



American Planning Association
Northern New England Chapter

Making Great Communities Happen

NNECAPA STRATEGIC PLAN 2016-2021

The Northern New England Chapter of the American Planning Association (NNECAPA) is one of 47 Chapters and 21 Divisions within the American Planning Association (APA), and serves APA members in Maine, New Hampshire, and Vermont. The American Planning Association is a non-profit public interest and research organization representing more than 40,000 practicing planners, officials, and citizens involved with urban and rural planning issues across the country. The American Planning Association, and its professional institute, the American Institute of Certified Planners which represents more than 15,000 planners, is organized to advance the art and science of planning and to foster the activity of planning – physical, economic and social – at the local, regional, state, and national levels. The objective of the Association is to encourage planning that will contribute to the public well-being by developing communities and environments that meet the needs of people and society more effectively.



The purpose of this document is to identify a program for action for the Chapter to pursue in support of the work of Northern New England’s planners, and to aid in improving their effectiveness in helping to create communities of lasting value throughout the region.

The action items detailed in this plan are intended to implement the Chapter’s goals in each of four areas of responsibility:

I. Member Communications

- Provide opportunities for professional support, communication, and an exchange of information for Northern New England Planners.
- Celebrate the hard work and achievements of planners working throughout Northern New England.

II. Professional Development

- Encourage and support ongoing professional development and education of all Chapter members.
- Provide information and assistance to professional planners applying for membership in AICP.
- Provide information and assistance to professional planners applying for advanced specialty certifications.
- Support current members of AICP in obtaining necessary continuing professional development credits.
- Organize or sponsor opportunities for professional development through workshops, courses, and conferences.
- Collaborate with chapters, divisions, universities, and allied professional associations in sharing information about professional development opportunities and organizing regional planning conferences.

III. Advocacy and Outreach

- Serve as a resource for information about the field of planning and the importance of planning to our communities.
- Serve as an exchange for planning information within the three state associations, academic institutions, allied professions, and neighboring APA and CIP Chapters.
- Support state associations in their advocacy at the federal, state, and local levels.
- Support the development of academic programs for planners across the region.

IV. Chapter Administration

- Provide organizational and fiduciary support in order to fulfill the ongoing activities and responsibilities of the Chapter.
- Provide transparency, accountability, and access for the membership in the activities of the Chapter.

GUIDING PRINCIPLES

Two guiding principles reflect how the Chapter conducts business and pursues the implementation of the action items detailed in this Strategic Plan.

Members First: All of the programs, projects, and activities of the Chapter have a central focus of providing service and value to the membership. While some activities are best suited to professional planners, all types of planners – lay and professional – are welcomed and supported by the Chapter.

Fostering Partnerships: Given the geography of our chapter and the diversity of Northern New England’s planners, communities, and landscapes, the Chapter recognizes that most activities will be conducted in concert with other groups or agencies. Maine, New Hampshire, and Vermont each have active state associations of planners. The Chapter routinely works in partnership with the three state associations to advance the art and science of planning in Northern New England.

MISSION STATEMENT

The purpose of the Northern New England Chapter, American Planning Association, shall be to improve and promote the standards and quality of planning at all levels in the States of Maine, New Hampshire, and Vermont; to encourage the free exchange of ideas among planners in Northern New England; and to facilitate the participation of members in the activities of the American Planning Association.

I. MEMBER COMMUNICATIONS

Goals

- Provide opportunities for professional support, communications, and an exchange of information for Northern New England planners.
- Celebrate the hard work and achievements of planners working throughout Northern New England.

ACTIVITIES	TASKS
<p>1. Website Make available a resource on the web that provides a service to members regarding Chapter activities and services, job postings, APA resources, and state association information and that offers information about planning to the public.</p> <p>Responsibility: Public Information Officer Priority: High Timeline: Ongoing</p>	<p>A. Update the website and revise information as it becomes available. B. Add a search function to the website. C. Integrate the Chapter newsletter into the website. D. Integrate the website with other social media. E. Publicize and promote the photo library. F. Provide more state association information and more easily found links to association websites. G. Request that State Directors become website volunteers, providing more information about state planning.</p>
<p>2. Communications Provide communications resources that enable an interactive exchange of information and ideas among Chapter members and between the Executive Committee and members.</p> <p>Responsibility: Public Information Officer, Vice President, Communications Committee Priority: High Timeline: Ongoing</p>	<p>A. Promote active and effective utilization of the NNECAPA listserve. B. Coordinate listserve management and review the distribution list with APA annually. C. Clarify the use of the two listserves: i) All Chapter members listserve ii) Chapter Executive Committee outreach to members listserve. D. Establish a new Communications Committee. E. Clarify who is responsible for communications and listserve actions of the Executive Committee.</p>
<p>3. Social Media Outreach Develop communications resources that further the exchange of planning ideas through the social media interaction of NNECAPA members.</p> <p>Responsibility: Public Information Officer Priority: High Timeline: Ongoing</p>	<p>A. Explore and periodically evaluate emerging social media tools. B. Clarify purposes for social media use. C. Establish a LinkedIn account. D. Research the establishment of a Planetizen link/feed to the Chapter website. E. Integrate social media feeds with the website, especially jobs and RFP postings. F. Evaluate ease and effectiveness of website calendar and compare benefits of other online calendars.</p>

<p>4. Yankee Planner Newsletter Assemble and publish a (at least) quarterly newsletter to be distributed to the Chapter membership.</p> <p>Responsibility: Public Information Officer, Communications Committee Priority: High Timeline: Ongoing</p>	<p>A. Coordinate exchange with other state Chapters and APA Divisions newsletters. B. Add a “Technology” column in the newsletter. C. Connect with the other New England APA Chapters, Upstate NY Chapter, and other APA Region I Chapters, and Atlantic CIP for newsletter information exchange. D. Solicit, create, and publish diverse, timely articles. E. Explore improvements in the electronic format. F. Include newsletter on the Chapter website in a non-PDF format so that it may be searched. G. Utilize web metrics to analyze use of the website.</p>
<p>5. Chapter Awards Annually solicit, review and present awards for outstanding plans, planning projects, and individuals in the Chapter.</p> <p>Responsibility: Public Information Officer, State Association Directors, Awards Task Force Priority: High Timeline: Ongoing for Tasks A-D; Fall of 2016 for Task E</p>	<p>A. Originate the awards process in early spring through the state associations, and solicit nominations outside of state associations by website and listserve postings. B. Rewrite award submission forms to simplify submission requirements and to align with APA National awards submission requirements and timing. C. Clarify timing of awards submissions to state associations, to NNECAPA, and to APA. D. Explore automatic state association awards submissions to NNECAPA awards. E. Create an Awards Task Force to clarify and simply awards process by the Fall of 2016, to be used for 2017 awards application.</p>
<p>6. APA National Awards Assist Chapter Award winners in the submission of application for national awards.</p> <p>Responsibility: Executive Committee, Awards Task Force Priority: Low Timeline: Biennial</p>	<p>A. Solicit and support qualified nominations. B. Rewrite award submission forms to simplify submission requirements and to align with APA National awards submission requirements and timing.</p>
<p>7. AICP College of Fellows Identify candidates for nomination for induction into the AICP College of Fellows and provide necessary support.</p> <p>Responsibility: Executive Committee, Past President Priority: Low Timeline: Biennial</p>	<p>A. Biennially inform FAICP eligible members in NNECAPA of the AICP College of Fellows nomination and submission process and timeline. B. Support the work of members and state associations in developing FAICP applications. C. Consider establishing an FAICP Task Force.</p>

II. PROFESSIONAL DEVELOPMENT

Goals

- Encourage and support ongoing professional development and education of all Chapter members.
- Provide information and assistance to professional planners applying for membership in AICP.
- Provide information and assistance to professional planners applying for advanced specialty certifications.
- Support current members of AICP in obtaining necessary continuing professional development credits.
- Organize or sponsor opportunities for professional development through workshops, courses, and conferences.
- Collaborate with chapters, divisions, universities, and allied professional associations in sharing information about professional development opportunities and organizing regional planning conferences.

ACTIVITIES	TASKS
<p>1. AICP Exam Preparation/Assistance Regularly make available AICP exam information, application, and testing deadlines to prospective AICP and advanced specialty certification candidates.</p> <p>Responsibility: Professional Development Officer, Public Information Officer Priority: High Timeline: Ongoing</p>	<p>A. Organize an AICP Exam Prep Seminar on an as needed or as requested basis. B. Make available AICP Exam Prep Study Guides to applicants for the AICP exam. C. Annually make available the APA reduced AICP Exam Fee Scholarship to a qualified applicant. Provide information on the Chapter website that directs any interested planner to contact the PDO. D. Make this information available on the website and in the newsletter. E. Provide this information to the state associations. F. Provide a link on a Chapter website to the NHPA YouTube recorded webinar website information on AICP exam preparation.</p>
<p>2. AICP Professional Development Support Maintain a calendar of relevant professional development opportunities for Chapter members.</p> <p>Responsibility: Professional Development Officer, Public Information Officer Priority: High Timeline: Ongoing</p>	<p>A. Make this information available on the website and in the newsletter. B. Establish and make available Certification Maintenance (CM) credits for qualified professional development opportunities in the Chapter. C. Apply for credits from AICP, advertise their availability in event program materials, and include the event on the AICP CM website. D. Provide multiple CM workshop opportunities to meet the law and ethics CM requirements. E. Conduct a biennial survey of members to gauge topics of interest.</p>

<p>3. Planning Student Support Establish and increase a student support network across the region and increase student engagement with NNECAPA.</p> <p>Responsibility: State Directors, Faculty Liaison, Student Representatives Priority: High Timeline: Ongoing</p>	<p>A. Develop a coordinated plan to engage students studying planning or related fields in Chapter activities. B. Encourage faculty and student representation from each state. C. Conduct outreach to and connect student-planning clubs in the region. D. Consider expanding this category to include emerging young planners in line with new APA initiatives.</p>
<p>4. CM Session Certification Assistance The Chapter will be an active participant in sponsoring any qualified sessions sponsored by any of the three state associations so long as Chapter participation is not ex post facto.</p> <p>Responsibility: Professional Development Officer, PDO Committee Priority: High Timeline: Ongoing</p>	<p>A. Conduct outreach to state associations and other partner organizations with the details of the CM Session certification assistance, including NNECAPA involvement prerequisite. B. Revise the website language regarding the provisions of CM credits and create a website checklist for the organizations seeking NNECAPA Chapter CM credit support for events.</p>
<p>5. Annual Fall Chapter Planning Conference Organize an annual Chapter-wide planning conference in collaboration with the state planning associations. The location of the conference will rotate among the three states tri-annually.</p> <p>Responsibility: NNECAPA Executive Committee, State Directors, State Associations Priority: High Timeline: Ongoing</p>	<p>A. Recommend to each state association that the applicable state director is the conference chair; the association creates a conference committee; and the association reaches out across the three states for chapter-wide speakers and substantive topics. B. Coordinate early with the PDO in registering for CM credits. C. Request CM information be included in the Conference session proposals. D. Encourage and foster student participation (e.g. poster sessions). E. Explore the establishment of a scholarship for students to attend the NNECAPA conference. F. Develop a Conference “Guidelines” document with tasks, responsibilities, and timelines. G. Develop a MOU or “contract” to be used with the state associations each year. H. Conduct a debriefing with each state association within one month after the conference.</p>
<p>6. Regional Planning Conference Collaborate with neighboring APA chapters to organize a periodic multi-chapter planning conference.</p> <p>Responsibility: Executive Committee Priority: Medium to low Timeline: As needed and/or as requested.</p>	<p>A. Conduct periodic outreach to neighboring chapters regarding a multi-chapter planning conference approximately every 5 years. B. Encourage and foster student involvement in such a conference.</p>

7. APA Annual Planning Conference & Fall Policy and Advocacy Conference

Provide support to ensure NNECAPA representation at the APA national conference and fall Policy and Advocacy conference.

Responsibility: Executive Committee

Priority: Medium

Timeline: As needed and/or as requested.

A. Support and send delegations to attend the regional reception at the national conference.

B. Support budget for the President and PDO to attend the APA national conference.

C. Explore budgeting to cover expenses (full or partial) for the President and state Legislative Liaisons to attend the fall APA Policy and Advocacy conference.

III. ADVOCACY & OUTREACH

Goals

- Serve as a resource for information about the field of planning and the importance of planning to our communities.
- Serve as an exchange for planning information with the three state associations, academic institutions, allied professions, and neighboring APA and CIP Chapters.
- Support state associations in their advocacy at the federal, state, and local levels.
- Support the development of academic programs for planners across the region.

ACTIVITIES	TASKS
<p>1. Information & Exchange Provide information regarding APA and federal planning topics, legislation, and other news of importance to the membership.</p> <p>Collaborate and coordinate with the three state associations, the three Congressional delegations, and others in dissemination and exchanging news of relevance to the membership.</p> <p>Facilitate the exchange of information among the three state associations (MAP, NHPA, & VPA)</p> <p>Responsibility: Executive Committee, President, Vice President, State Directors, Legislative Liaisons Priority: High to Medium Timeline: Ongoing</p>	<p>A. Provide information to state associations on federal land use issues.</p> <p>B. Provide guidance to state associations on the limitations of advocacy by non-profit organizations.</p> <p>C. Send Chapter President and a representative from each of the other two states to the fall APA Policy and Advocacy Conference.</p> <p>D. Support the APA grassroots Planners' Advocacy Network.</p> <p>E. Investigate how to support the exchange of information in support of each state association including possible direct or indirect financial support.</p>
<p>2. APA Policy Guides Review and comment on proposed APA Policy Guides and present those opinions at the annual APA Chapter Delegates Assembly</p> <p>Responsibility: Executive Committee, Legislative Liaisons Priority: Medium Timeline: Ongoing</p>	<p>A. Share draft Policy Guides with the Executive Committee, state associations, and chapter members for informational purposes, and share comments with APA.</p> <p>B. Send Chapter President, PDO or designees to attend the annual APA Chapter Delegates Assembly.</p> <p>C. Explore how to apply national policy statements to the Chapter and state association work, and to local, state, and federal legislation.</p>

<p>3. Raise Awareness & Celebrate Planning Create an active outreach program to celebrate planning both within the profession and among the public.</p> <p>Responsibility: Public Information Officer, Communications Committee, State Directors Priority: High Timeline: Ongoing</p>	<p>A. Expand use of website for planning information. B. Schedule active “pop-up” events to celebrate planning successes. C. Expand efforts to recognize: APA Great Places awards within the region; NNECAPA awards; state association awards; new members of AICP & FAICP; retiring planners; academic successes; and similar achievements. D. Promote videos explaining planning to the membership and public. E. Build off of October National Planning Month and World Planning Day to support state planning associations and members in outreach, events, publicity etc.</p>
<p>4. Outreach Through Technology and Social Media Examine and use the best technology and social media tools for outreach purposes.</p> <p>Responsibility: Communications Committee Priority: High Timeline: Ongoing</p>	<p>A. Communications Committee will examine and recommend outreach efforts through technology and social media. B. Select most appropriate social media tools to use in Chapter outreach.</p>
<p>5. Academic Institutions Collaborate on the exchange of information with academic institutions within the three states (UVM, UNH, USM, Plymouth State University, VT Law, and other interested institutions). Coordinate with regard to student membership in the Chapter as well as internships opportunities, academic research, and professional development opportunities.</p> <p>Responsibility: State Directors, Faculty Liaison, Student Representatives Priority: High to medium Timeline: Ongoing</p>	<p>A. Maintain a contact list of institutions in each state. B. Post internships and research opportunities on NNECAPA website. C. Encourage and support poster sessions at state, regional, and national conferences. D. Create a student/faculty/practicing planner forum.</p>
<p>6. Allied Organizations Collaborate and coordinate with allied organizations in exchanging information, professional employment opportunities, professional development, CM credit events, AICP training programs, occasional joint events and conferences, and similar activities.</p> <p>Responsibility: Chapter President, Executive Committee, Professional Development Officer Priority: Medium Timeline: Ongoing</p>	<p>A. Work with other New England and Region I APA Chapters, CIP Affiliates in the Atlantic Provinces and Quebec, and collegial organizations such as ASLA and AIA etc. B. Maintain a contact list of key organizations and key contacts with whom the Chapter seeks to interact. C. Share upcoming event information across organizations. D. Provide links for each APA Chapter in New England and Region I on each other’s website.</p>

IV. CHAPTER ADMINISTRATION

Goals

- Provide organizational and fiduciary support in order to fulfill the ongoing activities and responsibilities of the Chapter.
- Provide transparency, accountability, and access for the membership in the activities of the Chapter.

<u>ACTIVITIES</u>	<u>TASKS</u>
<p>1. Executive Committee Meet the responsibilities of the Executive Committee as required in the Strategic Plan, budget, and bylaws. Regularly meet (bi-monthly) to conduct Chapter business and to plan activities and events.</p> <p>Responsibility: Chapter President, Executive Committee Priority: High Timeline: Ongoing</p>	<p>A. Establish a regular schedule of Executive Committee meetings, with four face-to-face meetings per year. B. Post agendas and minutes of Executive Committee meetings on the Chapter website to inform the membership. C. Create an annual administrative timeline and calendar of key Chapter deadlines and events. D. Recruit volunteers for defined tasks for Chapter projects, initiatives, and events. E. Develop guidelines for the internal communications of the Executive Committee. Make better use of technology such as Dropbox or Basecamp etc.</p>
<p>2. Strategic Plan Coordinate the recommendations in the Strategic Plan with Chapter policies, budget, and activities.</p> <p>Responsibility: Chapter President, Executive Committee Priority: High Timeline: Ongoing</p>	<p>A. Coordinate budget development and adoption with the Strategic Plan. B. Review the Strategic Plan on a yearly basis to consider and update Chapter issues and project priorities. C. Review the Strategic Plan along with the APA Development Plan. D. Coordinate the Strategic Plan with the state associations' strategic plans. E. Publicize the Strategic Plan to members (website, newsletter, annual conference, listserv etc.).</p>
<p>3. Financial Management Manage the Chapter's financial accounts, and provide regular reports to the Executive Committee.</p> <p>Responsibility: Treasurer, Executive Committee Priority: High Timeline: Ongoing</p>	<p>A. Prepare an annual budget for consideration by the membership at the annual meeting. B. Maintain the Reserve Fund and Special Funding policies. C. Clarify Executive Committee authority to make minor budget modifications within the NNECAPA bylaws. D. Maintain a tracking process for current and future CPC (and other) grants to NNECAPA. E. Establish a system of checks and balances. F. Annually file IRS Form 990 and any other required federal or state forms.</p>

<p>4. Annual Meeting and Conference Organize and conduct an annual meeting of the membership to among other things adopt an annual budget, conduct Chapter business, and take other actions as necessary. Organize and conduct an Annual Conference.</p> <p>Responsibility: NNECAPA Executive Committee, State Directors, State Associations Priority: High Timeline: Ongoing</p>	<p>A. Execute a contract outlining roles and responsibilities between NNECAPA and the host state association for the annual conference, including fiduciary, business meeting cost coverage, and purchase of insurance. B. Adopt Annual Budget, Strategic Plan, and conduct Chapter business at the Annual Meeting. C. Present a progress report of Executive Committee activities at the Annual Meeting. D. Develop a Conference “Guidelines” document with tasks, responsibilities, and timelines. E. Conduct a debriefing with each state association within one month after the conference.</p>
<p>5. Appointments and Elections Fill appointed positions on the Executive Committee. Organize biennial officers’ nominations and elections in coordination with the national APA elections.</p> <p>Responsibility: President, Past President, Nominating Committee Priority: High Timeline: Ongoing</p>	<p>A. Adhere to Chapter Bylaw requirements regarding the filling of vacancies, creation of, and revision to appointed positions, and meeting quorum requirements. B. Create a Nominating Committee in accordance with the Bylaws. C. Coordinate NNECAPA Bylaws and election timelines with the APA national election procedures.</p>
<p>5. Chapter Bylaws Review and update Chapter Bylaws as necessary.</p> <p>Responsibility: President, Bylaw Review Committee Priority: High Timeline: Task A – within six months of adoption of Strategic Plan; Task B – Ongoing.</p>	<p>A. Conduct a review of the Chapter Bylaws upon adoption of the 2016-2021 Strategic Plan and propose necessary bylaw updates to the membership. B. Review, and propose to the membership, updated bylaws as required, on an ongoing basis.</p>
<p>7. Expand Membership Support the continued growth of the Chapter by developing initiatives that expand NNECAPA membership.</p> <p>Responsibility: Executive Committee Priority: Medium Timeline: Ongoing</p>	<p>A. Develop promotional materials explaining the value of NNECAPA membership. B. Explore opportunities to expand membership. For example, create reciprocal Chapter only membership and state association membership and student membership.</p>
<p>8. Chapter Presidents Council/APA Leadership Represent the Chapter on the Chapter Presidents Council (CPC) as part of the APA Leadership, and facilitate the exchange of information with APA national while representing the needs and interests of the membership.</p> <p>Responsibility: President, Vice President Priority: Medium Timeline: Ongoing</p>	<p>A. Attend APA Leadership meetings in the fall and the APA national conference in the spring. B. Vice President to attend an APA Leadership meeting for orientation prior to taking office.</p>

<p>9. CPC Grants Prepare applications for Chapter Presidents Council grants on behalf of the Chapter for projects of Chapter-wide interest/benefit.</p> <p>Responsibility: Executive Committee Priority: Medium Timeline: Ongoing</p>	<p>A. Solicit, develop, and support CPC grant applications that benefit the planning interests of Maine, New Hampshire, and Vermont.</p>
<p>10. Chapter Organization Re-examine the organization of the Chapter as it relates to the three state associations.</p> <p>Responsibility: President Priority: High to Medium Timeline: Ongoing</p>	<p>A. Initiate a dialogue between the Chapter and state organizations to review the organizational relationships within the four associations (NNECAPA, MAP, NHPA, and VPA).</p>
<p>11. Chapter Committees Reinvigorate the Chapter committee system.</p> <p>Responsibility: President, Executive Committee Priority: Medium Timeline: Ongoing</p>	<p>A. Explore strategies to create a stronger committee system. B. Review committee purposes and identify a specific charge for each. C. Recruit members for committee assignment.</p>