY PRIORITY	KEY INITIATIVE	OUTCOME MEASURE	OUTCOME INDICATOR(S)
	forming partnerships.  Medium		
	Create a New Donor Acquisition Plan to support our individual giving program.  Medium	Targeted messages through Nutshell and Facebook to convert some non-donor members to first time donors	At least 25 first time gifts from individuals
	Assist with the establishment of a Major Gifts Committee, and support the committee as it springs into action.  Medium	Committee established, Terms of Reference written and approved by Board.	Committee is meeting
Forge funding partnerships – Enhance partnerships with funders to add value to the work we do as well as the sector	Develop corporate relationships  Medium	Talk to each corporation we have funding relationships with to solidify support and identify their requirements	Conversations completed with each current funder/potential funder and an updated list developed for this strategic planning cycle.
	Develop list of foundations to be approached for funding based on their indicators  high	Build a list of Foundations (20+) that are top prospects for ACO	List of foundations completed, and updated annually
Care for what we hold – Ensure effective and efficient use of funds and resources	Develop investment policy and procedures including performance reporting  high	Policy developed and best practice research, develop performance target, maybe	Policy approved by Board of Directors and followed, targets established
Leave a legacy – Implement new approaches to funding/development to ensure the long term viability of the organization	Ensure that Board is engaged with fundraising;  high	Every Board member is a donor	Every Board member has donated a significant donation, based on their own ability to give
	Continue to develop the annual fundraising	Annual Fundraising Plan approved by Board of Directors.	Plan is implemented

KEY PRIORITY	KEY INITIATIVE	OUTCOME MEASURE	OUTCOME INDICATOR(S)
	plan over 5 year period  Medium		
Develop our people – Ensure effective volunteer, staff and board development and education	Mentorship program for branches who are starting or need assistance with a project or program  high	Mentorship program developed with guidelines and procedures; 3 branches per year use the mentorship program	Branches are more engaged and involved with 50% of participant groups reporting that they received some kind of help through the mentorship program
Assist with Compliance – assist branches with compliance with conduct and guidelines	Develop Branch handbook  Medium	Develop Handbook for Branches, research best practices, with input from Branches	Handbook completed, approved by Board and available on website for branches
	Develop Branch Policy, outlining compliance, code of ethics, conduct  high	Develop policy with input from Branches	Policy approved and put into practice
Measure what matters –Hone our performance measurement to inform our continuous improvement	Develop membership and/or Branch survey to be done by survey monkey  Medium	Develop questions to be asked with input from branches	Survey completed; data collected and shared with branches Members from 10 branches have responded, and there is a response from 20 to 30% of all members
Connect with membership – increase our connection throughout the organization.	Finish current database revision, do further revisions to ensure database effectivity and that outreach is effective and compliant  high	Develop RFP with complete outline of what is needed in database	Database is complete and useable, membership renewals possible within website Renewals are happening and bounce back rate is low (less than 20%)
Tell our story – Increase the communities’ understanding of what we have to offer.	Develop materials and briefs/cases for support to tell our story and support priority areas.  Medium	Develop targeted materials that support our mission and can be used to promote ACO	Materials are available to be used by branches in resource section of website
Promote the value what we do – Enhance the communities’ understanding of	Develop materials and briefs/cases for support to tell our	Develop materials	Regular communications with list

KEY PRIORITY	KEY INITIATIVE	OUTCOME MEASURE	OUTCOME INDICATOR(S)
the value of heritage conservation - that is, the value economically and socially.	story and support priority areas.  Medium	Develop list of those we should be communicating with regularly Develop materials and briefs/cases for support to tell our story and support priority areas. Determine ideal frequency for such messages.	
Tell our story – Increase the provincial government’s understanding of what we have to offer and why we need to continue.	Develop materials and briefs/cases for support to tell our story and support priority areas.  Medium	Establish a Marketing Committee Develop targeted materials	Committee is established, is meetings and has developed some materials
Promote the value what we do – Enhance the government (and communities’) understanding of the value of heritage conservation - that is, the value economically and socially.	Track all M.P.P.’s point of view on Heritage issues (matrix to be created)  Medium	Develop list by contacting all M.P.P.’s offices with questions	75% of M.P.P.s have responded, list developed and shared with branches (resource on website)
	Develop a minimum of 3 policy actions a year  low	Research province wide heritage issues	Policy actions developed and shared with M.P.P.’s and other decision makers. Advocacy plans implemented.
	Continue an annual program to engage Government on Policy Issues (eg. MPP day)  low	Develop with Branch input	Activities continue based on input
Strengthen our internal systems	Complete Bylaw Revision  high	Bylaw revision sub committee established and working on bylaw revision	Complete and approved by Board of Directors and Membership
	Develop Governance Handbook  medium	Governance Handbook researched and developed	Complete and approved by Board of Directors
	Update Board of Directors annual work plan each year  low	Annual work to update work plan	Complete and approved annually by Board of Directors

KEY PRIORITY	KEY INITIATIVE	OUTCOME MEASURE	OUTCOME INDICATOR(S)
	Succession planning for Board of Directors  high	Nominating Committee developing annual list of skills and sending questionnaire to current members about other needs (diversity etc.)	Complete and approved annually by Board of Directors
Increase our reach – pursue a deeper connection with more diverse groups	Next Gen event outside the GTA  high	Meaningful engagement with NextGenners outside of the GTA	One event created and completed – 50% of respondents report satisfaction with event
	5 Indigenous initiatives co-sponsored and co-planned with branches  low	Guidelines created and delivered to Branches. Events occur	Participants surveyed and 50% of attendees report satisfaction with event
	1 event a year demonstrating thought leadership  low	Planning document produced outlining process and guidelines	Participants surveyed and 50% of attendees report satisfaction with event
	Establish an education committee  medium	Establish Committee, Establish terms of reference, recruit members	Committee is established, is meetings and has developed some materials/plans

7. Monitoring & Evaluation: Key Initiatives 2018-2022

A key component of monitoring and evaluation is regular reports to the Board on the progress to date. The format below highlights the specific initiative, corresponding outcome measures and indicators in addition to the key responsible person and status updates. It is anticipated that this format will be utilized as a Board reporting tool, in part.

The mission statement anchors the monitoring & evaluation tool as all present and future initiatives should be a reflection of our mission.

Mission Statement

Through education and advocacy, to encourage the conservation and reuse of structures, districts and landscapes of architectural, historic and cultural significance, to inspire and benefit Ontarians

Strategic Direction & Key Priority

Responsive Programs & Services: Offer what matters - Provide education, training and information that build's community

Key Initiative	Outcome Measure	Outcome Indicators	Responsibility	Status
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Accountable & Innovative Organization : Develop our people – ensure effective staff and board development

Key Initiative	Outcome Measure	Outcome Indicators	Responsibility	Status
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Accountable & Innovative Organization: Tell our story – Increase the communities’ understanding of what we have to offer

Key Initiative	Outcome Measure	Outcome Indicators	Responsibility	Status

Responsible Stewardship: Care for what we have hold

Key Initiative	Outcome Measure	Outcome Indicators	Responsibility	Status

Responsible Stewardship: Leave a legacy – Implement new approaches to funding to ensure the long term viability of the organization

Key Initiative	Outcome Measure	Outcome Indicators	Responsibility	Status

Appendix 1

Strategic Planning Survey 2017

Architectural Conservancy Ontario

Strategic Planning Survey 2018

Survey

Architectural Conservancy of Ontario (AC) is considering our future directions and priorities and how we can make a difference in architectural and environmental heritage in the province the next three - five years. We would like to invite you, as a member of the ACO Council, to contribute to the planning process through this survey.

As you know the ACO mission, revised in 2012, is:

Through education and advocacy, to encourage the conservation and re-use of structures, districts and landscapes of architectural, historic and cultural significance, to inspire and benefit Ontarians.

The strategic plan developed in 2012, set out the following priorities for our work:

1. Serve and grow branches - sustain existing branches through a unified organization and encourage new branch formation where there is demonstrable need and opportunity
2. Advocate - be the voice for heritage advocacy at the Provincial level

3. Communicate and educate - foster public awareness through education and provide effective member communications.

We are getting together on November 18 to develop priorities for the next five years. We will explore questions about our focus over the next five years, the impact that we want to have, and how we should do our work together.

Please complete the survey no later than the end of day on Tuesday November 14.

Questions - contact our consultant, Caryl Arundel at carundel@sympatico.ca or 416 239-2659.

1. In 2012, ACO identified three priorities for our work:
 - Serve and grow branches - sustain existing branches through a unified organization and encourage new branch formation where there is demonstrable need and opportunity
 - Advocate - be the voice for heritage advocacy at the Provincial level
 - Communicate and educate - foster public awareness through education and provide effective member communications.

How did we do on our 2012 priorities?

Achieved considerable success Achieved some, but limited success

Not at all successful

Comments

Serve and grow branches - sustain existing branches through a unified organization and encourage new branch formation where there is demonstrable need and opportunity

Advocate - be the voice for heritage advocacy at the Provincial level

Communicate and educate - foster public awareness through education and provide effective member communications.

2. Does the Mission statement “Through education and advocacy, to encourage the conservation and re-use of structures, districts and landscapes of architectural, historic and cultural significance, to inspire and benefit Ontarians.” reflect the focus of ACO and is it appropriate to guide the work that ACO does for the next 5 or so years?

Answer choices:

Yes, the mission is appropriate.

Yes, it is acceptable in the medium-term. It is not a priority to change it now, but it will need to be reviewed in 5 years.

Yes, the mission is appropriate as long as it has a few minor tweaks/edits.

No, the mission statement is missing key elements and needs attention now.

* Will have opportunity for comments

3. ACO was established in _____. We have enjoyed many successes since then. Please reflect on the last 5 or so years and identify ACO initiatives, programs, or actions, that you feel have had a positive impact on heritage and conservation in Ontario.

In your opinion, what are the ACO successes over the 5 years and why?

Success 1 -

Success 2 -

Success 3 -

4. We know that there are many internal and external challenges including capacity, relationships, policy change, development, the economy, demographics, technology, that have implications for our work.

In your opinion, what are the top 3 challenges facing ACO today?

Challenge 1 -

Challenge 2 -

Challenge 3 -

What are the top 3 opportunities for ACO to build on or leverage in the current environment?

Opportunity 1 -

Opportunity 2 -

Opportunity 3 -

5. What issues, priorities and/or initiatives should ACO focus on in the next 5 or so years?

In the next five years, I want the Architectural Conservancy of Ontario to

1.

2.

3.

6. Who should ACO focus on? In your opinion, which target groups should the ACO should be focusing attention on in the next 5 or so years?

Local branches of ACO

Provincial government ministries and agencies

Professionals in the heritage field

Students in the heritage field

General public

Heritage property owners

Real estate sector (agents/industry)

Media (print and broadcast)

Developers

Future generations
Municipal politicians
Municipal staff
Other like-minded heritage organizations
Economic development organizations and agencies
Municipal heritage/preservation committees
Other:

7. There are many reasons why members support and are active in ACO. In your opinion, what attracts members to ACO now and what will attract them in the next 5 or so years?

What attracts members to the ACO? What attracts members to ACO today? What will attract members in the future - say in 5 - 10 years?

Please rank order your preferences, with 1 as the most important reason Please rank order your preferences, with 1 as the most important reason

Professional supports and resources including information, tools, contacts, etc.

Opportunities to support heritage preservation in local communities

Opportunities to support heritage preservation across Ontario

Social benefits of belonging to a local branch of ACO
ACO promotion of understanding and knowledge about architectural heritage

ACO leadership and engagement in advocacy and preservation campaigns

Other:

8. Please identify your affiliation/connection with ACO:

List of branches

Next Gen

Elected Member

9. How long have you been a member of ACO?

Less than one year

1 - 2 years

3 - 5 years

6 - 10 years

11 - 15 years

16 - 20 years

over 20 years


Thank you.

Appendix 2

Notes: Strategy Session



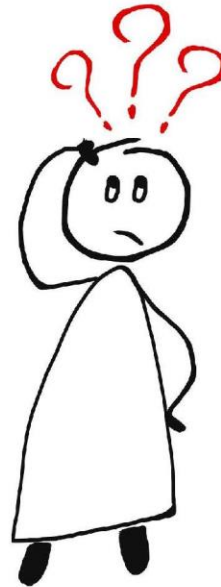
Architectural Conservancy of Ontario – Planning for the Future

- 
- I have integrated the flipchart notes from the discussions into the slide deck.
 - The original slides are in black font.
 - The summary notes from your discussion are in **orange font**.
 - The notes represent your discussion at the November 18th session. They are not final or approved.
 - A small group will continue to refine the draft strategic directions and will present a more complete 'plan' for Council approval.

Caryl Arundel
carundel@sympatico.ca

AGENDA – November 18, 2017

- 10:00 Welcome, Introductions
- 10:15 Our Purpose and Focus
 - ACO Environment
 - Key Issues
- 12:15 Lunch
- 12:45 Possibilities
 - Vision and ACO Priorities
- 3:45 Wrap Up



Ground rules

- Respect the agenda and time limitations.
- Be fully present and engaged for the entire session; avoid personal and professional distractions. Phones off or on vibrate; no texting, emails or phone calls (unless it's an emergency).
- Be respectful of each other's comments, ideas and suggestions, whether you agree or disagree.
- Make sure everyone is given the opportunity to fully express his/her ideas without interruption.
- Brainstorm; some of the best ideas come from spontaneous thoughts.
- Let's have an open, honest discussion; don't be afraid to talk about the 'elephants in the room'.
- Get out of the weeds - strategic thinking is done at the 50,000 foot level.
- Park ideas and challenges that are off task and don't revisit them again during this session.

Strategy Questions



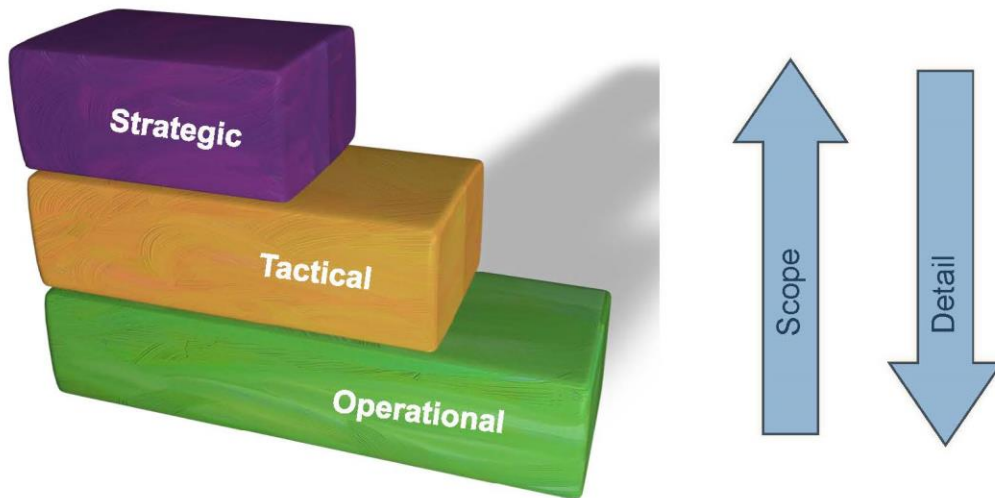
Bryson, J. M. and F. K. Alston. (2011). Creating your strategic plan, 3rd Edition. (Jossey-Bass: San Francisco) p. 5.

What is planning?

- Future thinking.
- Decision making.
- Organizational learning.
- Integrated decision making.
- Disciplined effort - a formalized procedure to produce an articulated result in the form of an integrated system of decisions.

Types of Organizational Planning

Stepping stones - one leads to the other

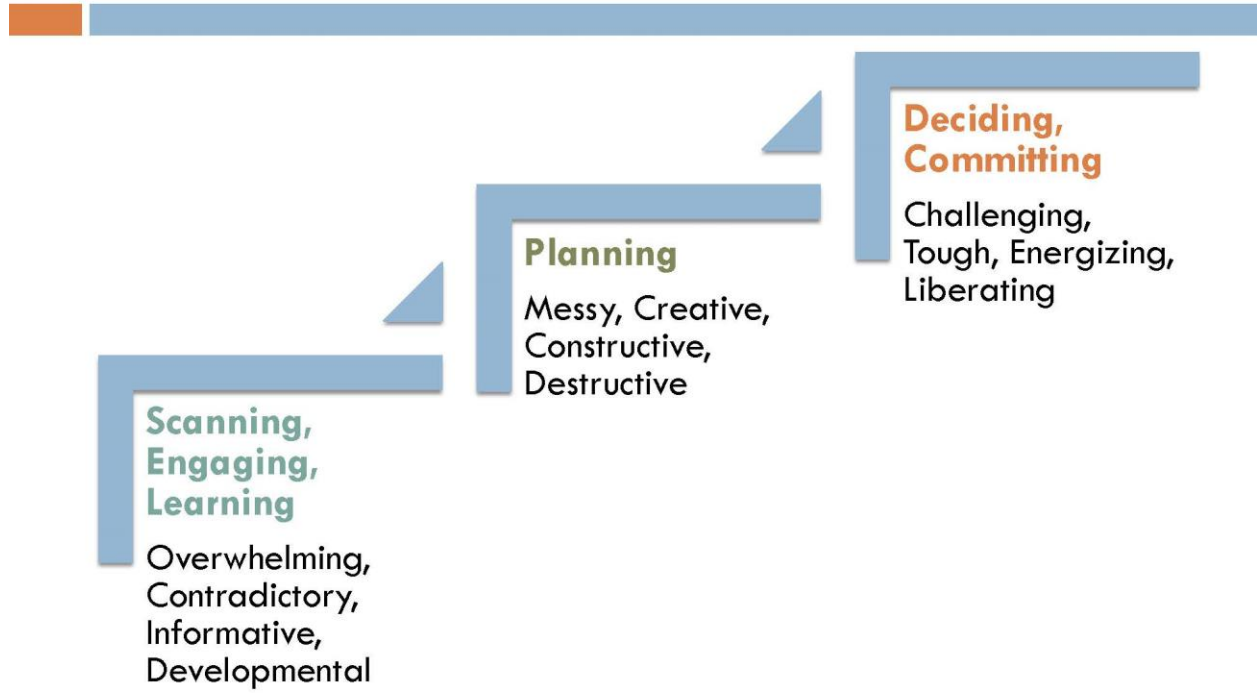


Strategic vs Operational

Strategic	Non-strategic
• Doing the right things	• Doing things right
• Longer term horizon	• Shorter time horizon
• What	• How
• Where	• How
• Ends	• Means
• Vision	• Plans
• Strategizing	• Planning
• Formulation	• Implementation

Adapted from: Stacey, R. (1992), *Managing the Unknowable*. Jossey-Bass Business and Management Series.

Strategic planning process





ACO 2012 Strategy

- VISION ?
- MISSION – Through education and advocacy, to encourage the conservation and re-use of structures, districts and landscapes of architectural historic and cultural significance, to inspire and benefit Ontarians.
- PRIORITIES
 - Serve and Grow Branches
 - Communicate and Educate
 - Advocate

1. Serve and Grow Branches

- Develop framework and toolkits
- Provide broad capacity-building support
- Maintain charitable status
- Continue *Preservation Works!*
- Heritage property acquisition
- Ensure consistent branding
- Develop engagement model for geographical and virtual branches
- Encourage new branch formation

2. Advocate

- Develop position papers
- Develop partnerships and coalitions of support
- Ensure political-level government advocacy
- Ensure departmental-level governmental advocacy
- Ensure non-governmental advocacy (property owners, developers, real estate community)

3. Communicate and Educate

- Develop integrated communications strategy
- Develop fundraising strategy
- Continue Annual Conference
- Continue and expand awards program
- Maintain effective membership list
- Provide-wide membership recruitment campaign
- Investigate educational programs (accreditation or certification as well as less formal)

Narrative

- Through advocacy and direct action, ARCHITECTURAL CONSERVANCY ONTARIO has been involved in preserving Ontario's architectural and environmental heritage since 1933 by helping communities and owners preserve buildings and structures of architectural merit, and places of natural beauty or interest.
- ACO is a charitable organization operating through a network of autonomous local branches in communities across Ontario, linked by a small co-ordinating office in Toronto, and governed by its Executive and Provincial Council.

From website

Members

- Older membership base
- Large cohort of long term members (+20 years)
- Most affiliated with local branch
- Heard about ACO from word of mouth and also through media
- Joined because of interest in supporting heritage preservation in local community and Ontario
- Most members pay directly for their membership

Operational Review



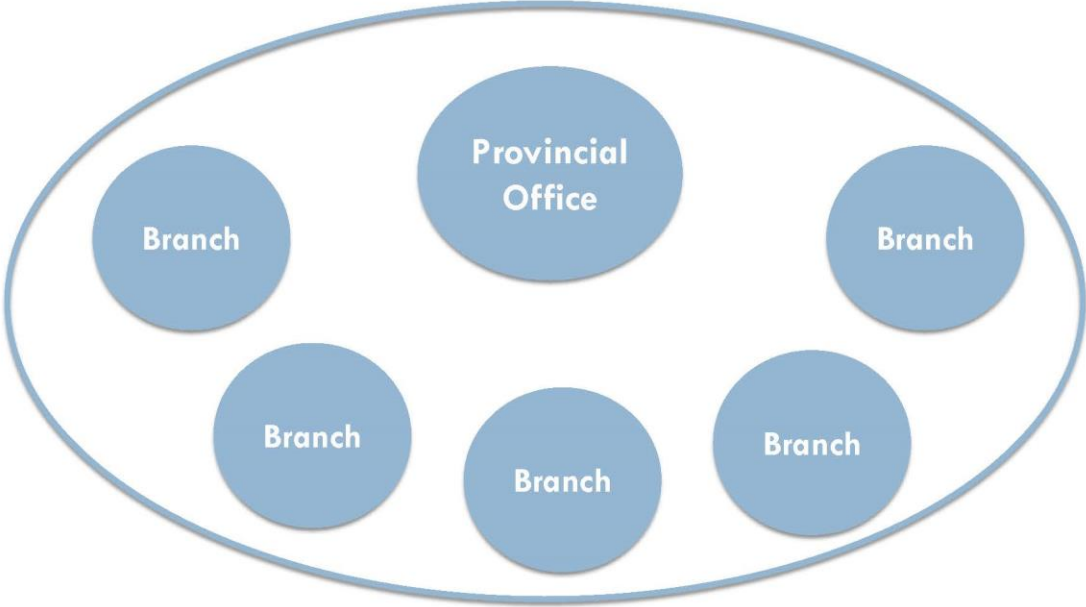
“The ACO is at a pivotal moment in its history. We have completed a strategic plan, developed a new brand, are rewriting our governing by-law and are in the process of developing communications, including a new website. We are ready to reexamine the operation of the organization and to develop a plan for an appropriate management process.”

- Governance, Management and Accountability
- Organization and Staffing
- Financial Management and Stability
- Improvements to Optimize System Administration

CRA Audit



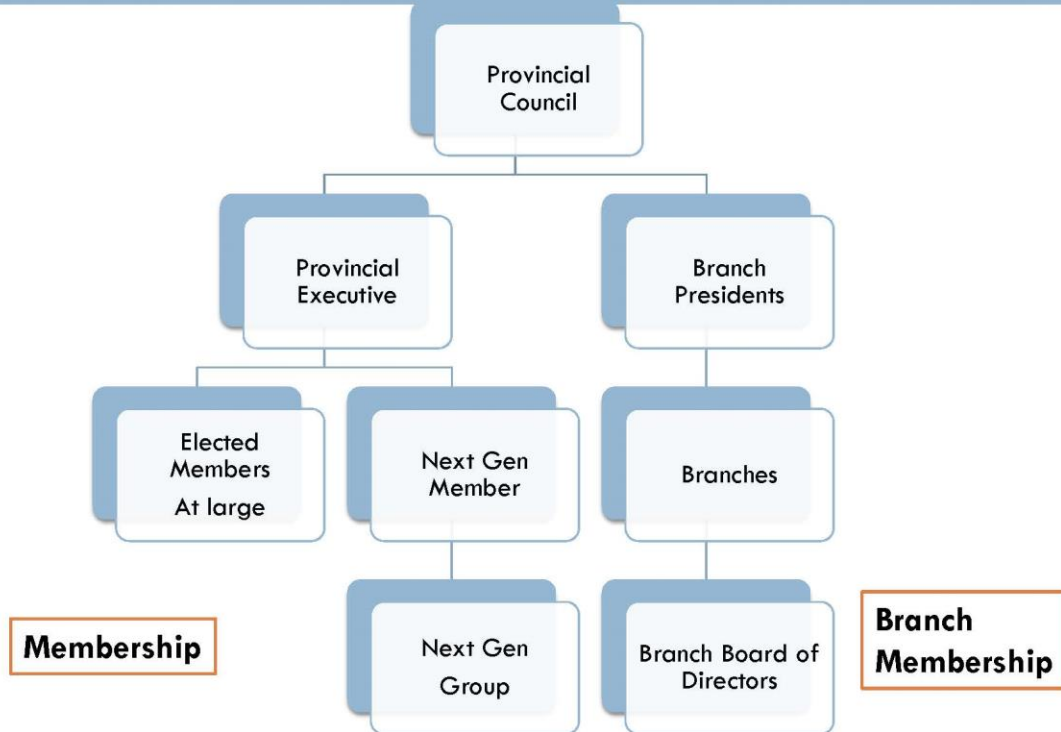
Architectural Conservancy of Ontario



Associations & Federations

- Federation – a network or partnership that includes 2 levels – national (provincial or regional) and local (regional or provincial)
 - ▣ Share a mission, brand, values, and reason for working together
 - ▣ Have legal independence from each other
- Association – a multi-site organization led by a strong central/head office
 - ▣ Affiliate relationship - not legally separate – part of one organization

Decision Making Structure



How did we do on our 2012 priorities?

	Considerable Success	Some but limited success	Not at all successful
Serve and Grow Branches – sustain existing branches through a unified organization and encourage new branch formation where there is demonstrable need and opportunity	11.5%	69%	19%
Advocate – be the voice for heritage conservation at the provincial level	46%	50%	4%
Communicate and Educate - foster public awareness through education and provide effective member communications	27%	58%	15%

What about the mission statement?



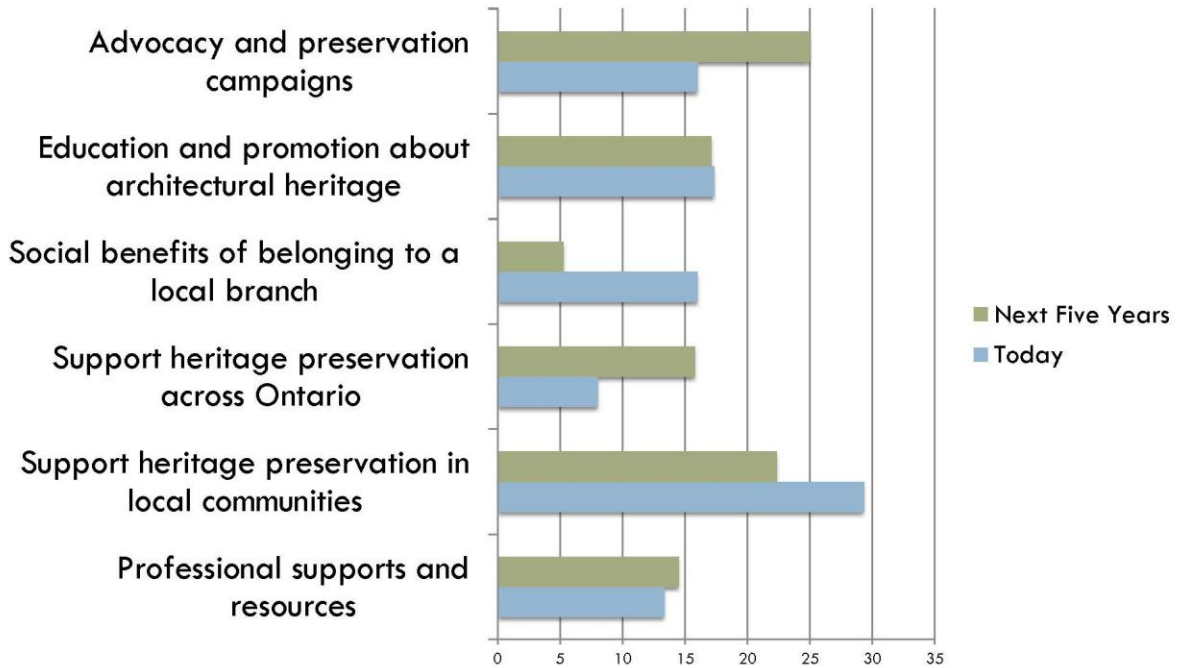
- 78% - Yes, it is appropriate
- 22% - Yes, it is acceptable in the medium term. Not a priority to change now, but will need review in 5 or so years.

Through education and advocacy, to encourage the conservation and re-use of structures, districts and landscapes of architectural historic and cultural significance, to inspire and benefit Ontarians.

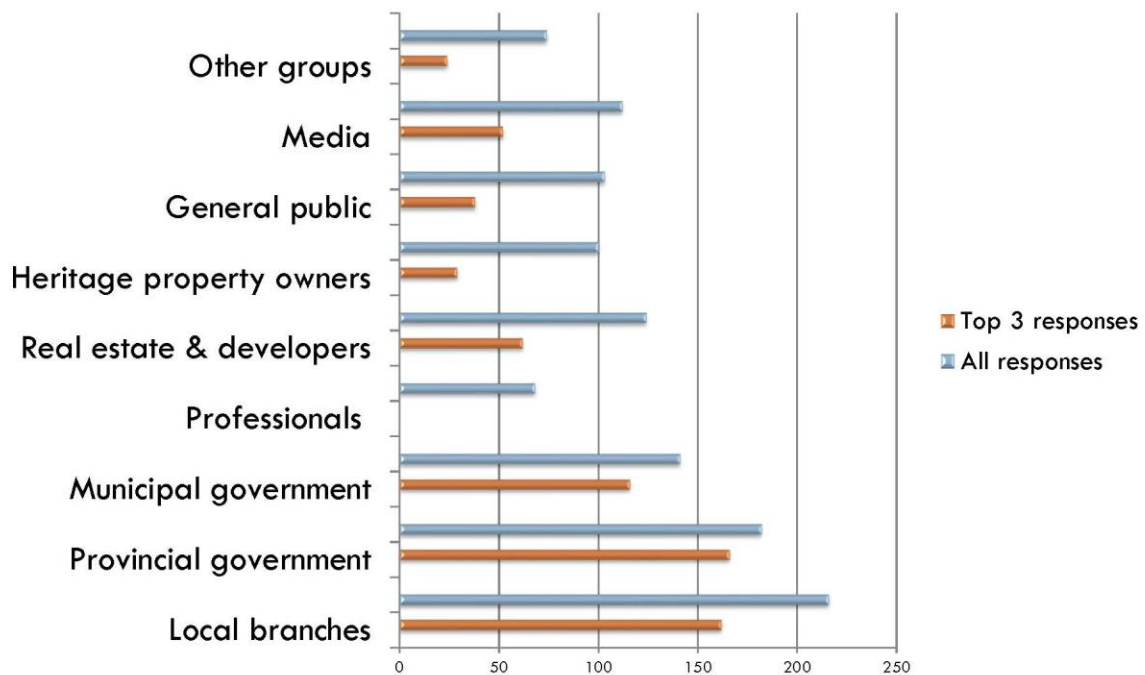
ACO Successes

- Progress on operational and organizational issues, management, hiring, systems, CRA work, communications
- Heritage days, MPP days
- Awards
- Acorn and Acorn in a nutshell
- 80 for 80
- Branch level - better programs, public education. Branches becoming more independent, higher profile in local communities
- Various initiatives: NextGen, promotion of tax incentives for conservation, intervention and the restoration of Petrie building, branch house tours & speaker series, conferences
- Adding new branches

What attracts members now and what will attract them in the next 5 or so years?



Who should ACO focus on?



Current Opportunities

Build on work, promote heritage

- Advocacy
- Awareness
- Storytelling
- Education
- Resource
- Work with and influence decision makers

Strengthen and build, increase impact and influence

- Visibility
- Demographics
- Leadership and capacity
- Technology
- Financial resources
- Communication
- Set priorities
- Relationship with and between branches

Current Issues

Capacity	Branch	Heritage
<ul style="list-style-type: none">• Finances• Technology• Membership (more and demographics)• Administration and systems• Lack of direction• Leadership• Staffing• Build and strengthen brand	<ul style="list-style-type: none">• Viability• Relationship between branches• Relationship with ACO• Reliance on volunteers - risk	<ul style="list-style-type: none">• Apathy• Lack of awareness• Lack of support• Development pressures, intensification• Economics of heritage

Ideas



Ideas about future of ACO

- Internal structure and capacity
- Communication
- Advocacy
- Funding
- Branch support and relationships
- Education
- Partnerships
- Membership

Ideas – policy and program

- Promote heritage preservation
- Create a plan to protect existing buildings
- Fight for grandfathered aspects of old buildings to be allowed even if they don't meet building code
- Strengthen the Heritage Act
- Amend tax laws for heritage buildings in downtowns
- Influence provincial policy development
- Advocate for tax breaks for heritage development
- Register all buildings of significance
- Advocate for sustainable government funding for heritage property owners
- Advocate for more rigorous heritage research and resources

Ideas – policy and program

- Identify and promote the economic value of heritage
- Work with local school boards to develop curriculum topics about heritage conservation
- Province wide advocacy campaigns for legislative change
- Run contests or activities to engage public
- Partner with others to create bicycle routes and series of hostels and inns in small town halls across the province (get funding for this)
- Take advantage of latest trend in cake making - sponsor an event and have a bake off in old buildings
- Financial support/grants/incentives to make conservation and preservation more viable

Bringing it Together



- What are the key messages?
- What does this mean for ACO?

Preliminary assessment

Strengths	Challenges
Passionate, committed Provincial scope Trusted, respected Independent Good programs, initiatives Good cause Lots of ideas	Governance structure Internal relationships Accountability and CRA Capacity to deliver Communication and identity Articulation of value of heritage conservation Not agile Technology Demographics Membership

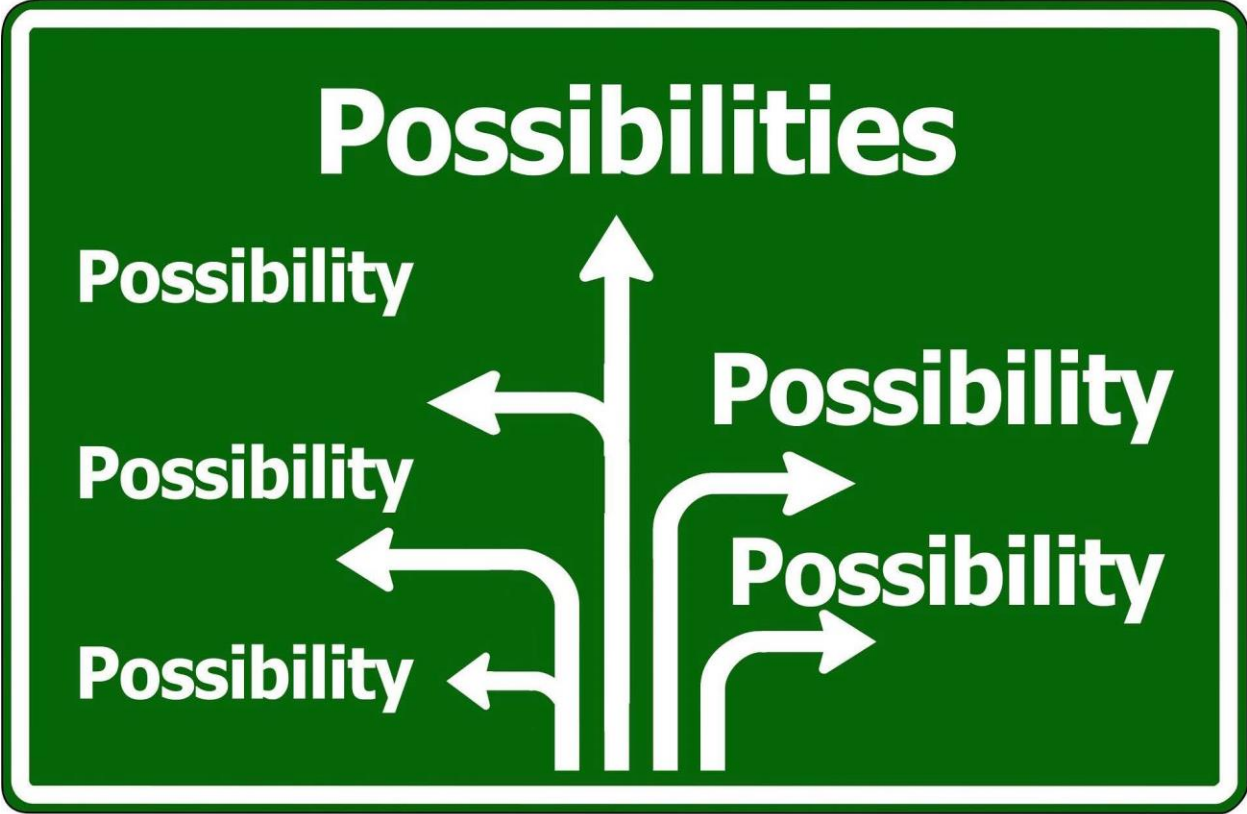
Key messages and implications for ACO?

From the small group discussions:

- Group 1
 - Structure of ACO – needs work
 - Need for better lobbying/advocacy at province and municipal levels
 - Implications for ACO education work – need to focus on all levels
- Group 2
 - Structure – need to clarify
 - Identity uniqueness – what is ACO niche
 - Branches – need to clarify relationship – Think provincial, act local
 - Membership – need to think more about this
 - Need to balance negative ‘fight’ image
 - Want to be contemporary, emphasize diversity

Key messages and implications for ACO?

- Group 3
 - Functional structure
 - Provincial level – need to bring expertise together
- Group 4
 - Technology – uneven capacity at branch level, website, etc
 - Demographics – want more supports for branches
 - Volunteers – many different groups doing similar things – how to share, partner, collaborate re volunteers (and other things?)
- Group 5
 - Governance and structure
 - Membership strategy needed to attract younger and more diverse members
 - Education strategy is needed – maybe focused at children, students
 - Technology



Strategic Options

Programs, Initiatives	Target Audience	Approach/Structure
Do Same	Existing Clients	Same model/approach
Do More of Same	New Clients	Revised, improved (current) model
New, Related	Specialize	Collaborate (formal)
Specialize	Expand Clients - geography	Integrate, Merge

Could include

- Program and project initiatives
- Nature of program (i.e. types of activity)
- Types of program (i.e. connecting, educating, supporting, recognizing, research/learning)
- Approach to work (i.e. partnerships)
- Growth
- Greater reach (more audience)
- Technology (webinars, etc)
- Audience focus (i.e. new professionals)
- Financial sustainability

Testing the possibilities

- Alignment with ACO mission
- Internal capacity
- Ability to influence, advocate, educate
- Impact on membership
- Flexibility/adaptability
- Revenue potential
- Investment required
- Opportunity re collaboration/partnership
- Short and medium term potential
- Risk
- Strategic, longer term focus

Imagine the future

Tell a story that begins with

“In 2027, the ACO ...”

Who is there?

Where is it taking place?

What is happening?

How does it feel?

What is your role in the story ?

Vision stories included:

- Heritage educational program offered at Humber. ACO has 100 locations across the province.
- Opera House Gala celebrating ACO accomplishments
- ACO outgrows its COO and continues its growth and development path. Has a member that connects with the OMB (the new version).
- Holds AGM on Manitoulin Island, the Minister of Heritage attends. Presents virtual rendering of the priory.
- ACO has a new name and a broader (sustainability) focus
- ACO provides leadership regarding mid-1900 buildings
- ACO is accessible to residents and communities, it offers a range of experiences, and it has a seat at the government policy tables.
- ACO closes and is replaced by local community groups who advocate for local heritage and conservation.

Here are some examples:

- In 2027, the ACO has increased public awareness and engagement in heritage with membership of all ages and backgrounds. It is well known, and its activities are available online, open to outsiders.
- In 2027, the ACO is a well known and respected organization. It inspires an appreciation for heritage by creating interesting and enjoyable experiences for people to engage with their heritage. It clearly communicates what heritage value means and the value/impact that heritage makes. ACO is successful in instigating change.
- In 2027, the ACO is a well-known, mainstream leader in the province, easily accessible to any community and able to respond easily to any heritage issue where advice is requested. It is well respected enough to have a seat at the policy table where decisions are being made (building the reputation).

... more examples

- ACO has members across the province and all buildings are considered for environmental reasons. We celebrate/understand our collective heritage and social relationships. Our Buildings Are Not Garbage campaign succeeds. My work is done!
- In 2027 the ACO Membership Co-ordinator received a communication from a group of concerned members in northern Ontario about the proposed destruction of a pre-confederation building and the construction of a shopping mall on the site. ACO responded quickly by sending the members three case histories of similar events in other Ontario towns, and setting up a conference call with experts from the membership and other allies to help the group plan their strategy.

In the Next Five Years we want to ...

- Get a provincial commitment to heritage – where ACO has influence and is consulted
- Promote a general appreciation of heritage
- Promote re-purposed buildings
- More boots on the ground – ACO is a larger organization
- Connect to sustainability
- Be more proactive (but able to react when necessary)
- Be known as a group that can ‘make things happen’ – in a positive way, rather than negative, oppositional messages
- Be a resource/source of information – maybe providing a chronology of construction

In the Next Five Years we want to ...

- Be the go-to place for anyone interested in heritage and conservation - Go To ACO First
- Appeal to broad demographic – diversity, age, professionals, public
- Parallel – virtual and face to face work
- Will need to modify our message – can't always appeal to heritage in the way we do now (need to connect with the diverse public)
- Have connections with indigenous peoples and communities
- Have an environmental connection
- Shift thinking to the cultural landscape (broader than the focus on the built heritage)
- Be fun, creative, sexy, mainstream and 'beauty'

Can we do it? Do we want to do it?

- Does it excite and motivate us?
- Do we have the capacity – can we do it? What do we need to build and/or change going forward?
 - ▣ Program
 - ▣ Capacity
 - ▣ Relationships
 - ▣ Structure
- Is there momentum or opportunities we can build on?
- Are there risks that we need to monitor?

Yes, but we need to be proactive to make it happen

- Use technology more and better
- Engage more people and expertise
- Have a strategy for leadership development that includes succession and turnover
- Grow the ACO base
- Increase ACO resources - \$, staff, volunteers
- Strengthen relationship with governments
- Clear, plain language messages – what and why (also idea of visual literacy)
- Clear message re ACO value
- Improve internal and administrative processes and systems
- Strengthen education and awareness re government
- Strengthen ACO strategic role – more foresight, awareness of trends, environment

Implications?

- What are the consequences/implications?
- What do we need to start doing?
- What do we need to do more of?
- What do we need to stop doing?
- What boundaries do we need to set so that we stay on track?

NOTE: The next 5 slides summarize the strategic directions discussed at the planning session.

1. Clarify vision, message, brand pitch

- Develop universal education and communications messages – people/communities need to see themselves and connect with the message
- Quadruple bottom line value statement
- Broaden the definition of heritage (infra) and cultural landscapes and to expand the ACO appeal/value to a larger and more diverse demographic
- A go-to place, Go To ACO First

2. Operational Sustainability

- Develop and implement the systems, processes and practices needed to be more efficient (at both the branch and provincial level) and to free up time and energy for the 'mission'
 - Get financial reporting in order
- Develop strategy to increase ACO resources – funding, staffing, volunteers - particularly at the provincial level.
- Branch level supports
 - Consider how to fund/support Branch participation in Council and other meetings
 - Develop Branch manual – branch procedures, set up of new branches, orientation for new Council and Executive members
 - Branch only section of website – with resources and materials

3. Technology

- Develop ACO capacity to better use technology in the administration, operation, fundraising, communication and advocacy work
- Set expectations and undertake related training related to the new technology
- Develop online resources
- Complete work on easy to use and access website

4. Advocacy

- Enhance and strengthen current advocacy work targeted at the provincial and municipal levels
- Promote greater awareness and understanding of heritage and conservation in the public in general
 - ▣ Develop speakers bureau – members who could speak to groups about ACO work and the importance of heritage
 - ▣ Advocate for heritage conservation in school curriculum
 - ▣ Cycle – build, awareness, enjoyment, etc.
- Build on work (and recommendations) of the ACO Policy Committee and also advocate for enforcement of Heritage Act
 - ▣ Consider establishment of intervention fund (revolving loans) to support local and provincial advocacy work

5. Governance, Organizational Structure

- Review and confirm the relationship, engagement and connections between branches and the provincial office
- Develop strategies, communication, education, practices, etc., to get rid of the 'us and them' perspective

6. Membership

- Review and develop strategies related to
 - ▣ Recruitment, Retention, Engagement, Conversion/migration/succession
- Develop member benefit/value proposition
 - ▣ Clearly articulate benefits
 - ▣ Enhance member benefits – partner with other organizations to share access to benefits
- Develop universal education and communications messages – people/communities need to see themselves and connect with the message (also in vision priority)
- Broaden the definition of heritage (infra) and cultural landscapes and to expand the ACO appeal/value to a larger and more diverse demographic (also in vision priority)
- Make ACO membership attractive and ‘fun’

General Agreement on Priorities

- Need to set priorities – can't do them all
- Maybe can do #1 (vision, pitch, messaging) as part of development of 'strategic plan'. The small 'strategy' group can craft a vision and pitch based on the discussion at this session.
- Priorities for next 3 – 5 years:
 - #2. Operational Sustainability
 - #3. Technology
 - #4. Advocacy
 - #5. Governance, Organizational Structure

General Agreement cont'd

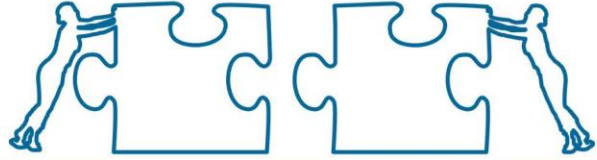
- While it was agreed that #6 was very important to the ongoing success of ACO, it was considered to be of somewhat lesser priority. It was also noted it wasn't being ignored and that success on some of the other priorities would have a positive impact on membership. ACO may consider adding the membership priority to the work plan in years 4 and 5.



Next Steps



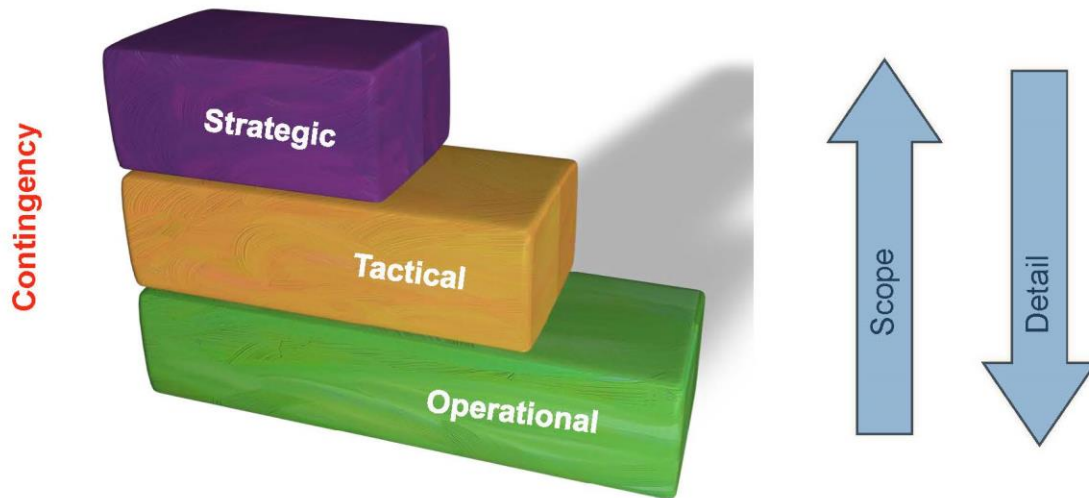
Next Steps



- Executive or Small Group:
 - Keep thinking. Refine ideas.
 - Develop clear directions/priorities for ACO.
- ACO Council
 - Assess and make decision on directions/priorities.
- Start work on action/implementation plan – what, who, when, how. This process will need to be ‘led’ by group (Executive?)
- Agree on measures that ACO will use to monitor progress – maybe every 6 months?
- Commit to regular process to assess, adjust and adapt – maybe every year – spend half a day each year to review and adjust where necessary

Need to turn the priorities into actionable goals and objectives

Stepping stones - one leads to the other



SMART Goals

- **SMART** goals – how ACO will achieve the objectives. What they will do and when.
- **S**pecific – clearly define what you want to happen.
- **M**easurable – how you will know whether you have been successful – needs to be measurable.
- **A**chievable – stretch, challenging but attainable.
- **R**esults-focused – also includes relevant and realistic.
- **T**ime-bound – timeframe for accomplishment of the goal.

Sample framework

Strategic Direction: Increase capacity by increasing funding			
Long-Term Strategic Objectives	Increase our revenue base by X		
Short-Term Goals	In 2017-18, identify two new funding sources and submit funding applications or Letters of Inquiry to each.	Increase our members by 25% in 2018-19.	Develop two new fundraising events/activities/programs that can generate a total of \$50,000 in 2019-20.



Learning from this Session

How'd it go? On balance

- Liked the:
 - Survey
 - Pace of the day
 - Vision, story exercise
 - Small group work
- Next time:
 - Would like to include/incorporate outside perspectives and ideas. This process was insular and based on 'our' perceptions.
- Build on this session:
 - Suggestion of opening up the discussion to a wider audience at the conference in June
 - Maybe could present priorities for the future at the conference or could present draft priorities and ask for input/comments on them

