**One Vision
AIA New York
Center for Architecture
Strategic Plan: 2025–2029**

September 2024

VX 2030

AIA New York | CENTER FOR ARCHITECTURE

1. ONE VISION STRATEGIC PLAN: 2025-2029

167 YEARS OF ADVANCING ARCHITECTURE
NOW ITS TIME TO ADVANCE THE CONVERSATION

For over 150 years, AIANY has been a center of gravity for leadership, innovation, and community building in architecture and design. With over 5,000 practicing architects, allied professionals, students, and public members, AIANY "endeavors to be at the forefront of sustainability, practice, planning, technology, and equity—the things that really interest and affect our members and our global city." The influence of AIANY is profound, in New York City and beyond, where we are known for our long-standing commitment to architects through professional development, research, advocacy, and a network that supports design excellence and appreciation. We believe in the wonder and power of architecture to shape cities and communities.

The Center for Architecture (CFA) was established 20 years ago to strengthen public outreach and education. The CFA has been an anchor resource for AIANY learning and networking, consistently animated by AIANY committees, programs, and exhibitions; and the two have always enjoyed a shared efficiency-driven operating model. Although K-12 education programs, city tours, and Archtober are successful public offerings, CFA exhibitions have not garnered the desired level of public attention; and, overall, despite strong programs and partnerships, CFA is underrecognized as a leading voice in the New York City cultural marketplace.

In 2023, a new era began, with the end of the pandemic and the transition to new executive leadership, AIANY and the CFA engaged AK Cultural Planning to facilitate the development of a five-year Strategic Plan. The focus of the plan would be to clarify the organizations' visions, improve alignment and capacity, continue to differentiate the brands of the two entities, and set out clear initiatives for long term sustainability. Core to the mandate: Reflect unwavering commitments to DEAI and belonging, innovation, and relevance for both members and the general public.
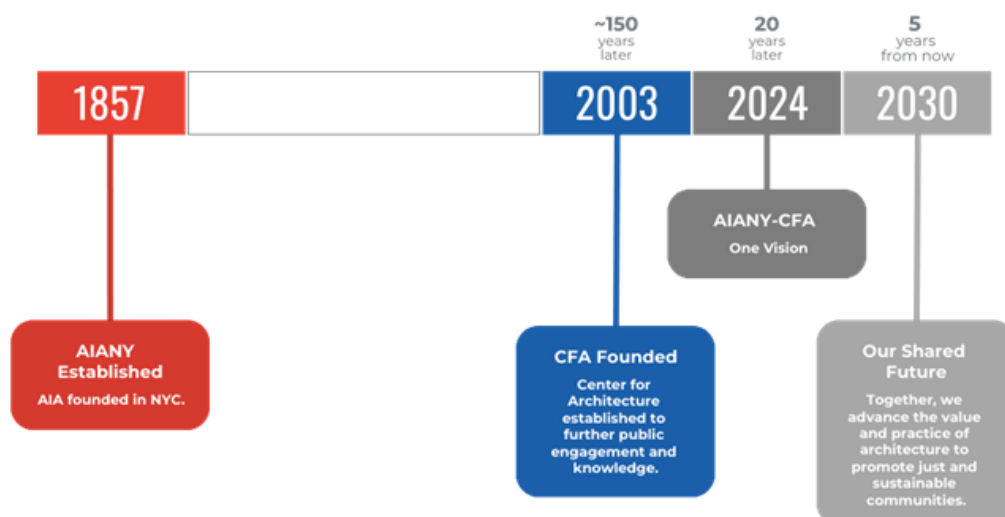
A SHARED FUTURE GUIDED BY A COLLECTIVE PROCESS

The Strategic Planning process was realized in three phases. The first phase consisted of consultant-led research and analytic synthesis of the organizations' historical strengths, points of distinction, and desired futures. **The research findings report, Toward a Joint Strategic Plan: Internal and External Assessment (March 11, 2024) presented the findings of 11 research inputs, which engaged 550+ people through 50+ consultations, a survey of over 500+ members and visitors; and included analysis of 35 relevant peer organizations and operating models.**

The second planning phase consisted of setting the strategic framework: vision, goals, and objectives. The third phrase, Implementation Planning, included the creation of synchronized action plans

The plan that follows acknowledges and builds on AIANY's and CFA's reputations for stewarding the architecture community, teaching and mentoring emerging professionals, convening experts from around the globe, and advocating for sound policy. It envisions a future where both organizations have realized their full potential and continued to grow their reach and leadership positions.

This document presents updated missions, a shared vision, and desired outcomes; four cross-organizational goals with supporting objectives; and implications of the plan on programs, audiences, and operating budgets. The document concludes with an Implementation Plan that lays out the pathways and action steps for achieving the vision.

TENSIONS THAT DRIVE INNOVATION

Two storylines emerged from the research.

AIANY and the Center for Architecture can **harness productive tensions to push the ideas, boundaries and impacts of each organization.** Collaboration should move beyond sharing space, staff, and services toward an integrated, mutually reinforcing model.

Furthermore, **powering this new model will require AIANY and CFA to become listening and learning organizations.** New voices and additional perspectives from within architecture and allied fields – and the public – will be required to continue our long-standing commitment to leading the field, develop a more expansive culture of inclusion, and cross-pollinate mission-based activities.

LEADING
and
LEARNING

EXCELLENCE
and
EVOLUTION

RIGOROUS
and
EXPERIMENTAL

PROFESSIONAL
and
PUBLIC

2. OUR SHARED FUTURE

This year, the AIA New York Board of Directors and the Center for Architecture Board of Trustees will officially roll out a new, joint strategic plan, charting the course for the next five years – and beyond – of our two institutions' shared future. A strategic plan is a map for our Board leaders, staff, partners, donors, constituents, and most importantly members that shows where we are going, what our key goals are, and how we'll achieve them together. The dislocations of 2020 and the years following showed many organizations just how flexible they need to be, so we have taken care to emphasize the core values that animate our plans, rather than just focus on to-do lists. We will embrace change and adapt as the city, and the world, present our community with new and surprising challenges and opportunities.

One of the key insights that is driving our plan is the unique reciprocal model of the AIA New York and Center for Architecture partnership. Although these organizations are distinct, the interplay and interaction between them make them both more powerful. The work of this plan is aimed at realizing a shared vision to advance the value and practice of architecture to promote just and sustainable communities. The communities to which we refer range from our members, to the architecture and allied professional communities more broadly, to all New Yorkers who live and work in designed environments.

Another key insight that drives the plan is a reimagining of how we work, **pivoting from a notion that we seek to educate the public about the value of architecture and design and towards becoming a listening and learning organization.** Instead of just presenting information to the public, we will develop programming and embrace approaches that engage communities in exchange, with education and expertise flowing outward, and insights, aspirations and ideas flowing inward from the communities and audiences with whom we collaborate.

What changes might we expect in the coming years? AIA members can look forward to continued programmatic excellence at the Center for Architecture, deeply researched exhibitions, vibrant public advocacy work, and expanded K-12 education offerings. The vision we are laying out is also reliant on our commitment to creating new partnerships with other communities, including the AIA chapters in Brooklyn, Queens, the Bronx, and Staten Island, our peer design organizations, and newer voices and groups as we cultivate an environment of mutual learning and exchange.

AIA New York has always been a membership organization that promotes practice, and the Center for Architecture, since its inception in 2003, has always been our vehicle for reaching the public. Now, with a new emphasis on listening and learning, we will go deeper on partnerships and collaborations, and lean into our integrated organizational model, enabling us to better meet the needs and help realize the aspirations of a dynamic and changing professional community.

Thank you for joining us as we imagine new futures!

3. A UNIFIED, REINFORCING STRATEGY

The strategic plan envisions a future where both organizations have realized their full potential and continued to grow their reach and leadership positions. We have updated our missions, developed a shared vision, and desired outcomes; and committed to four cross-organizational goals with supporting objectives; and implications of the plan on programs, audiences, and operating budgets. Our Boards and staff will follow a detailed Implementation Plan that lays out the pathways and action steps for achieving the vision.

The "strategy house" below shows how the key elements of the plan related to one another and ultimately work as one integrated model for change.

Foundation statements include the mission, vision, and desired outcomes of an organization. Mission and vision—why we exist and our desired impact, respectively—guide the strategic goals and decision-making.
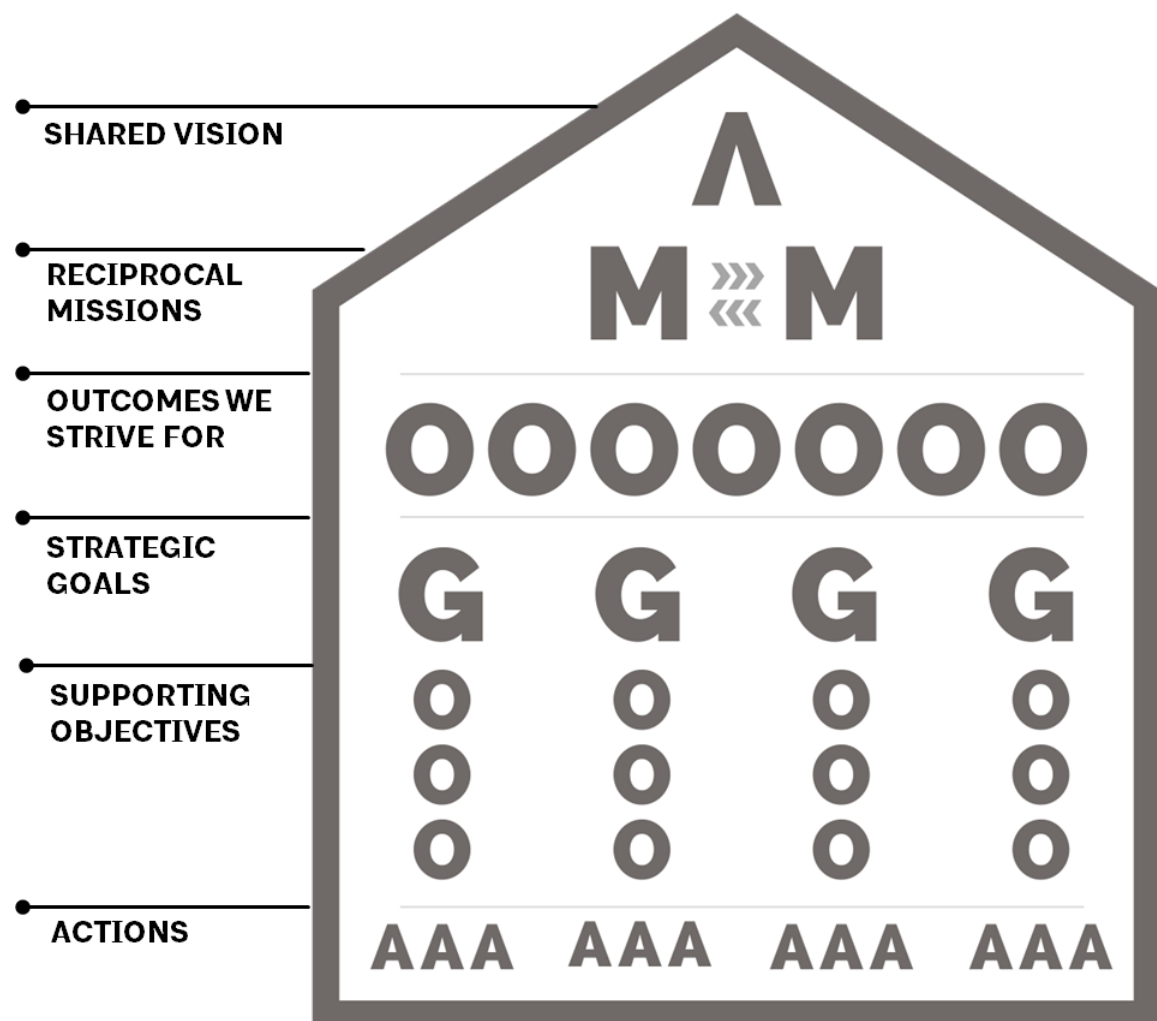
TWO MISSIONS

AIANY and CFA each have their own complementary and mutually reinforcing missions:

The Center for Architecture engages local and international audiences with the value, impact, and wonder of architecture.

AIA New York cultivates an open, adept, and future-forward architectural community. We empower members to work at the apex of their abilities through critical exchange, access to professional resources, and advocacy on issues that advance positive change.

ONE SHARED VISION

Together we advance the value and practice of architecture to promote just and sustainable communities.

SHARED VISION

RECIPROCAL
MISSIONS
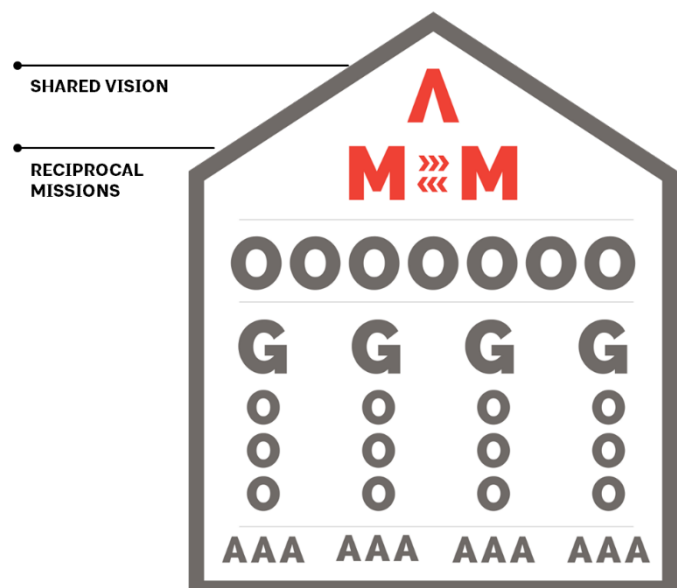
ANIMATING THE MISSIONS: A GENERATIVE MODEL TO DRIVE CHANGE
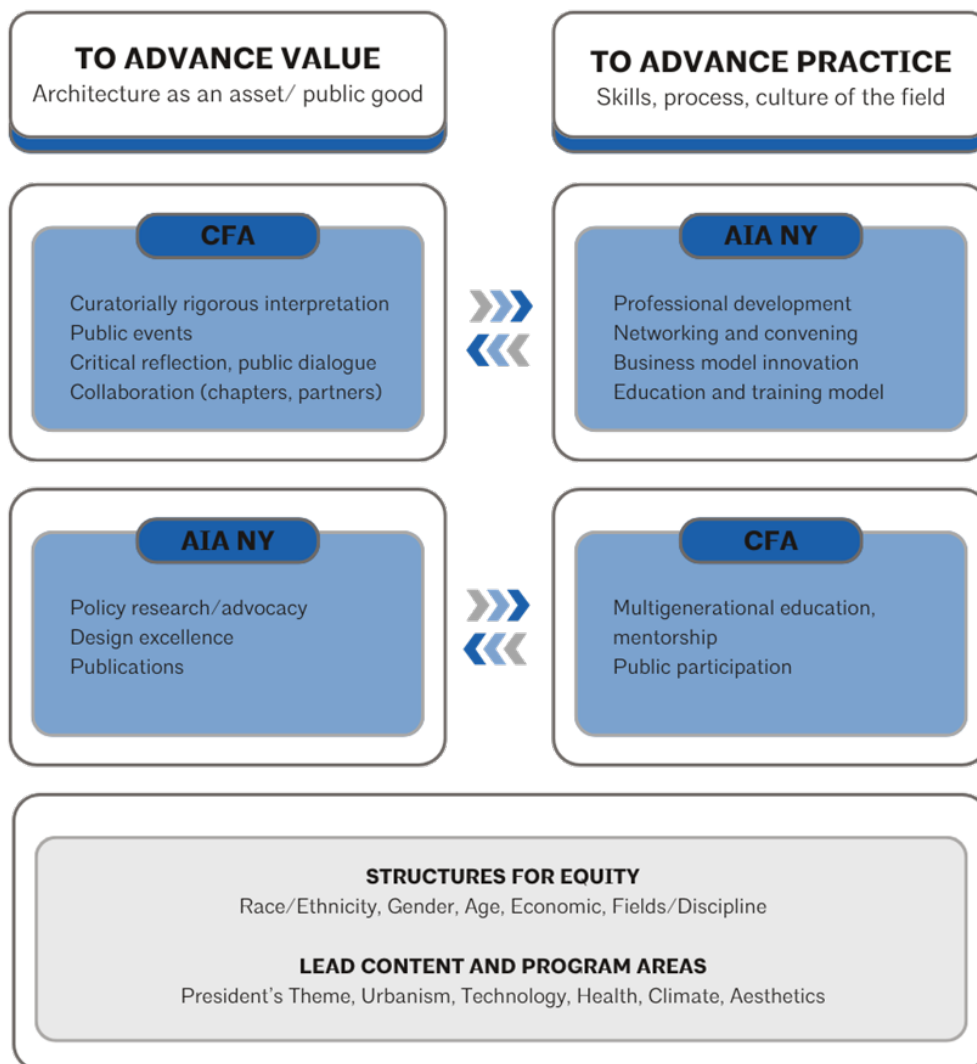
The innovation model below shows which activities will be cultivated in service of the vision to advance the value and practice of architecture. The box along the bottom highlights foundational commitments to all activities: creating structures that expand equity and inclusion, and focusing on a selection of content areas and topics to enhance impact.

The model recognizes the strengths of each organization to contribute to the vision: The Center for Architecture, as a platform for public engagement and education, has the ability to introduce critical perspectives, take risks, and challenge the conventions of practice. And AIANY, can focus first and foremost an organization committed to the success of the profession, content and metabolize change.

The mutually beneficial model will harness the productive tension and shared space of the two organizations, resulting in a reinforcing relationship that pushes the ideas, learning, and boundaries of each.

TO ADVANCE VALUE
Architecture as an asset/ public good

TO ADVANCE PRACTICE
Skills, process, culture of the field

CFA
Curatorially rigorous interpretation
Public events
Critical reflection, public dialogue
Collaboration (chapters, partners)

AIA NY
Professional development
Networking and convening
Business model innovation
Education and training model

AIA NY
Policy research/advocacy
Design excellence
Publications

CFA
Multigenerational education, mentorship
Public participation

STRUCTURES FOR EQUITY
Race/Ethnicity, Gender, Age, Economic, Fields/Discipline

LEAD CONTENT AND PROGRAM AREAS
President's Theme, Urbanism, Technology, Health, Climate, Aesthetics

OUTCOMES WITH A COMMON PURPOSE

1. Broader understanding of the meaning, role, and relevance of architecture.

2. Elevated engagement, trust, and influence within and around the field (through communication, listening, knowledge exchange, dialogue, and critical reflection).

3. Advocacy that results in action.

4. Expansion, cross-pollination, and diversification of our profession.

5. Stronger bonds with allied fields.

6. Improved commitment to emerging practices, technologies, and sustainability (among professionals, clients, general public).

7. New modes of public participation, resulting in communities that are more engaged with designed environments.

OUTCOMES WE STRIVE FOR
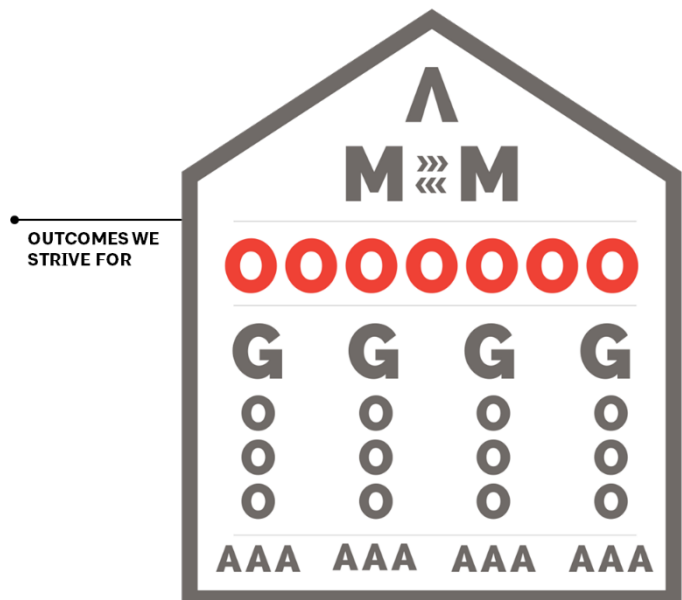
4. GOALS AND OBJECTIVES

The new vision provides for a future that will be realized only through organizational change**. This process of change will not lead AIANY and CFA away from the points of distinction and strengths for which they are already recognized, but rather will set up the conditions for a sustainable future.** The Strategic Plan details the following cross-institutional goals:

GOAL 1
Relevance: Lead the field through future facing practices and multigenerational dialogue.
Lean into the productive tensions that emerge through dialogue among members of differing disciplines, experience levels, training, and personal passions. Ensure that the organizations are effectively engaging, educating, and advocating around the most pressing and evolving issues that impact architecture, design, and building.

GOAL 2
People: Expand impact on professionals and the public.
Extend the AIA/CFA definition of community to build meaningful relationships that deepen engagement and deliver value to existing and new constituents.

GOAL 3
Programs: Differentiate AIANY – CFA in the market through rigorous programming.
Find our unique voice in the ecosystem of organizations focused on architectural design, public space and the built environment in NYC. Clarify brand through programming, and cultivate distinction as the forum for debate and critical dialogue.

GOAL 4
Organization: Improve capacity, resiliency, and financial sustainability.
Scale operations and programs to move to stable ground, prepare for shifts that align with new priorities and improve the value proposition and experience for members.

STRATEGIC GOALS
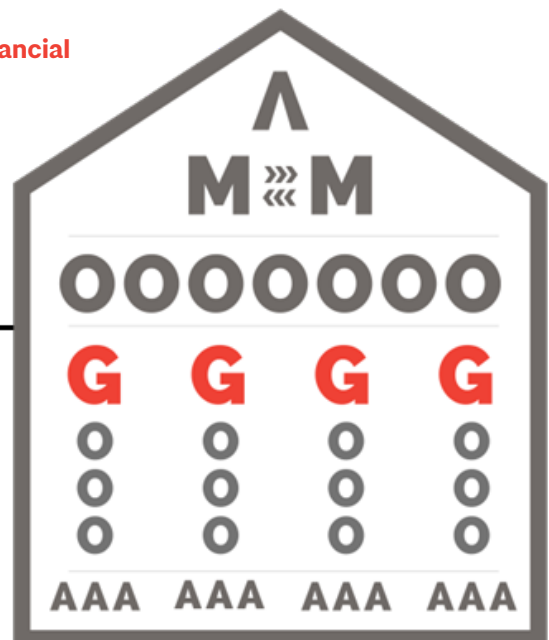
ATTAINABLE SUPPORTING OBJECTIVES

Each goal is advanced through a set of attainable supporting objectives for organizational growth and sustainability, *to be activated and realized concurrently,* over the five-year period. Action Steps with corresponding timing, resources, and responsibility can be found in the Implementation Plan provided in Chapter 7.

1
Relevance
Lead the field through future facing practices and multigenerational dialogue.

1.A Support the adoption of new tools and methodologies in the field (informed by interdisciplinarity, technology, environmental sustainability, and social justice). **AIANY**

1.B Leverage the shared model to create new onramps to engagement, discourse and exchange (e.g. fellowships). **AIANY CFA**

1.C Build new synergies, common ground, reciprocity and connectivity between all workers (members/non-members, licensed/unlicensed, allied, etc.) and organizations in the field, including students and academics. **AIANY CFA**

1.D Continue to advance equity, health, and sustainability for professionals and students. (Note special programs for firms in 3d.) **AIANY**

2
People
Expand impact on professionals and the public.

2.A Strengthen bonds of trust within and around the AIA/CFA community, including with other regional chapters, professional organizations (e.g. NOMA), and allied fields. **AIANY CFA**

2.B Improve our shared storytelling to reach new constituencies (broaden our publics; extend into additional creative communities; build relationships with trade, manufacturing, developers, finance. **AIANY CFA**

2.C Work outside the walls – listen and learn from the communities we "serve" through partnerships and collaborations. **AIANY CFA**

2.D Invest in the structures and other resources needed to support commitments to improving diversity, inclusion and belonging. **AIANY**

2.E Develop a bold and broad marketing campaign for the CFA to clarify its public identity and engage tourists as well as residents from throughout the five boroughs. **CFA**

SUPPORTING OBJECTIVES

3
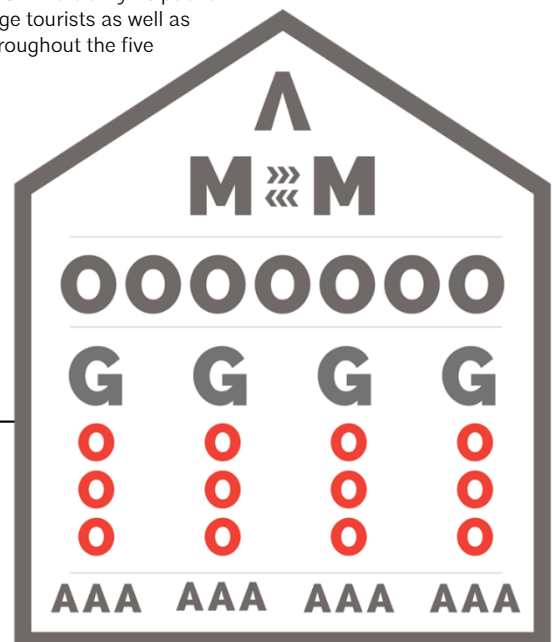
Programs

Differentiate AIANY – CFA in the market through rigorous programming.

3.A Focus the work of the shared model on urgent/relevant subject areas: sustainability, just-ness, NYC macro and micro, innovations in architecture. (Ensure new models, new modes, new voices, debate, criticism, etc.) **AIANY CFA**

3.B Streamline and revamp organizational activity levels to ensure consistent process and improve efficacy (Leverage committee work, meaningful participation, advocacy; simplify staff support requirements). **AIANY CFA**

3.C Expand and deepen advocacy around value of architecture and design in creating just cities, and policies that affect the workers within and around the field. **AIANY**

3.D Develop signature programs to continue to support, design excellence, public outreach, and professional practices, including small firm initiatives and resource sharing. **AIANY**

3.E Evolve curatorial voice and develop a comprehensive three-year programmatic framework that fuels public and professional participation. **CFA**

3.F Leverage public participation, outreach, and collaborative programming to develop a reciprocal learning model. **CFA**

3.G Build strategy and infrastructure to support program execution. **AIANY CFA**

4

Organization

Improve capacity, resiliency, and financial sustainability.

4.A Increase contributed support from individuals and foundations—leverage deepened external, year-round engagement. **AIANY CFA**

4.B Revise benefit structure and reposition membership as invaluable to anyone studying, teaching or working in or around architecture in NYC, nationally and globally—including licensed and unlicensed architects/associates, students and graduates and workers in allied industries. **AIANY**

4.C Grow earned income through expanded membership (driven by improved value proposition) and public participation—leverage education and public programs including continuing education offerings, open events, and more. **CFA**

4.D Improve organizational efficiency and scale organizational capacity to align with priorities. **AIANY CFA**

4.E Introduce evaluation and metrics to track progress toward long-term sustainability goals. **AIANY CFA**

SUPPORTING OBJECTIVES
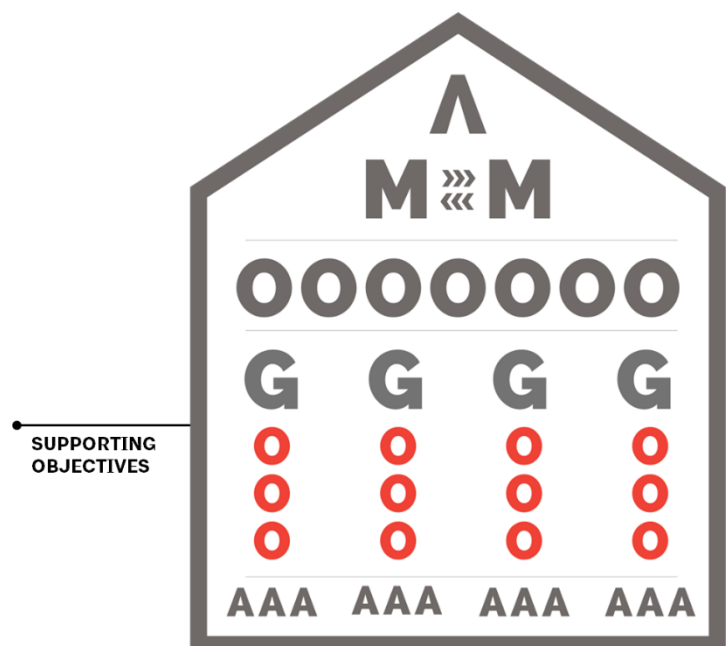
5. PROGRAMMING AND PARTICIPATION

The Strategic Plan will lead to significant shifts in what activities will be prioritized and how the organizations will operate. This chapter explores the implications of the plan on key areas: programmatic activities, member and audience growth, and the annual operating budget.

PROGRAMMING FRAMEWORK

The strategic framework and priorities will directly influence how staff will spend time and allocate resources. The following framework shows how mission-driven activities will shift as organizational change takes shape.

EDUCATION

K-12 school programs
Youth and family programs, camps
Educational resources
Teen programs

>>> Expanded reach and capacity; Increased diversity of educators and content

POLICY, PROFESSIONAL DEVELOPMENT AND RECOGNITION

Chapter programming
Awards
Civic leadership
Honors and Fellows Committees
Mentorship and licensure preparation

>>> Originate content that broadens academic/student engagement and allied audiences; Seek efficiencies, and contract meetings and non-essential activities

EXHIBITIONS AND PUBLICATIONS

Curated exhibitions
Publications with focus on digital

>>> Strengthen public appeal; Focus on priority content areas; Use as platform to connect programming and create dialogue with the public

PUBLIC PROGRAMS AND TOURS

Presentations and dialogue
Exhibition related programs
Tours and explorations

>>> Expand revenue; Focus on exchange of information, where possible

COMMUNITY BASED PROGRAMS

The Lab
Borough collaborations
Archtober

>>> Center partnerships and community interests; Expand activity and reach farther beyond current walls

CROSSPOLLINATING: PEOPLE AND ACTIVITIES ACROSS THE MODEL

AIANY and CFA will begin to benefit more consistently and deeply from each other's constituencies and activities. The graphic below shows how the listening and learning model will be actualized, and how each organization will boost the impact of the other.

	CFA		AIANY
PEOPLE	Provide a force for innovation, exploration, testing; Collaboration on programs and advocacy	⟪	**MEMBERS**
	VISITORS/COMMUNITY PARTNERS	⟫	Generate/test ideas and gather a wide variety of data to support professional development, advocacy
	Introduce a broader array of disciplines and insights; additional voices; conduit to growth	⟪	**ALLIED FIELDS/STUDENTS**
	COMMITTEES/GUEST CURATORS/STAFF	⟫	Add critical professional voices and scholarship linking design/policy with relevant contemporary issues
ACTIVITIES	**EXHIBITIONS**	⟫	Create new knowledge (and gather feedback) while exploring topics of relevance to wider audiences
	Communicate issues to general public; Solicit feedback to shape positions	⟪	**ADVOCACY**
	EDUCATION	⟫	Build pipeline of future practitioners; Gather insights from new generation through ideation, testing, and fun
	Infuse newest ideas and most advanced practices into content	⟪	**PROFESSIONAL DEVELOPMENT**
	PUBLIC PROGRAMS	⟫	Foster critical dialogue to challenge and advance the field
	COMMUNITY ENGAGEMENT	⟫	Provide insights/content to innovate; Platform for responsive projects

BUILDING AUTHENTIC RELATIONSHIPS

Both AIANY and the CFA are planning for growth in participation. Analysis of AIANY membership revealed a low proportion of associate level architects and designers, as well as those in allied fields that might enjoy or benefit from membership. The strategy also identifies growth in globally affiliated members, in later years, after digital upgrades enable improved conditions for remote participation and expansion of member only content access. The graphic below provides a snapshot of how audiences will continue to evolve in the coming years as a result of new initiatives, all of which will be driven by changes in practice that build authentic relationships.

Years 1 – 2
- Plan, differentiate, build capacity
- Refine existing programs and program structure
- Adjust membership benefits/categories/ messaging
- Build profile and presence through advocacy, public, industry and academic, events
- Expand collaborative programs
- Lay groundwork for more robust program profile; Invest in digital
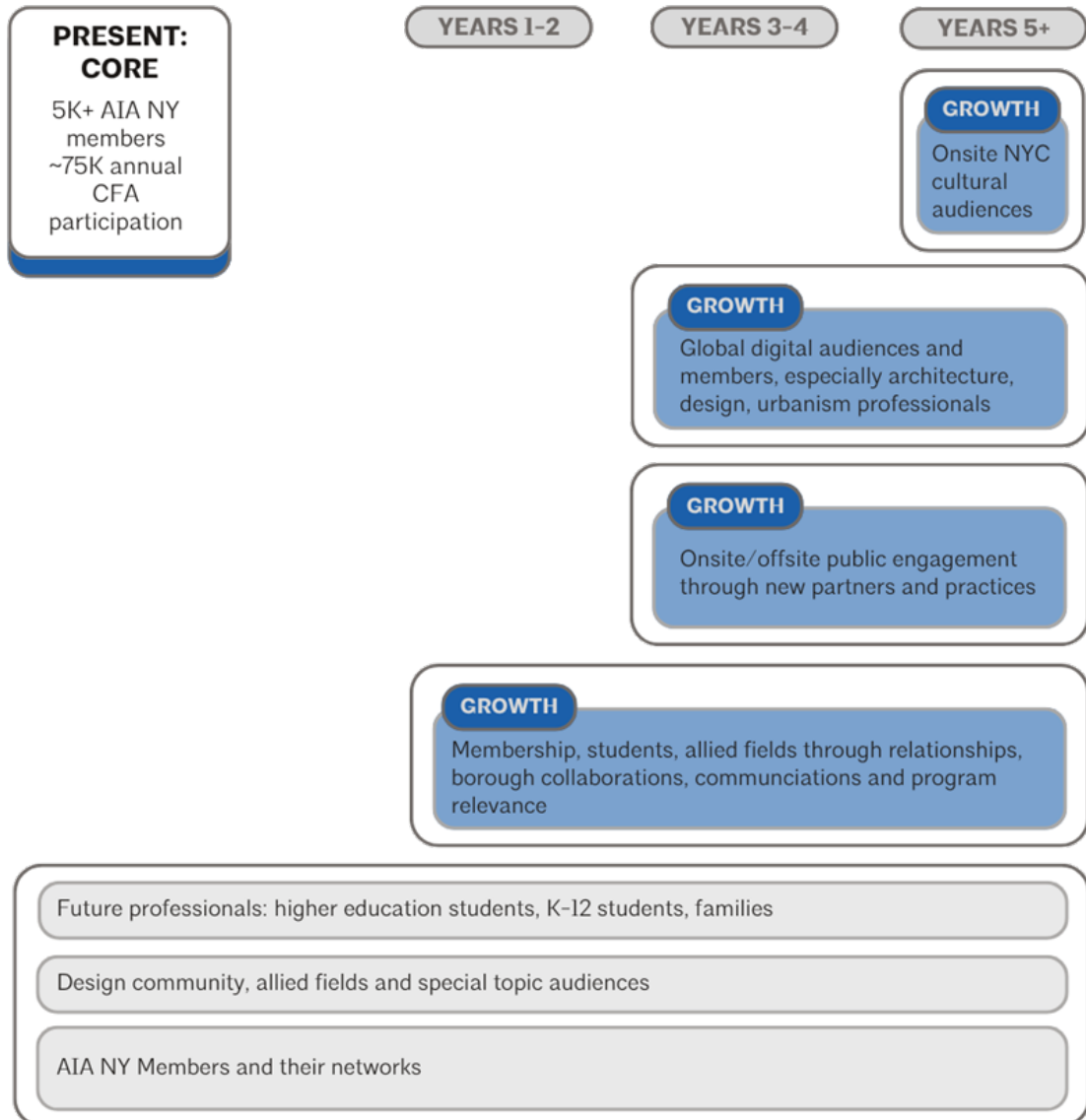- Expand communications

Years 3 – 4
- Design and test new offerings
- Deepen engagement with members
- Strengthen member to public engagement
- Expand partnerships with schools
- Evaluate and adjust
- Communicate changes

Year 5+
- New and expanded offerings, partners
- Expand/deepen value proposition for members
- Increase digital programming
- Build national profile
- Communicate and market
- Measure, evaluate and adjust

Growth in AIANY Membership and Public Participation

PRESENT:
CORE

5K+ AIA NY
members
~75K annual
CFA
participation

YEARS 1-2   YEARS 3-4   YEARS 5+

GROWTH
Onsite NYC
cultural
audiences

GROWTH
Global digital audiences and
members, especially architecture,
design, urbanism professionals

GROWTH
Onsite/offsite public engagement
through new partners and practices

GROWTH
Membership, students, allied fields through relationships,
borough collaborations, communciations and program
relevance

Future professionals: higher education students, K-12 students, families

Design community, allied fields and special topic audiences

AIA NY Members and their networks

6. MEASURING SUCCESS

MONITORING AND REPORTING

Ongoing formal evaluation and adjustment will ensure that the Strategic Plan is a living document that drives organizational advancement and sustainability. The Director and Deputy Director will oversee implementation of, and consolidated reporting on the plan. Progress reports and data on metrics will be regularly provided by managers and program coordinators. In addition, updates and adjustments to action steps and objectives will be made as needed.

Completion and impact of the plan will be monitored and reported in four arenas:

1. Annual Reporting on Metrics and Key Performance Indicators

Measurable outcomes are critical to demonstrate progress, growth and comparative impact from year to year. Funders, partners, and other supporters all seek metrics as a means for understanding the success of institutional development. In addition, the actions listed in the Implementation Plan will be tracked annually in a template for staff use and adjusted as necessary to reflect changes in the plan.

2. Monthly Staff Meetings

Staff will come together for a monthly status meeting to report on progress, identify points of collaboration on upcoming tasks, and tackle issues that may be causing any delays.

3. Quarterly Board Meetings

The two Boards will receive quarterly updates, with emphasis on overall strategic impacts and areas of work on which the Boards are focused.

4. Annual Performance Reviews

The Implementation Plans provide a clear framework for evaluating staff against concrete goals, objectives and action steps. The plans and progress reports should be used as a reference during the performance review process to ensure that staff are carrying out their responsibilities as planned in alignment with the Strategic Plan.

METRICS

Metrics are defined performance measures that will allow leadership to monitor and evaluate implementation of the plan over time. Below is a selection of metrics to track over time to evaluate the AIANY/CFA's progress toward its stated goals. Some metrics overlap between goals because they demonstrate progress in more than one area. **A final list of metrics as well as qualitative measures of success should be identified for each goal by the AIANY/CFA staff who will also track and analyze progress. Metrics should also be identified to address the vision of advancing value and practice, and the impact of the integrated organizational model.**

Goal 1: Relevance Metrics
Trends in brand awareness
% programs that incorporate critical reflection/dialogue
# partners engaged -- chapters, sister orgs, other service orgs, new
# membership benefits and services -- total by year, level of engagement by member type
# participants academic convenings and events, mentorship programs
Students -- number of members, number of students engaged in programs
Digital engagement -- open rate, click rate, by type, by month, social following, number of views

Goal 2: People Metrics
% members by category, by demographic, by field
# partners engaged -- chapters, sister orgs, other service orgs
# conferences and convenings with presence -- on-site and off-site
Diversity of participants by activity, vendors, freelance educator cohort
Program satisfaction, by type and time of year

Goal 3: Program Metrics
students, associate architects, allied field members engaged
CFA program attendance – new/repeat, annual, monthly, by segment
AIA program attendance – new/repeat, annual, monthly, by segment
Visitor satisfaction – trends by month
Critical acclaim, Publications, print, and digital

Goal 4: Organizational Metrics
CFA Visitors – by segment, total annual, by month, members acquisition, retention
AIA Members -- total annual , by category acquisition, retention, revenue
Revenue and expenses – total, by type, contributed, earned
Annual Net Result of Operations
Individual donors, corporate sponsorships, grants – number, amounts, prospects vs. gifts/awards
Staff diversity and development – number of initiatives/engagements per year
Committees – number, diversity, participation level

7. IMPLEMENTATION PLAN

This Strategic Plan will become a reality through the execution of a detailed Implementation Plan—a series of specific objectives and action steps that create the roadmap for organizational change. Each goal will be achieved with careful interdepartmental planning and collaboration to address their multi-faceted structure. Essential to the Implementation Plan are assignments of responsible personnel, sequencing, and estimated cost to implement the action.

Each objective will be advanced through specific actions. Together they create an implementation plan which will be carried out in three phases:

Years 1-2: Assess, Refine and Improve
During the first two years, actions are focused on planning and capacity building as well as refining existing programs.

Years 3-4: Innovate and Test
The next two years will involve designing and testing new offerings and programs to leverage our refined model.

Years 4-5: Build and Scale
The final phase of implementation will roll out new offerings, adding partners and scaling up as and when appropriate

The detailed actions are organized in a separate document, including timing, assigned responsibility and cost. These plans will be used by staff to advance strategic goals and supporting objectives in support of our shared vision.

ACTIONS
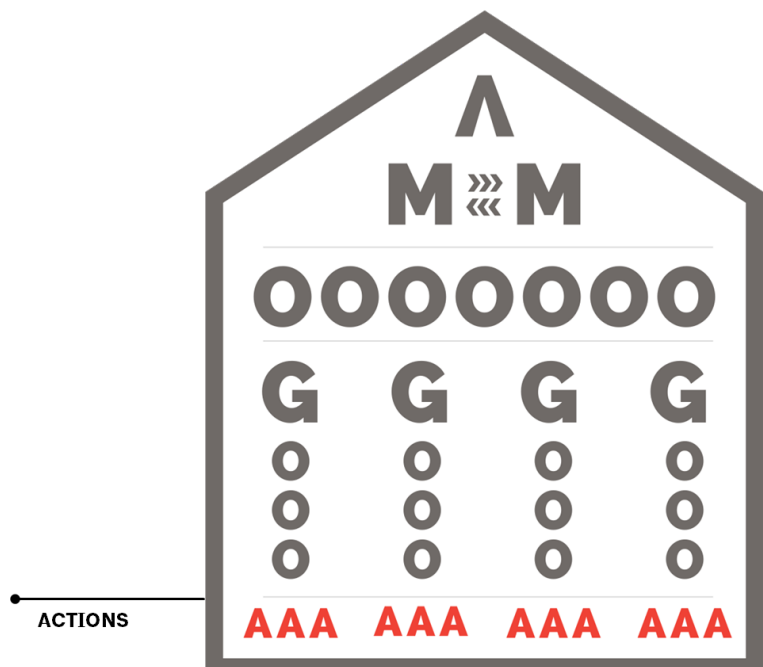
PHASED IMPLEMENTATION WITH TIME FOR INNOVATION

Where possible, refinement and improvement will begin immediately, while some initiatives will require time for assessment before moving into innovation and testing.

Blue bars reflect periods of new initiatives or change. One-third of the objectives relate to existing programs and activities that will be refined and improved in Years 1-2.

Dark grey bars indicate where study, complex planning and/or infrastructure development will precede the launch of new initiatives or change.

Light grey bars reflect periods of building, scaling, and/or maintaining.

GOAL 1: RELEVANCE Lead the field through future facing practices and multi-generational dialogue.

| YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |

AIANY: NEW TOOLS /METHODOLOGIES

AIANY/CFA: NEW ONRAMPS TO ENGAGEMENT

AIANY/CFA: NEW SYNERGIES BT ALL WORKERS AND ORGS IN THE FIELD

AIANY: EQUITY, HEALTH, SUSTAINABILITY FOR PROFESSIONALS/STUDENTS

GOAL 2: PEOPLE Expand impact on professionals and the public.

| YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |

AIANY/CFA: WORK OUTSIDE THE WALLS - LISTEN/LEARN THROUGH COLLABORATIONS

AIANY/CFA: STRENGTHEN TRUST, WITHIN AND WITH CHAPTERS, PROF ORGS, ALLIED FIELDS

AIANY/CFA: REACH NEW CONSTITUENCIES USING A SHARED, CLEAR VOICE

AIANY: STRUCTURES/RESOURCES TO SUPPORT DEAI AND BELONGING

CFA: BOLD AND BROAD MARKETING CAMPAIGN (TOURISTS, RESIDENTS)

GOAL 3: PROGRAMS Differentiate AIA NY -- CFA in the market through rigorous programming.

| YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |

AIANY/CFA: DEVELOP AN OVERARCHING PROGRAMMATIC VISION, STRATEGY, TIMELINE

AIANY/CFA: REDUCE AND SIMPLIFY EXISTING PROGRAM ROSTER

AIANY: EXPAND AND DEEPEN ADVOCACY

CFA: EVOLVE CURATORIAL VOICE, PROGRAMMATIC FRAMEWORK

CFA: LEVERAGE PUBLIC PARTICPATION TO DEVELOP A RECIPROCAL LEARNING MODEL.

AIANY/CFA: BUILD STRATEGY AND INFRASTRUCTURE FOR PROGRAM EXECUTION

GOAL 4: ORGANIZATION Improve capacity, resiliency and financial sustainability.

| YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |

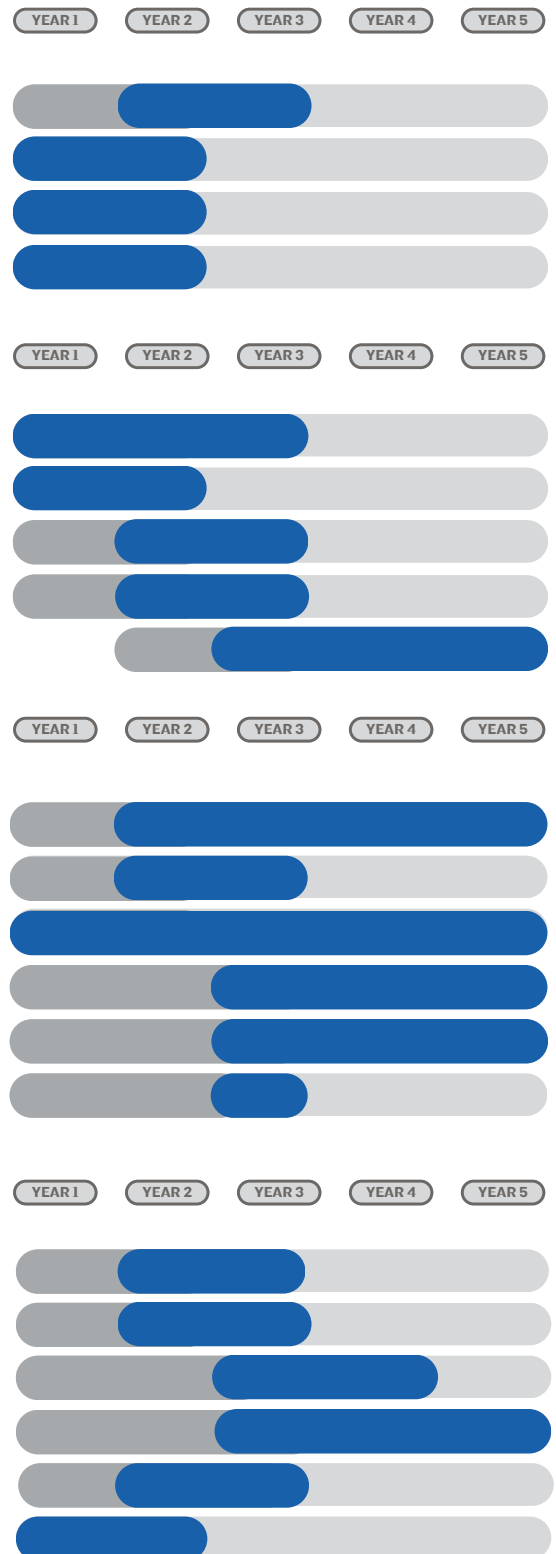AIANY/CFA: INCREASE CONTRIBUTED SUPPORT

AIANY: REVISE BENEFIT STRUCTURE

CFA: GROW EARNED INCOME THROUGH EXPANDED PROGRAMMING/PARTICIPATION

AIANY/CFA: IMPROVE EFFICIENCY

CFA: LEVERAGE PUBLIC PARTICPATION TO DEVELOP A RECIPROCAL LEARNING MODEL.

AIANY/CFA: INTRODUCE EVALUATION/METRICS TO TRACK PROGRESS

APPENDIX A: METHODOLOGY

The Strategic Planning process was realized in three phases. The first phase consisted of consultant-led research and analytic synthesis of the organizations' historical strengths, points of distinction, and desired futures. **The research findings report, Toward a Joint Strategic Plan: Internal and External Assessment (March 11, 2024) presented the findings of 11 research inputs, which engaged 550+ people through 50+ consultations, a survey of over 500+ members and visitors; and included analysis of 35 relevant peer organizations and operating models.** The last section of the research findings report, Integrated Key Findings, provided a synthesized analysis, highlighting the strategic issues and opportunities that emerged.

Research Inputs

Internal Assessment	**External Assessment**
Board Workshops (x3)	Thought Leader Interviews
Board & Staff Interviews	Market Positioning
Benchmarking	Forces & Trends
AIANY Membership & CFA Audiences	Environmental Scan: Organizational Structures
AIANY & CFA Financial Review	
Survey of Members & Visitors	

The second planning phase consisted of setting the strategic framework: vision, goals, and objectives. The missions of both organizations were clarified and simplified, and a new integrated working model was defined. This phase of work was guided by the Boards, the Strategic Planning Committee, and newly appointed Executive Director, Jesse Lazar, who has been with the organizations for 10 years.

The third phrase, Implementation Planning, included the creation of synchronized action plans. This portion of the planning was supported by consultants, but led by staff, who collaborated to identify specific tactics and steps to achieve each goal and objective. The plan is synchronized with a new multi-year budget and identifies metrics to support the evaluation of achievement over time.

APPENDIX B: RESEARCH HIGHLIGHTS

Presently, AIANY is revered as a regional leader for its professional development resources and opportunities, influential policy and advocacy work, and high-profile events such as Common Bond and the Design Awards. CFA activates their shared versatile space with exhibitions, programs and convenings, the Lab, which was established in 2021. It is especially known for its in-demand K-12 education programs, and signature programs outside its walls, including Archtober and tours.

The assessment phase revealed **two storylines**, both of which seek resolution in the Strategic Plan:

First, AIANY and the Center for Architecture can harness the productive tensions of the two organizations by adopting an integrated, mutually reinforcing model – one that moves well beyond sharing space, staff, and services. The current model associates knowledge generation, advocacy, design excellence, professional development, networking and convening with AIANY. On the "other side of the house," CFA delivers exhibitions, education programs, public access, and AIANY generated programs. There is a shared commitment to promoting equity and inclusion, and exploring a range of content and disciplines. Research revealed that an historical focus on brand differentiation between the two organizations had eclipsed meaningful potential for reciprocal learning and impact. Future strategy will ensure that this opportunity will be leveraged so that each organization is a major contributor to the strength of the other.

Second, continuing to lead the field requires a shift for both AIANY and CFA, to become listening and learning organizations, developing a culture of inclusion, cross-pollination, and collaboration. It is this work that will enable AIANY and CFA to credibly remain relevant and to power the new model.

Research and engagement suggested that the following insights and issues must be addressed in the coming years. These insights have informed nearly every aspect of the final plan.

Enduring Relevance
Research highlighted a need to reconcile the work of the organizations with an evolving field. Both internal and external leaders emphasized that AIANY and CFA must be future forward, educating and advocating around the most pressing issues that impact the built environment. Specific issues included technology-driven solutions/practices, social justice, and climate change and environmental sustainability.

Supporting excellence in architectural practice, not only for architects, but also in teaching students, and making more space for academics and design-adjacent fields emerged as key points. Embracing interdisciplinarity and advancing new tools and methodologies were consistently cited as priority work areas for the new strategic plan.

Expanding Impact

AIANY and CFA grapple with the tension of how to engage wider audiences while primarily serving internal stakeholders. The integrated model sets the stage to broaden and deepen reach by building relationships with existing and new constituents. Key work areas include 1) investing more intentionally in creating spaces of belonging, 2) collaborating as core practice, and 3) working directly in communities in the five boroughs. Conversations with organizational leaders and the Board and Strategic Planning Committee urged focus on:

– Internal Stakeholders: Exciting Boards, committees, and project-specific groups; and growing and galvanizing membership
– External Stakeholders: Collaborating with other chapters, educational institutions, like-minded organizations, government agencies, and allied practices
– Broader Public: Working outside the walls to engage/learn from familiar and new communities

Differentiating Profile

The ecosystem of organizations focused on architectural design, public space and the built environment in NYC lacks clear programmatic diversity and brand distinction. Some interviewees suggested there is often no demonstrable rationale for the content that each organization takes on. There is also a prevailing sense that ideas and projects tend to be presented among "the usual suspects," in peer-to-peer formats with little room for dialogue, debate, and learning. Research indicated that AIANY and CFA can cultivate distinction and improve outcomes through:

– Differentiated, globally relevant content
– New program models and formats
– Expanded capacity in advocacy and policy
– Program and exhibition strategy driven by clear curatorial processes and greater discipline
– Reducing, evolving, and/or eliminating some activities

Sustaining Resources

Balancing the budget and scaling organizational capacity to priorities were raised as critical issues in nearly every internal conversation. Consistent concerns centered on the need to expand revenue, the desire to deliver as much value as possible to members, and the unsustainability of current activity levels (committees, events, advocacy). Analysis of historical and market data pointed to the following "levers" for promoting long-term sustainability:

– AIANY Members: Enhance membership among licensed architects nationally/globally, as well as associates and allied members
– Contributed Revenue: Improved individual and foundation revenue, especially to support CFA's outward facing programming
– Education and Public Programs: Continue to grow this significant earned revenue stream
– Improved Efficiency/Focus: Urgently adjust current activities, matching staff effort to organizational goals