

2011 – 2013 STRATEGIC PLAN

Preamble:

In the fall of 2010, the OALA Council initiated a Strategic Plan review. The previous Strategic Plan was outdated and due for a thorough re-evaluation. Council proceeded to ask the membership for their opinions on a Strategic Plan through an online survey to assist in setting priorities for the Association. Participation in the survey was exceptional at approximately 44%. As part of this exercise, a focus session on Strategic Planning was held with Council and hosted by a facilitator. In addition, small member focus groups were held to solicit additional input. Based on all input, Council worked throughout the fall of 2010 to develop and refine a Plan. The resulting Strategic Plan was approved by OALA Council on February 7, 2011.

Mission Statement:

The OALA's mission is to promote, improve and advance the profession of landscape architecture and maintain standards of professional practice and conduct consistent with the need to serve and to protect the public interest.

OALA Vision:

The OALA's vision is to advance landscape architects as recognized professionals and respected leaders in physical environment planning and design whose expertise contributes to creating healthy, safe and livable communities and sustainable landscapes.

Key Strategic Direction:

Raise the profile of the Landscape Architecture Profession.

It is understood that OALA is a component of CSLA. Where action items and goals are similar to the CSLA, the OALA will utilize a coordinated approach and, when applicable, optimize the financial and human resources of both groups.



Five Strategic Goals:

Five strategic goals were developed from the information gathered in the planning process. These goals will move OALA towards its key strategic direction.

Strategic Goal Number One:

Build awareness of the value of Landscape Architects through increased marketing and communications to both internal and external audiences.

Strategic Goal Number Two:

Create opportunities for Landscape Architecture professionals and protect the profession.

Strategic Goal Number Three:

Create a **government relations** program that advocates for the Landscape Architecture profession.

Strategic Goal Number Four:

Offer a vibrant **continuing education**/professional development program.

Strategic Goal Number Five:

Engage members and improve their perception of the value of the profession.

The Strategic Plan is intended to be in force for a three (3) year period (2011, 2012, and 2013) with regular review and updates.

The Plan is divided into three priority levels by year. The order of items by year is chronological by date only.

A=2011, B=2012, C=2013.

Q1=Quarter One: January, February, March; Q2=Quarter Two: April, May, June;

Q3=Quarter Three: July, August, September; Q4=Quarter Four: October, November, December.

Reference	Strategic Goal	Projected Timeline	Action	Primary Responsibility	Outcome	Date Completed	Budget Line #
A – 2011 Priorities							
1	Continuing education /Professional Development	2011 Q1	Enhance support and resources available to associate members.	Staff	Increase attendance at tutorials.		
2	Build awareness	2011 Q1	Develop and promote a speakers' bureau in conjunction with the CSLA and actively encourage LA professionals to attend allied professional's conferences to speak about the positive impact of LAs on projects.	Staff and ExeCom	Establish list of potential speakers and organize appropriate attendance of an LA speaker(s) at external conference in 2011.		
3	Build awareness	2011 Q1	Carry out an audit of existing and potential OALA communication tools to establish guidelines for content and distribution.	Staff and Marketing Committee	Completed audit with published guidelines for communication tools, remediation for any defined gaps.		
4	Build awareness	2011 Q1	Develop a universal graphic standard for OALA communication vehicles.	Staff, Marketing Committee and Outside Consultant	Fresh standard.		

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5	Engage members	2011 Q1	Complete Oral Senior Exam Review Panel report.	Staff and Volunteers	Increase in number of new member intake through Senior oral exam process.		
6	Build awareness	2011 Q1, on-going	Frequently review and update all OALA website content to ensure the most current and valuable information is posted.	Staff	Launch new website. Track visits to site.		
7	Continuing education	2011 Q2	Develop a continuing education model that is clearly linked to the mission and vision of the organization, including assessing the implications of implementing a mandatory continuing education program.	Staff, C.E.C and Council	Report with model, requirements and recommendations. Follow up C.E.C. Report.		
8	Build awareness / Government relations	2011 Q3	Develop key messages and definition/scope of the profession as basis for marketing and lobbying efforts. Distribute key messages to members.	Staff, Marketing Committee and Council	Key branding messages for members and advocacy.		

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9	Create opportunities	2011 Q2 & Q3	Identify “scope creep” by other professions and develop key messages and definition/scope of the profession to promote Landscape Architecture to allied professionals.	Staff, Marketing Committee and Council	Key messages to allied professionals.		
10	Create opportunities	2011 Q3	Strike a task force, investigate, and present a report, on the requirements and implications of pursuing a practice act for the profession, including member feedback.	Staff, ExeCom and Solicitor	Report, with recommendations.		
11	Build awareness	2011 Q3	Create print and on-line marketing resources to promote OALA and the profession to allied professional groups.	Staff and Marketing Committee	Development of materials. Distribute materials to suitable groups.		
12	Government relations	2011 Q3, Q4	Develop and implement a “Value of LAs/Why Hire LAs” advocacy campaign with municipal governments across Ontario.	Staff	Increase in number of LAs being hired in public sector. Increase in number of LAs as prime consultant on public sector projects. Recognize LAs in collective agreement language.		

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13	Build awareness	2011 Q3, on-going	Engage university students by holding annual OALA visits to University of Toronto and University of Guelph to meet with LA students to discuss the work OALA is doing and the role it plays in the profession, information on entering the profession and the examination process, and to educate students about the benefits of membership in OALA.	President, Staff and Volunteers	Increase the number of student memberships.		
14	Continuing education	2011 Q4, on-going	Use technology to involve more members in educational offerings. Consider other forms of delivery for live seminars so they remain viable longer.	Staff and Continuing Education Committee	Increased participation in educational events, especially non-local participants.		
15	Build awareness	2011, annual, on-going	Publish four issues of <i>Ground: Landscape Architect Quarterly</i> magazine each year, subject to council directions to achieve a financially sustainable level by reducing expenses and increasing revenues.	Staff and Editorial Board	Four published magazines.		

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16	Create opportunities	2011 on-going	Work with CSLA and two other provincial Landscape Architecture organizations to implement Federal labour mobility legislation.	Staff and Council	Reciprocity agreement.		
17	Build awareness	2011 on-going	Identify key allied provincial organizations and schedule annual meetings with their Senior Representative to discuss common issues and build awareness of the strengths of Landscape Architects.	President and ExeCom	Meet with all traditional allied professional organizations in 2011. Build alliances with allied professional organizations.		
18	Engage members	2011 on-going	Communicate Council decisions and outcomes with members quarterly to ensure they are kept abreast of the issues facing the organization.	Staff and Council	Informed Member inclusion.		
19	Engage members	2011 on-going	Strengthen on-line membership through social media such as Facebook, Twitter, LinkedIn and create OALA membership media forum on website.	Staff and Marketing Committee	Member feedback re: communications. Member involvement.		

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20	Continuing education	2011 on-going	Deliver at least three continuing education seminars/events annually not including AGM offerings.	Staff and Continuing Education Committee	Increase Number of educational events offered in 2011. And attendance at each.		

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B – 2012 Priorities							
1	Engage members	2012 on-going	Develop an affinity program (corporate benefits) to create additional benefits to membership.	Staff	Combines known resources		
2	Engage members	2012 on-going	Arrange meetings throughout the province annually between President, V.P. and members. When travel to some areas in the province is not cost-effective, tele- or video-conferencing can be arranged to engage all members.	President and Vice-President	Increased number of members contacted.		
3	Government relations	2012 Q1	Develop a tool kit that allows/encourages OALA members to advocate for the profession locally.	Staff	Improved Advocacy		
4	Government relations	2012 Q1	Develop at least one position paper on a key topic and disseminate.	Volunteers	Improved exposure on topics of concern.		
5	Engage members	2012 Q1	Help with the development of more local chapters and facilitate regular meetings of these groups of members.	Staff	Increased number of Chapter meetings and activities.		

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6	Engage members	2012 Q1	Engage younger/newer members by organizing a meet-and-greet event to connect associate members with experienced LA practitioners.	Staff and Volunteers	Member involvement. Evaluation of usefulness of event.		
7	Government relations	2012 Q2	Arrange annual visits with key Members of Provincial Parliament and party critics to broaden awareness of profession and issues of importance.	President, Staff and ExeCom	Improved exposure and awareness.		
8	Build awareness	2012 Q4, on- going	Engage university students by organizing a meet-and-greet event at Universities of Guelph and Toronto to connect students with experienced LA practitioners.	Staff and volunteers	Increased Awareness		
9	Build awareness	2012 Q4	Engage high school students by participating in career days or visiting select high schools to build awareness among future professionals as to the opportunities of a career in Landscape Architecture.	Staff and volunteers	Increased number of students reached.		

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C – 2013 Priorities							
1	Engage members	2013 Q1	Review and update the strategic plan.	Staff and Council	Current plan.		
2	Build awareness	2013	Host or sponsor international studio projects at the Universities that can promote the new generation of Canadian LAs.	Volunteers and Schools	Increased awareness and exposure.		
3	Build awareness	2013	Prepare and send a career kit to each high school guidance department in Ontario.	Staff and Marketing Comm.	Increased awareness.		
4	Build awareness	2013	Introduce successful Senior/Past members and their thoughts as role models to students and emerging professionals.	ExeCom and Staff	Increased awareness among young professionals.		
5	Build awareness	2013	Emphasize the historical role of Landscape Architects in the “sustainability” business.	Staff and Marketing Comm.	Increased awareness.		
6	Build awareness	2013	Organize an OALA students’ project recognition award where OALA members’ judge submitted projects in landscape architecture.	Volunteers and Staff	Improved Awareness and Recognition.		
7	Create opportunities	2011	Create standards of practice for the profession.	Staff and ExeCom	Clarity to allied professionals.		

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8	Create opportunities	2013	Research and track salary levels for the profession.	Staff	Member Information.		
9	Government relations	2013	Develop a comprehensive government relations plan, considering the three levels of government and the appropriate departments within each.	Staff and ExeCom	Influence Legislation.		
10	Government relations	2013	Lobby for a design review panel including LAs on major regeneration projects in Ontario to ensure landscape architecture expertise is present to protect sites from over-development.	Marketing, ExeCom and Outside Consultant	Improved Government Awareness.		
11	Continuing education	2013	Connect with Ontario LA accredited universities to understand and influence curriculum, create resources and supports for students or new graduates, preparing them for the work world. Creation of a possible cooperative or internship program that allows students/new grads to gain real work experience.	Staff and ExeCom	Refined Programs at Universities. Improves Liaison with students and professionals.		

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12	Engage members	2013	Start a recruitment program, including members helping to identify professionals who should be part of the organization, creating membership tools and information to distribute to them.	Staff and ExeCom	Increased profile.		
13	Engage members	2013	Include a regular feature in the E-News that puts a spotlight on a member volunteer and their professional achievements.	Staff	Increased volunteer profile.		
14	Engage members	2013	Develop job descriptions for key volunteer positions and make regular call for volunteers to encourage more and new members.	Staff	Increased volunteer participation.		
15	Engage members	2013	Develop new social opportunities, activities or events that consider the diversity of the membership.	Staff	Improved member participation.		

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M – Mandatory							
1	Create opportunities	On-going	Professional Practice & Ethics Committee and Disciplinary Committee.	Staff	Members advised of rights and obligations.		
2	Create opportunities	On-going	Ensure membership entrance requirements are adequate and well-resourced and that the process is working to the benefit of members and the profession.	Staff			
3	Engage members	On-going	Organize Annual General Meeting.	Staff	Increased awareness and attendance.		
4	Build awareness	2011 Q1	Determine annual OALA Award Winners and promote them to internal and external audiences.	Staff	Increased profile.		