

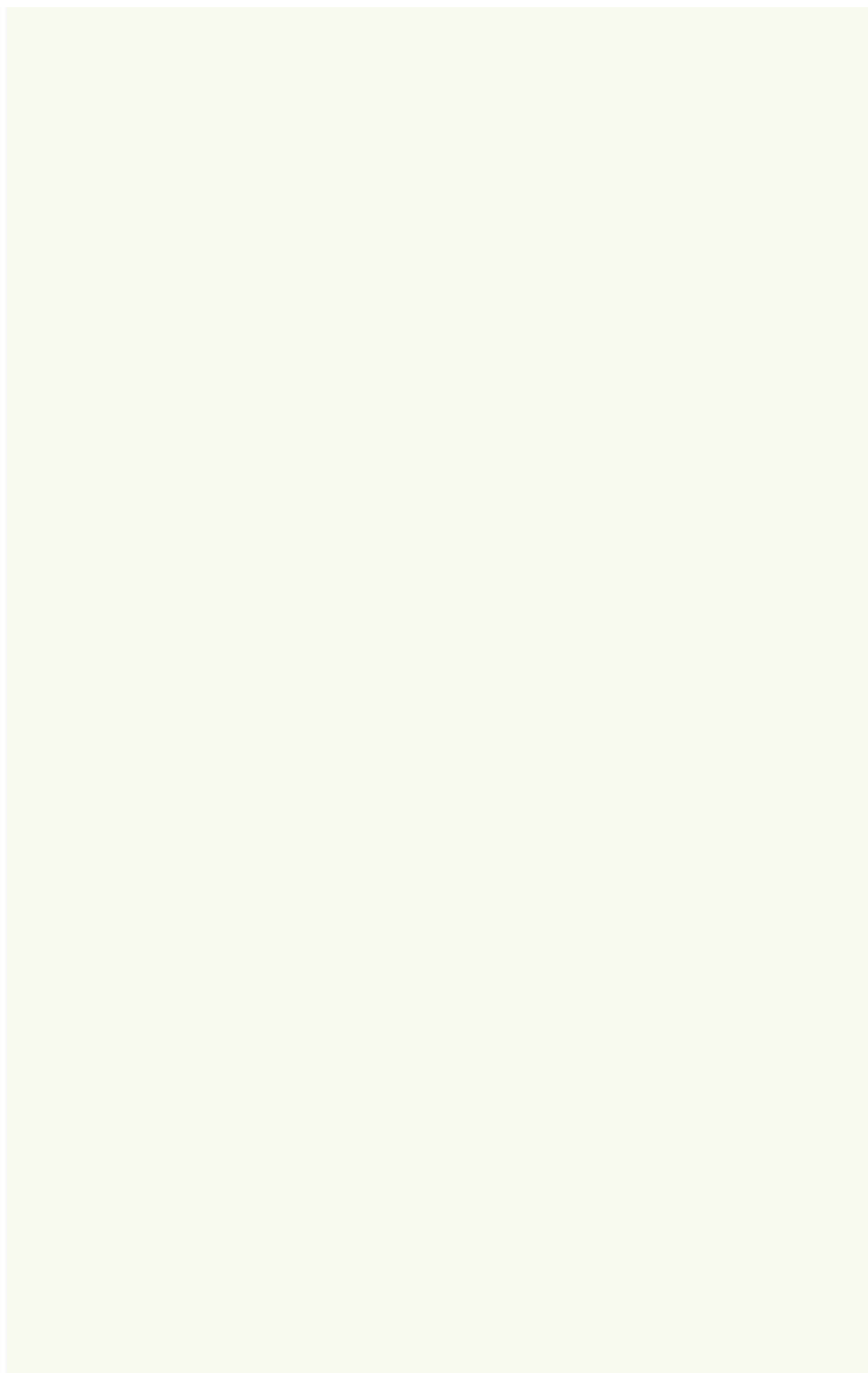
# LONG RANGE PLAN

ARCHITECTURE CENTER HOUSTON FOUNDATION

— 2012-2017 —



ARCHITECTURE  
CENTER HOUSTON  
FOUNDATION



## EXECUTIVE SUMMARY

The Architecture Center Houston Foundation's long range plan consists of three parts. Part One describes the Foundation's history and background. Part Two describes the Foundation's current mission, structure, committees, and efforts. Part Three establishes areas of focus for the future.

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## PLANNING TASK FORCE



Michael Morton



Ned Dodington



Wendy Heger



Trudi Smith



Nicola Springer



Randall Walker



Larry Whaley



Rusty Bienvenue

## WHERE WE CAME FROM

### BACKGROUND & PURPOSE

The Architecture Center Houston Foundation (or ArCHF, or the Foundation) strategic plan of 2006-2010 established values and visions, along with areas of focus including ArCH, funding and development, grants, and board structure. Many of the strategic directives outlined in the plan have been developed and implemented. Others have evolved and require revisiting. At the outset of his term, Randall Walker, the 2012 President of the Board of Trustees, requested that a task force be assembled to create a new strategic plan as guidance for the Foundation moving forward.

The Architecture Center Houston Foundation strategic plan 2012-2017 is intended to provide a coherent directive for the future of the foundation. This plan will record for members of the Board of Trustees the directions that the foundation is pursuing in its activities and why. Moreover, it serves as a road map for implementation of its visions and goals, and a framework for new ideas and initiatives in response to its stated goals.

### HISTORY

Founded in 1986 as the Houston Architecture Foundation, the Architecture Center Houston Foundation (ArCHF) has given over \$642k in grants, funding over 125 separate projects. The Foundation brings public exhibitions and programs to the ArCH; these programs were enjoyed by over 5,000 people in the last year. Significant recent projects include sponsorship of the 99k House Competition, funding of the Houston Architectural Guide, and funding for a PBS documentary on Houston architecture called the Art of Architecture. In its third year as a membership organization, ArCH brings together architects and those interested in design for architecture-related events, exhibits and networking.

## WHO WE ARE

### MISSION

ArCHF is a non-profit education organization designated by the IRS as a 501(c) 3 corporation that promotes awareness, understanding, and appreciation of the ways in which architecture and urban design influence the built environment and enhance the quality of life in the community.

### VISION

The ArCHF is a catalyst for public understanding and interest in architecture and urban design.

We will work to:

- ① *Make ArCH the pre-eminent resource for exhibitions, lectures, receptions, tours, and forums concerning the built environment in the region.*
- ② *Improve the quality of design and urbanization in the Houston area.*
- ③ *Increase public awareness of the importance of high-quality design and development.*
- ④ *Establish partnerships with like-minded organizations to leverage resources.*
- ⑤ *Be fully aligned with AIA Houston's visions and goals.*
- ⑥ *Expand resources, both financial and human, to pursue visions and goals.*

### VALUES

Quality Of Life

Sustainability

Design For Everyone

Collaboration

Diversity

### BOARD OF TRUSTEES

The Foundation is governed by a board of trustees consisting of AIA members in good standing, and other industry professionals nominated by the Executive Committee (ExCom) of the Foundation. Trustees are elected to a three-year term, and may not serve more than two consecutive three-year terms unless elected as president-elect. The Executive Committee of the Board is composed of the elected officers of the Foundation and the Executive Director acting in a non-voting, advisory capacity. The Board is guided by governance documents and by-laws. Task forces are assembled by the President as needed based on priorities of the Foundation.

### STAFF

The Executive Director and other staff are employed by AIA Houston. The Foundation provides an annual administrative fee to AIA Houston for compensation of work in support of the Foundation. Employees are hired by and report to the Executive Director, who in turn reports to both the AIA Houston and ArCH Foundation boards.

## **ARCHITECTURE CENTER HOUSTON**

Architecture Center Houston is dedicated to promoting awareness, understanding, and appreciation of the ways in which architecture and urban design influence the built environment and enhances the quality of life in Houston. ArCH is intended to be a place for the public, both Houston residents and visitors, to learn about architecture in general and the built environment of greater Houston. ArCH is physically located in the core of Houston's urban landscape in the lively downtown theater district. Public programs include exhibitions, tours, films, books, author presentations, and other special events. Our members have access to exclusive tours of construction sites and significant architectural locations throughout the year. The Architecture Center Houston (ArCH) occupies approximately 5,000 SF carved from the former Albert Thomas Convention Center in Phase II of the Bayou Place renovation developed by the Cordish Company. ArCH houses offices of the American Institute of Architecture, Houston Chapter, the Architecture Center Houston Foundation, a gallery for rotating architecture-related exhibitions, meeting rooms, and a terrace overlooking Buffalo Bayou. ArCH is a collaboration of The Houston Chapter of the American Institute of Architects, which holds the lease, and its 501c3 non-profit arm, the Architecture Center Houston Foundation, who pays 10% of the lease. ArCH facilities are available for rent for private parties, community events, or corporate meetings.

## **TOURS**

Architecture Center Houston's neighborhood walking tours explore the architecture, design, and history of Houston's urban landscape. Each 2 hour tour is led by an enthusiastic ArCH trained docent working from information compiled by local architects and architectural historians. Tours take place Saturday mornings at 10am September through May. Schedule and reservations are available online. Architecture Center Houston walking tours take place Saturday mornings 10am to noon. Currently, tours are \$10 for AIA Houston and ArCH members and \$20 for non-members. We also offer special group tours for corporations, community groups, students, and conferences. Currently, our slate of walking tours include: Buffalo Bayou, Rice University, Towers and Trees Downtown, Montrose, Museum District, and Texas Medical Center.

## **EXHIBITIONS**

The exhibitions committee plans, develops, organizes and selects exhibits based on alignment with the Foundation's vision and mission. Exhibitions change approximately every two months and focus on architecture of national interest as well as that of Houston. Many exhibitions developed by the committee are designed to travel to other venues whenever possible and appropriate.

## **MICHAEL G. MEYERS DESIGN COMPETITION**

The Michael G. Meyers Design & Scholarship Competition is an annual high school student competition that awards \$10,000 in college scholarships each year. An ideas competition with an emphasis on creative problem solving and graphic presentation, students design challenging projects

with real site locations in the greater Houston area. The program includes a workshop, site tour, and interim review to help the students learn basic architectural design skills and understand the competition requirements. Winners are announced at an awards ceremony and exhibit hosted at Architecture Center Houston. All Houston area high school students are eligible to participate regardless of class affiliation or age.

### **MEMBERSHIP**

Members of the Houston Chapter of the American Institute of Architects are automatically ArCH members. ArCH Membership provides access to many ArCH and AIA Houston events, such as the annual Sandcastle competition in Galveston, as well as private tours of unique architectural spaces and special programs such as Authors in Architecture. Members receive invitations to the openings of rotating exhibitions in the ArCH gallery, and insightful gallery lectures, and other architectural programs of general interest to the public. Members also receive discounted rental rates for the ArCH space. Our email newsletter keeps ArCH members abreast of Houston's current and exciting architectural developments.

### **AUTHORS IN ARCHITECTURE**

A partnership with the Houston Public Library and media sponsor KUHF/KUHA Public Radio. This program is an ongoing series of authors presenting books about architecture, design, and the built environment.

### **ANNUAL FILM FESTIVAL**

A 3-night film festival is held each summer featuring films about architects and architecture. Juried short film reels featuring films produced by local architecture students open each evening's screenings.

### **GINGERBREAD BUILDOFF**

Architects, engineers, contractors, students, and bakers all compete in this one-day, open-air build-off competition in downtown Houston. Teams push the limits of design and food to create masterpieces judged in multiple categories including tallest, best architectural icon, public favorite, most creative use of materials, and the coveted title of Grand Prix de Show.

### **RECENT ACCOMPLISHMENTS**

Amended and Restated By-Laws, Creation of Governance Documents, Conflict of Interest Policy and Antitrust Compliance Statement, Whistleblower Policy, Expansion of Programs: Exhibitions, Tours, Authors in Architecture, Membership, Film Festival, and Gingerbread Buildoff

### **ENDOWMENT**

The ArCHF endowment exists in three parts. The Sally Walsh Lecture Series endowment funds in perpetuity an annual lecture on interior design. The Puckett Fund endows an annual scholarship for

a graduate student in health care architecture. The Foundation endowment is gained from donations over time, particularly from the annual Celebrate Architecture Gala.

**GRANTS**

Over the past 25 years ArCH Foundation has awarded over \$640,000 in grants to local institutions, organizations, and initiatives in Houston. Selected initiatives foster our mission in the greater Houston community and beyond. Past grantees include Rice University, HISD, Galveston Historical Association, KUHT, MFAH Design Collection, Buffalo Bayou Partnership, Greater Houston Preservation Alliance, University of Houston, Rice Design Alliance, National Organization of Minority Architects, Texas Foundation for the Arts, and many others.

**GALA**

The annual Celebrate Architecture Gala stands as the single largest revenue generator for the Foundation. Funds raised support grants and other activities of the Foundation. In addition to sponsorships and table sales, donated items are for sale in a silent auction the night of the event.

**WHERE WE ARE GOING**

**Areas Of Focus**

**1 BOARD DEVELOPMENT**

**Goal**  
Improve trustees understanding of board expectations

**Strategies**  
Provide members of the board the historical, financial and operational information they need in order to function in an oversight capacity

**Tasks**  
Provide an annual board orientation for new board members.

Provide each board member with an updated manual of information at the beginning of each fiscal year.

**Resources**  
AIA staff, ArCHF historical documents, financial reports and governance manual

**Goal**  
Increase trustee involvement in Committees or Task Forces

**Strategies**  
Seek to encourage potential board members to serve on committees prior to being appointed to the board.

**Tasks**  
Develop and monitor a matrix with trustee assigned committee or task force.

**Resource**  
AIA Staff, ArCHF trustees

**Goal**  
Improve future board member selection process

**Strategies**  
When selecting future board members, consider those who can and will participate (attend meetings), are already

invested (already participating on committees), can contribute in some way (time, financial, etc.)

#### **Tasks**

Develop goals and procedures for trustee nominations

#### **Resource**

Nomination Committee

## ② TOURS AND EXHIBITIONS

### ■ Goal

Expand Tours to reach a larger audience

#### **Strategies**

Develop multiple tours on Saturday, more ad-hoc tours, bus tours, bicycle tours, collaborative tours with others such as GHCV Bureau, and tours outside the inner city in order to reach more people

#### **Task**

Establish at least one new tour each year through 2017.

#### **Resource**

Tours Committee

#### **Task**

Conduct at least one docent training per year; publicize docent opportunities.

#### **Resource**

AIA Staff

#### **Task**

Prepare for 2014 Texas Architects Convention to be held in Houston.

#### **Resource**

Tours Committee

### ■ Goal

Expand exhibitions to a larger audience

#### **Strategies**

Develop permanent and traveling exhibitions to further ArCH outreach.

#### **Task**

Develop a permanent exhibition of Houston architectural history.

Install at ArCH and other locations around Houston (kiosks)

Make oral history and digital archives available at ArCH and on web.

#### **Resource**

Historic Resources & Exhibitions Committee

#### **Task**

Seek grant to fund establishment of permanent exhibitions.

#### **Resource**

Grants and Endowment Committee

#### **Task**

Establish relationships for travel of ArCHF-produced exhibitions to off-site locations.

#### **Resource**

Exhibitions Committee

## ③ MEMBERSHIP ACTIVITY

### ■ Goal

Attract younger members

#### **Strategies**

Develop and/or host:

programs at other venues in order to reach more people

programs that are highly publicized like competitions (Astrodome).

**Task**

Interact with other non-profit, youthful, organizations such as RDAgents and Leadership Houston.

**Resources**

Membership Committee

**Task**

Connect younger and older members/industry partners for oral discussions about the built environment.

**Resources**

Membership Committee

**Goal**

Better serve our elected public officials, their appointees and constituents.

**Strategies**

Align our initiatives with theirs and find ways to keep us "top of mind".

**Task**

Notify them about our programs on an ongoing basis.

**Resources**

AIA Staff

**Task**

Provide speaking opportunities at programs.

**Resources**

Membership Committee

**Task**

Continue providing grants to public programs

**Resources**

Grants and Endowment Committee

**4 ARCHITECTURE CENTER HOUSTON****Goal**

Further our vision by improving our facilities

**Strategies**

Improve street presence, parking, and separate classroom and exhibitions space

**Tasks**

With AIA Houston, develop a plan and work to implement recommendations.

**Resources**

ArCH Task Force

**Goal**

Strengthen our tie to AIA Houston membership, board, and the community

**Strategies**

Build understanding by communicating ArCH and ArCH Foundation's purpose.

**Tasks**

Improve and communicate:

what ArCH and ArCH Foundation does (brochure, at annual Gala, etc.)

where our different responsibilities lie

the ArCH brand

by having regular joint Executive Committee meetings

**Resources**

AIA Houston & ArCH Foundation Presidents

**5 INTERACTIVE MEDIA****Goal**

Strengthen position as Houston's #1 resource for everything on architecture and the built environment

### **Strategies**

Make information readily available on the web.

### **Tasks**

Develop and post:

long range plan for access by members and visitors.

recently discovered oral history tapes for access by members and visitors.

year-end report for access by members and visitors.

content about Houston landmarks accessed by QR Code on ArCHF plaques.

make Houston Architectural Guide available on the web

### **Resources**

AIA Staff

## **6 FINANCIAL**

### **Goal**

Expand Grants and Endowment

### **Strategies**

Expand Grants Committee's responsibility to include consideration of the Endowment as well as the distribution of grants.

### **Task**

Establish goals for grants and endowment. Provide ongoing recommendations for allocating funds.

### **Resources**

Grants and Endowment Committee. Visit AIA components with an endowment to understand their goals, fundraising techniques, successes and shortcomings.

### **Task**

Increase income and explore other fund raising strategies:

applying for grants for exhibitions, tours, etc.

expanding the tours program and offering tour sponsorship

pursuing more frequent rental of our facilities

increasing gala fundraising goal to \$175k

### **Task**

Adjust/maximize grants:

promote grants program to a targeted audience

consider reducing grants for some time in order to build endowment

### **Resources**

Grants and Endowment Committee

### **Task**

Consider the feasibility of engaging a professional consultant.

### **Resources**

Grants and Endowment Committee.

