

**American Planning Association
City Planning and Management Division
FY 2017 Performance Report**

1. Work Plans and Budgets

This past year (FY2016) the new division leadership reviewed the previous work plan, budget, mission, recruitment, and other strategic division expectations.

With the input from the division leadership, members, and APA national we are refining our communication approach, conference activities, new member recruitment, research, awards, and partnering with other divisions and chapters. The division will continue to be involved in the division council and share the information with the division members and provide feedback to the division council.

This past year the division has also been involved in the discussion of how conference sessions are now chosen. This division along with the division council expressed major concerns about the new approach. This division will continue to monitor this change and give input on this issue.

2. Communications

This division combines communication with retaining members, recruiting new members, and membership.

This past year we have mailed 3 newsletters since the APA conference and 2 newsletters prior to the conference. In addition, we sent out 3 email blasts related to the APA conference and division activities. We have maintained our division website and continue to provide new information about planning in cities, our division, membership and national APA news.

This year we have committed to improve our communications to past members, current members, new members, and potential members. Our first effort is to develop, distribute, and analyze a survey of our membership. We will be utilizing “Survey Monkey”. A draft of the survey is attached. The division leadership is discussing how we can add capacity to increase the number of emails, and other communication channels for the coming year.

3. Annual National Planning Conference Activities

This past year the division sponsored two conference sessions. The first session was titled “Planning Cities for the Future”. This session included speakers on autonomous cars and parking impacts, housing standards, lifestyle changes, walkable neighborhoods and mixed-use development. Presenters were architects, planners and a futurist. Over 250 participants attended this event. (See attached)

The second conference session sponsored last year was titled “Planning Office of the Future”. The panel consisted of Architect, Planner, Interior Designer and moderated by the Chair of the City Planning and Management Division. The Session was standing room only with inquisitive questions on how land use and zoning should address parking, residential office and zoning issues. The two sessions were the most attended sessions at the APA conference. The two sessions built on the previous conference sessions which have planners look to the future of cities and neighborhoods.

4. APA Conference 2018 Activities

The City Planning and Management Division is planning several exciting and informative activities. The attached proposed sessions are subject to review and approval process by APA. Once decisions are made by APA the division will finalize the conference sessions.

A major activity at the APA Conference will be to promote and recruit new members to APA and the division. We will maintain a division booth with handouts that include division information as well as planning advocacy handouts, such as the “Stand Up for Planning” bumper stickers. Prior to the APA conference and conference session we will recruit members in an e-mail blast.

5. Membership

The City Planning & Management Division member grew tremendously in the past year, from 658 to 2204. This is primarily a result of free student memberships, and students comprised 97% of “New” APA members to join the Division. Non-student members also increased 13%.

As the CP&M Division observes other Divisions expand their engagement opportunities through email newsletters and webinars, the Division is assessing how to adopt these best practices in an effort to improve value to members, and aid in attraction and retention.

City Planning & Management Division Membership Report				
Title	2016	2017	Change	
Students	87	1560	1473	1693%
Non-Students	571	644	73	13%
Total Members	658	2204	1546	235%

The Division does not presently have committees or work groups other than the Division leadership. Leadership has discussed creation of work groups to advance Division initiatives, however, recruitment of volunteers to populate these groups has not yet taken off.

6. Division Assistance Program

The City Planning and Management Division has had a CPAT program. We have set aside \$500 each year in our budget. We have advertised in our recent e-mail blast to all members and requested posting

on APA website. However, APA has concluded that our division effort conflicts with what APA is doing. This has been an ongoing issue. The division will reconsider a name change or other remedies to this conflict. Any support of the division leadership is appreciated. (See attachment of the e-mail blast and APA's comment.)

7. Research and Publications

As noted above we distribute a periodic newsletter and are entering into the world of email blasts. Leadership is discussing a broadening of how our Division members can participate by forming interest committees. With committees of interested members producing articles relevant to Planning Management for publication. An on-going research topic is generating research and thoughts on the Planning Office of the Future.

Since 2005, the Division has supported the **Planning Leadership** and **Planning Management Institutes** (and their predecessors) at the National Planning Conference, utilizing Division funds and volunteer time. These institutes celebrated their 13th year at NPC in New York, and have been reauthorized for 2018.

The Planning Leadership Institute began in 2005 as the New Directors Institute (NDI), designed to provide a comprehensive training for new and aspiring leaders and managers in the planning profession. Recognizing the differing content between leadership and management, and to add depth of content, the Management Institute was created in 2009 as a stand-alone program, and the New Directors Institute was re-branded as the Planning Leadership Institute (PLI) in 2015.

Since 2005, over 350 planners have graduated from NDI/PLI, ranging from big city and metro directors, small and rural community planners, county planners, private practice, and state agency staff. Attendees have included planners from nearly every state, as well as Canada, Australia, Puerto Rico, Guam, and the Philippines.

The NDI was created as an initiative of the City Planning & Management Division with significant assistance from then-Executive Director Paul Farmer. The purpose of NDI was to fill a gap in APA programs and activities. First, NDI was designed to equip new directors, senior staff, and aspiring professionals with skills and insights not typically covered in planning degree programs: internal/external leadership, management, and serving as an effective change agent. Second, NDI was intended to be part of a broader initiative to create networks and platforms to effectively nurture a learning community among directors to know and support one-another. In so doing, APA could advance planning practice by empowering and equipping more effective and impactful leaders. Although the Division has not maintained an active role in organizing the Institutes or crafting curriculum, the most faculty are Division members and the Division has continued to provide financial support. The program faculty has included leading planning practitioners, and the composition has changed over time.

The Division is currently working with APA as these programs are being examined for restructuring in 2018.

In addition, the Division is examining how to build from this success to offer webinars or research publications on the topic of what it means to be an effective leader and/or manager in the planning profession.

For example, CP&M Division Secretary/Treasurer Joshua Clements facilitated the opening plenary session at the 2017 Wisconsin Chapter Conference titled “The Role of Planners as Leaders” with over 125 attendees. A proposal is under development on this topic to produce an edited publication exploring this topic, however the team decided to complete additional background research prior to advancing the proposal for a Division Research Grant.

The Division sponsors sessions at NPC, and among these has been the “Innovations in City Planning” session offered periodically over the past few years with changing speakers. Led by Division Chair Charles Graves, this session examines one area of municipal planning practice that reflects innovations in content or approach, or is being disrupted by new technology.

8. Elections

With the unexpected passing of the previous Division Chair we are a leadership group with two new officers, and as noted in the Division challenges, weighting and understanding the challenges of running a planning office. With the coming of the next election cycle for two year terms we are reflecting on those challenges as to how we can best serve and what skills and knowledge to recruit into the mix.

9. Financial Report

The 2018 Budget reflects an anticipated net operational deficit of \$1,800, or 25% of budgeted dues revenues. This is due in part to conservative budgeted dues revenue (\$1,277.65 less than actual FY 2017). Further, the Division budget reflects an increase in budgeted support for Division Chair travel to fulfil duties from \$2,200 FY2017 to \$4,000 FY2018. This operational deficit was “planned” reflective of conservative revenue and expense projections, and the Leadership Team is optimistic that the FY2018 budget will result in neutral to net-positive cashflow.

As a Division, we are exploring opportunities to expand revenue. This is a struggle as our focus is municipal planners, and as such our sponsorship opportunities from Division Members and/or their employers for activities such as our newsletter or reception/program are limited. However, we are working to determine how we can expand revenue through targeted recruitment of new Division members, webinars, and support for a future email newsletter.

See Financial Report Spreadsheet, enclosed.

10. By Laws

We are reviewing and potentially updating our By-Laws.

11. **Division Council Meeting Minutes**

(See Attachments)

12. **APA Development Council**

The division has been active in the division council. As chair of the City Planning and Management Division I have attended the Leadership Conference the past two years. As an APA member, I have attended the APA National Conferences and APA Meetings over the past thirty years. The division has been involved in leadership discussions along with the APA Board. The division continues to be involved with the APA Board and Leadership Council.

13. **Division Challenges**

The division continues to recruit leaders into the board. Given planning directors are busy with their work occupations, it is challenging to recruit leadership board members. Our approach is to e-mail, phone calls and APA e-mail blast as well as our survey monkey to encourage participation on the board.

14. **Shout It From the Mountain**

The division has made significant strides in the past 2 years. With new leadership we have developed a strategic plan focusing on membership recruitment and providing more information to members. The division will continue to play an active role in more diversity considerations with APA and pursue a more active role in this effort.

In 2005, the Division instigated and supported the creation of the Planning Leadership and Planning Management Institutes (and their predecessors) at the National Planning Conference, utilizing Division funds and volunteer time. These institutes celebrated their 13th year at NPC in New York. Over 350 planners have graduated from these institutes, ranging from big city and metro directors, county and rural planners, private practice and state/federal agency staff from nearly every state and six countries. The Division is working to improve and expand on these crucial areas of planning practice: effective and transformative leadership as community change agents, and management of diverse planning practices in rapidly changing community environments.

CITY PLANNING & MANAGEMENT DIVISION
 FY2017 Financial Report (10/01/2016 - 09/30/2017)
 FY2018 Proposed Budget (10/01/2017 - 09/30/2018)

Appendices A, B, D

TYPE	Funds Available 09/30/2016	Funds Available 9/31/2017
Checking	\$13,935.96	\$13,359.67
Other	\$0.00	\$0.00
Total	\$13,935.96	\$13,359.67

REVENUE	Description	FY2017 Budget	FY2017 Actuals as of 09/31/2017		Proposed Budget FY2018
				Subtotal	REVENUE
Dues	Q1 (trf in December)	\$1,750.00	\$1,613.75		\$1,750.00
	Q2 (trf in March)	\$1,750.00	\$3,197.50		\$1,750.00
	Q3 (trf June)	\$1,750.00	\$1,648.26		\$1,750.00
	FY2017 Q4 (trf September)	\$1,750.00	\$1,818.14		\$1,750.00
	Dues Revenue	\$7,000.00		\$8,277.65	\$7,000.00
	Other Revenue	\$0.00		\$0.00	\$0.00
	TOTAL REVENUE	\$7,000.00		\$8,277.65	\$7,000.00

EXPENSES	Description	Amount	Subtotal		EXPENSES
Communications/Newsletter	Email Marketing	\$400.00	\$0.00		\$400.00
	Printing	\$0.00	\$0.00		\$0.00
	Handling	\$0.00	\$0.00		\$0.00
	Postage	\$0.00	\$0.00		\$0.00
	Newsletter / Communication Expense	\$400.00		\$0.00	\$400.00
Annual Business Meeting	Refreshments	\$0.00	\$706.99		\$0.00
	Printing	\$0.00	\$0.00		\$0.00
	Postage	\$0.00	\$0.00		\$0.00
	Other	\$0.00	\$0.00		\$0.00
	Annual Meeting Expense	\$500.00	\$706.99	\$706.99	\$500.00
Travel - Division Chair	APA 2017 National Conference	\$1,100.00	\$2,094.97		\$2,000.00
	APA Fall 2017 Leadership Meetings	\$1,100.00	\$1,551.71		\$2,000.00
	Other	\$0.00	\$0.00		\$0.00
	Travel Expense	\$2,200.00		\$3,646.68	\$4,000.00
CP&M Division Programs & Initiatives	Community Planning Action Teams	\$1,250.00	\$0.00		\$1,250.00
	Planning Management Institute	\$2,000.00	\$2,000.00		\$1,000.00
	Planning Leadership Institute	\$2,500.00	\$2,500.00		\$1,500.00
	Webcasts	\$150.00	\$0.00		\$150.00
	Donation/Memorium - J. Horwedel	\$450.00	\$0.00		\$0.00
	Other Expense	\$6,350.00		\$4,500.00	\$3,900.00
	TOTAL EXPENSES	\$9,450.00		\$8,853.67	\$8,800.00

Revenue over (under) Expenses for reporting period:	-\$2,450.00		-\$576.02	-\$1,800.00
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Submitted by: JOSHUA CLEMENTS, AICP
 Date: REVISED JANUARY 8, 2018

**APA CITY PLANNING & MANAGEMENT DIVISION ANNUAL BUSINESS MEETING
MONDAY, MAY 9, 2017 6:00 PM**

ATTENDANCE

Charles Graves (Chair)	Cincinnati, OH
Don Roe (V. Chair)	Saint Louis, MO
Margo Wheeler	Flagstaff, AZ
Joshua Clements (Sec/Treasurer)	Eau Claire, WI
Flinn Fagg	Palm Springs, CA

MINUTES

- 1.0 Call to Order** – The meeting was called to order by Mr. Graves at 6:10pm
- 2.0 Minutes** – Minutes of the April 4, 2016 CP&M Business Meeting (Phoenix, AZ) were reviewed.
 - 2.1 Motion:** Ms. Wheeler MOVED to approve the minutes of the April 4, 2016 business meeting minutes. Mr. Roe seconded the motion, which passed unanimously.
- 3.0 AGENDA** – Mr. Graves reviewed the agenda, and added discussion of BYLAWS.
- 4.0 Leadership Meeting Update** – Mr. Graves provided a summary of the Division Council meetings all-day on Friday. Mr. Graves attended half of the meetings, Mr. Clements attended the entire day.
 - 4.1** Division Council meets twice yearly: Once at APA NPC, once at Fall Leadership Meeting in Washington DC (September). Division Chairs comprise Division Council, attendance at Council meetings is expected.
 - 4.2** Division Council Chair now a voting member of the APA Board (as well as Chapter Council Chair). This is presently Linda Amato.
 - 4.3** Discussed APA Foundation and new initiative. Foundation issued challenge for APA leaders, and Division leaders, to provide \$250 contribution to the Foundation to stimulate giving.
 - 4.4** APA President Cynthia Bowen attended for about 90 minutes, provided comments:
 - 4.4.1** Division Council provided feedback/pushback regarding restructuring of Conference Session proposal and review process, which would terminate Division by-right sessions.
 - 4.4.2** Four President Task Forces: Infrastructure; Community Engagement; Technology; Equity. Looking for members/volunteers for task forces.
 - 4.5** Division Council Grants (open, no deadlines) – Division Council provided update on grants and grant process; noted that few applicants were received, funds available.
 - 4.5.1** Webinar Grant: \$500
 - 4.5.2** Research Grant: \$7,000
 - 4.5.3** Project Grant: No specific support figure.
 - 4.5.4** Discussion regarding how CP&M may utilize these; Ms. Wheeler volunteered to lead this effort.
 - 4.5.5** Brainstorm topics: State of the Future of Planning
 - 4.6** NPC Conference Session Process
 - 4.6.1** Proposal would eliminate Division By-Right Sessions
 - 4.6.2** Create session evaluation committee – open call right now; encourage Division Officers & members to serve
 - 4.6.3** Process moving forward; monitor closely

- 4.7 Student Memberships: Currently free for PAB accredited planning programs, will become open to all students. Starting July 1, all students will be able to join 5 Divisions for free.
 - 4.7.1 Implications of Division membership, services. Possible influx of students, with different/new service opportunities and expectations

5.0 2017 Conference Update

- 5.1 Mr. Graves provided an update on the By-Right session: Planning the Office of the Future. About 300 people, standing room only.
- 5.2 Mr. Graves provided an update on second session: Office Buildings of the Future: also standing-room only.
- 5.3 2018 NPC session idea: Government Offices of the Future (Mr. Graves); Front Counter Evolution (Ms. Wheeler)
- 5.4 August 2017 (?) Session Submission Deadline for 2018 NPC

6.0 Discussion of FY 2018 Budget – Mr. Clements provided a status report [attached] on the budget for the current 2017 fiscal year.

- 6.1 Planning Leadership Institute / Management Institute – 2017 is the 10th Anniversary, with Division support since inception. However, seems to have gotten expensive (?) and Division does not have input in recent years. Mr. Graves & Mr. Clements suggested the Division request audience with APA to discuss greater involvement. Proposed reducing Division support for Leadership Institute from \$2,500 to \$1,500, and Management Institute from \$2,000 to \$1,000.
- 6.2 Division Travel – Division Chairs are expected to attend Division Council meetings at NPC and Fall Leadership Meeting. Mr. Graves does not enjoy municipal support for attendance, and requesting Division support. Current line item is \$2,200, and insufficient for full support. Suggestion to increase to \$4,000.
- 6.3 Donation in Honor of Joe Horwedel – line item for \$450, in cooperation with APA-CA Chapter. Increase to \$500.
- 6.4 Motion: Ms. Wheeler MOVED to approve the proposed FY2018 Adopted Budget with the discussed changes from FY2017. Mr. Roe seconded the motion, which passed unanimously.

7.0 Planning Leadership Institute – Mr. Clements provided an update on PLI. Mr. Clements attended PLI, and reviewed the session as excellent. Faculty are excellent. Would like to see more leadership programs, as well as workshop-type structured opportunities at future NPC.

- 7.1 Mr. Graves will follow-up with APA staff, with Mr. Clements assistance, regarding future of Division support and engagement with PLI.
- 7.2 Mr. Clements suggested increased outreach and awareness, including article for newsletter and perhaps Planning Magazine piece.

8.0 Work Program for 2018/19 – Mr. Graves provided update on 2017/18 Work Program and the APA Reporting process. The following items were discussed:

- 8.1 Revise Planning Leadership Institute & Management Institute (Mr. Graves & Mr. Clements)
- 8.2 Webinars (Mr. Clements will look into Division grant)
- 8.3 Rejuvenated electronic newsletter
- 8.4 Update Website (has not been updated since ~2013)
- 8.5 Preparation of 2017 Performance Report (Mr. Graves with Mr. Clements)

9.0 Adjourned at 7:15pm.

- 9.1 Motion: Ms. Wheeler MOVED to adjourn the CP&M Division Annual Business meeting at 7:15pm, Mr. Roe seconded the motion, which passed unanimously.

**FY18 Adopted Budget
City Planning & Management Division
May 8, 2017**

Revenues

Dues	\$ 7,000
<u>Estimated Carryover from FY17</u>	<u>\$ 9,000</u>
Total Available Revenue	\$ 16,000

Expenses

Management Institute	\$ 1,000
Planning Leadership Institute	\$ 1,500
Webcast (APA Ohio)	\$ 150
Annual Meeting Expenses	\$ 500
Email Marketing	\$ 400
Division Travel (NPC & Fall Leadership)	\$ 4,000
<u>Community Assistance Program</u>	<u>\$ 1,250</u>
Total Expenses	\$ 8,800
Total Revenue minus Expenses	\$ 7,200

APA Conference Proposal

Redesigning Big Cities for the Future

Cities across the country are frequently at the front line of innovation when it comes to the problems of urban life and its future. Plans to combat climate changes, cleaner air, safer and healthier neighborhoods, are issues planners address every day. As more than half of the world's population now lives in urban areas, these initiatives are increasingly important to ensure that the future of city living is a bright one for the next generation.

This panel will discuss how cities are shaping the future of urban living. Everything indicates autonomous vehicles will soon be a reality. Technology is advancing at never-before seen speeds, and that the impact on mobility in our cities will begin to be noticed over the next few years. Modes of transportation will be transforming as more people will utilize mass transit. Smart cities will also be enhanced with more technology advancements in cities and neighborhoods.

Housing lifestyles are also changing as people are downsizing to fit their needs. Tiny houses are also gaining attention to downsize and become more mobile.

Work environments and how people work will be changing as employers and employees meet the needs of a changing work environment either from an office or working from home. Office spaces will be changing and land use, zoning, and building codes will be need to be modified to meet these changes.

The panel will be comprised of designers and experts in the field of future cities. The panel will be from cities that are shaping the future of urban living around the world. The panel will be diverse with women and racial minorities and others from across the country.

This session meets the educational tract/topic and will have local presenters on the panel. This will be a panel discussion and an interactive discussion after presentations.

The session is sponsored by the City Planning and Management Division and supported by the International Division, the Transportation Division, the New Urbanism Division, and the Housing and Community Development Division.

Submitted by Charles C. Graves, Division Chair

APA Conference Proposal

URBAN AGRICULTURE and AGRAHOODS Sustaining our Communities

Community gardens to composting facilities, farming, nurseries, and other types of gardening and farming in urban neighborhoods will be discussed.

This panel will discuss how cities address urban agriculture from zoning, community engagement, city vs. private properties, financing and how healthy gardening improves community's health.

The panel from Louisiana, Georgia, Detroit, and Cincinnati will talk about best practices and the zoning land use challenges and how each urban city addresses these issues.

There are several models for food production in the country that each fills different niches in the local food system and each has different requirements for an appropriate site. There are private gardens, community gardens, market gardens, urban farms and indoor farms.

All over in the United States people are embracing local food production in a new and exciting way. Called AGRIHOOD, this new type of neighborhood serves up farm-to-table living in a cooperative environment. Instead of being built around a pool, tennis court or golf course, these housing developments are centered around a farm, often using sweat-equity of residents to create sustainable food systems for the entire community.

The panel will discuss a variety of ways communities are growing and sharing food production in all neighborhoods. The panel will be comprised of a diverse people including women and minorities from across the country with a wide variety of experiences and knowledge.

This session meets the educational tract/topic and will have local presenters on the panel. This will be a panel discussion and an interactive discussion after presentations.

The session is sponsored by the City Planning and Management Division and supported by the Division of Sustainability, the Planning in the Black Community Division, the Environment, Natural Resource and Energy Division, and the New Urbanism Division.

Submitted by Charles C. Graves, Division Chair