



The Board of the American Planning Association, Oregon chapter has developed this updated Strategic Plan for delivering member services through 2015. While membership in the organization grew to 1,100 diverse planners from around the state, an increase of 30% from 2000 - 2008, there has been a significant decline in membership since then as a result of the recession. Through this Plan the Board seeks to maintain the services offered to our members, as well as to recalibrate chapter operations to meet the requirements of a leading professional organization in these challenging times.

### **OAPA Mission Statement**

The mission of OAPA shall be to carry out the Mission of the American Planning Association (APA) and to:

- A. Promote the art and science of planning in Oregon.
- B. Help planning professionals in their profession.
- C. Advance the practice of planning and opportunities for planners.
- D. Emphasize the importance of achieving the final vision/goal over mere procedure.
- E. Protect the legacy of our state's natural environment.
- F. Nurture the improvement of our built environment.
- G. Foster social and environmental equity.
- H. Advocate for every citizen's opportunity to participate.

### **APA Mission Statement**

The American Planning Association is an independent, not-for-profit educational organization that provides leadership in the development of vital communities by advocating excellence in community planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

The 2010-2015 Strategic Plan is framed around the chapter's core membership services, which are:

**Professional Needs and Development.** The focus is on providing services and resources to members that they require for professional needs and development.

**Planning Advocacy.** The focus is on outreach beyond the membership to promote planning and to advocate for a legislative framework conducive to good planning.

**Organization Support.** The focus is on providing "the right services", using human and financial resources effectively, and promoting volunteerism in a manner that is rewarding and maintains momentum.

### **Primary Issues for 2010-2015.**

While the Strategic Plan is organized around the three themes above, the following major issues have been identified for the 2010-2015 timeframe, and the strategies and actions will focus on addressing them.

**21<sup>st</sup> Century Challenges for Planning.** The Oregon Planning Program has been a major success for the state, and for the planning profession. But it is 37 years old and needs significant improvements. The biggest challenges are integrating sustainability principles and concepts into the state program and into planning practice generally, and making the delivery of planning decision-making and the funding of programs and projects more efficient at both the local and regional levels. OAPA needs to be at the forefront of the efforts to meet these challenges. The long term success of our profession depends on it.

**Rebuilding and Engaging Membership.** Membership has declined with planning budgets over the last two years. The amount of time and energy our members can devote to OAPA to support the profession and the practice of planning is limited. The diversity of the profession is still limited. To address these issues there needs to be a greater effort to re-build membership and to involve more planners in OAPA activities. In addition to OAPA statewide efforts, it is important to build regional capacity to engage planners and build professional development capacity throughout the state.

**Broadening Advocacy.** The means by which OAPA has advocated for the profession in the past are increasingly inadequate. Creating ways to engage our members in this effort should be a major priority for the organization. One way to accomplish that is to build ties with allied organizations to cross-pollinate and better integrate the work of related disciplines, and provide greater opportunities to promote planning advocacy and outreach.

**Professional Challenges Amid Economic Uncertainty.** The current economic climate challenges the profession in several different ways. OAPA needs to find the most effective means of supporting planners in accomplishing their work efficiently, and provide additional ways to efficiently obtain CM credits while continuing efforts to diversify the profession and educate the public about planning.

## **STRATEGIC PLAN**

### **Pillar I. Professional Needs and Development**

**Goal:** To ensure members remain at the leading edge of the profession, effectively achieve their professional objectives, and effectively carry out the organization's mission.

**Professional Development Objective 1. Member Education and Professional Development.** Provide educational and professional development opportunities to keep members at the leading edge of the profession and help them achieve their professional objectives.

**Strategy PD 1.1. Statewide Conference.** Conduct a statewide conference on a regular basis to ensure members have access to a broad spectrum of professional information in the most timely and cost effective manner.

**Strategy PD 1.2. Professional Development Courses/Workshops.** Hold Professional Development courses throughout the year. Provide educational opportunities throughout the state by rotating conference and educational event locations when financially feasible.

**Strategy PD 1.3. Planning Commissioner Training.** Provide training opportunities for Planning Commissioners.

**Strategy PD 1.4. AICP and Certification Maintenance.** Encourage members to become AICP certified, and provide opportunities to meet Certification Maintenance requirements.

**Strategy PD 1.5. Mentoring Program.** Seek members who are willing to volunteer as mentors to planning students and new planners through periodic contact, and by being available to those who may seek assistance.

**Strategy PD 1.5. Scholarship Programs.** Provide a variety of scholarship programs.

- Assistance to chapter members for budget and travel expenses for the annual statewide conference.
- Scholarships for students in the accredited planning programs at PSU and UofO

**Strategy PD 1.6 Diversity.** Support APA's national agenda to achieve greater diversity in the planning profession reach out to minorities in planning process by:

- Supporting and implementing APA's Ambassador Program
- Encouraging our members to develop effective community outreach programs that include Oregon's minority groups in the planning process.

**Professional Development Objective 2. Partner with Allied Organizations.**

Encourage greater ties with allied organizations to provide greater professional development opportunities for mutually supporting missions and programs.

**Strategy PD 2.1. Events with Partner Organizations.** Encourage interaction with allied organizations and professional by sponsoring and participating in complementary events. Use vehicles such as formal training, professional development, awards and scholarship committees, and conferences.

**Strategy PD 2.2. Joint Memberships.** Establish joint memberships program so members can more effectively utilize the resources of participating organizations.

**Professional Development Objective 3. Member Connections.** Provide opportunities for members to interact, connect, share, and learn from one another; provide a support network; provide resources for employment opportunities; and encourage mentoring through informal interactions.

**Strategy PD 3.1. Regional Events.** Develop local and regional chairs to establish informal events and opportunities to get together with one another and to provide statewide member support. Over time this may lead to regional sections of the Chapter.

**Strategy PD 3.2. Web Resources.** Pursue opportunities for OAPA to be a leader of online interaction and involvement through a dynamic website that enables members to have content actively pushed out to them; encourages member interaction, coordination and communication; and provides a repository for resources that make the site a valuable and frequently used resource.

**Strategy PD 3.3. Volunteer Opportunities.** Actively outreach to, and make personal connections with, members to let them know about volunteer opportunities and to seek and encourage their participation.

**Professional Development Objective 4. Recognition of Exceptional Planning.** Annually recognize exceptional planning to promote accomplishments and encourage exceptional planning.

**Strategy PD 4.1. Awards Program.** Implement an annual awards program, recognizing diverse planning accomplishments and people (professional planners, citizen planners, students, and academia).

## **Pillar II. Advocacy and Outreach.**

**Goal:** To ensure the benefits of sound, sustainable and inclusive planning are well understood, and to provide a political, legal, and public opinion climate conducive to achieving long-term economic prosperity, environmental quality and social equity for all Oregonians.

**Advocacy Objective 1. Legislative Advocacy.** To advocate for a policy and legal framework conducive to sound, sustainable and inclusive planning.

**Strategy AO 1.1. Oregon Legislative Action.** Propose and advocate for state legislation, rulemaking, and measures that support the mission of the American Planning Association and the Oregon Chapter, and against those which are contrary to the mission. Establish a proactive legislative agenda and maintain an effective reactive legislative program.

**Strategy AO 1.2. Network of Experts and Diverse Advocates.** Develop a network of knowledgeable and articulate student, lay and professional planners, and allied design professionals, to assist with research and to testify on critical legislative items.

**Strategy AO 1.3. Other Legislative Action.** Building on APA's national legislative agenda, coordinate with other state chapters to develop a unified and effective policy agenda. Work with allied organizations to further sound, sustainable and inclusive planning by participating in the legislation and rulemaking processes relative to comprehensive planning.

**Advocacy Objective 2. Public Outreach and Advocacy.** To ensure that communities understand the nature and value of sound, sustainable and inclusive planning and the planning profession.

**Strategy AO 2.1. Public Outreach.** Provide education about the benefits of good planning and how it benefits the economy, the environment and the public.

**Strategy AO 2.2. Media Outreach.** Establish a public awareness/public relations program to educate the media and general public about planning issues.

**Advocacy Objective 3. Coordinate with Allied Organizations.** Establish and strengthen ties with allied professional groups to provide outreach and enable key issues to be supported by multiple organizations.

**Strategy AO 3.1. Resources.** Coordinate and pool resources with allied organizations as a channel for planning advocacy.

**Strategy AO 3.2. Testimony.** Coordinate testimony with allied organizations that share Oregon APA's values and mission.

### **Pillar III. Organization Support**

**Goal: Efficient and Effective Organization.** To be an efficient and well-managed organization that is effective in developing and using resources to carry out activities that support the organization's members.

**Organization Objective 1. Strategic Role of the Organization.** To ensure clear definition of purpose, role, and long-term goals, with focused strategies and a work plan with short-term achievable actions to achieve goals and respond to changing conditions.

**Strategy OS 1.1. Evaluate Mission and Strategies.** Develop, work from, and periodically update the strategic plan to ensure the organization's mission is effectively and efficiently carried out through strategies and actions designed to accomplish the goals in conjunction with an annual work plan and budget.

**Strategy OS 1.2. Annual Work program (Action Plan?).** Update the annual work program prior to creating the budget to ensure OAPA provides the services members want and need.

**Strategy OS 1.3. Link Work Program and Budget.** Tie the chapter budget to the work program. Committee chairs will present quarterly reports that are linked to the work program and budget.

**Organization Objective 2. Financial Plan.** To establish a secure financial foundation to support the organization's mission and activities.

**Strategy OS 2.1. Revenue Enhancement.** Seek to diversify, expand, develop, and wisely manage the organization's revenues in order to expand the work OAPA is able to accomplish.

**Strategy OS 2.2. Financial Strategy.** Develop a long-term financial strategy for the organization, balancing uses and sources of funding to achieve the organization's mission and activities.

**Organization Objective 3. Professional Support.** Support and mobilize and utilize human resources (the board, staff, members, committees, and volunteers), with sufficient financial resources to effectively accomplish the Strategic Plan and Annual Work program.

**Strategy OS 3.1.** Provide adequate levels of paid staff to meet organizational needs.

**Strategy OS 3.2. Review and Update Bylaws.** Update and formalize committees and committee structures. Ensure that volunteer members' time and efforts are used effectively and efficiently by clearly defining their charges and responsibilities when they participate, and by providing achievable tasks.

**Strategy OS 3.3. Inclusivity.** Develop policies and/or methods to ensure services, resources, meetings, and activities can be reasonably accommodated for attendance by all persons.

**Strategy OS 3.4. Recognition.** Provide annual recognition of volunteer service and accomplishments.