



# APPI 2016 - 2018 STRATEGIC PLAN



*A community of excellence supporting excellent communities!*

## **ALBERTA PROFESSIONAL PLANNERS INSTITUTE STRATEGIC PLAN 2016-2018 (APPROVED MAY 2016)**

### **MISSION**

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The Mission statement articulates APPI's core purpose and distinctive identity within the industry.

### **APPI's Mission**

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We are the face of the planning profession within Alberta, Northwest Territories, and Nunavut.

We serve the public interest by providing regulation, advocacy, promotion and services for our members.

### **Values**

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Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.

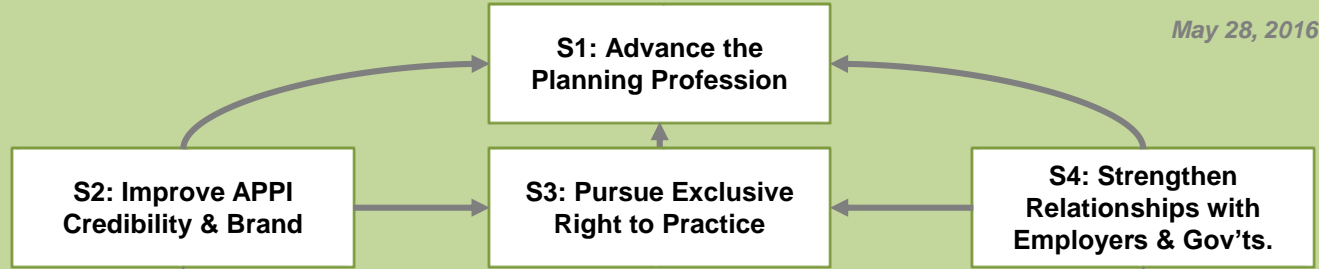
### **APPI's Values**

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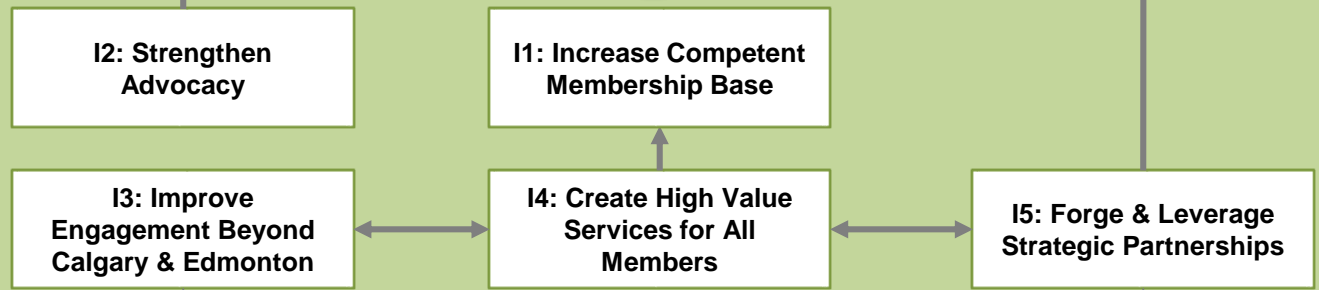
- We value ethical practice.
- We value diversity.
- We value resilient communities that support the wellbeing of their residents.
- We value the public interest and believe in public participation in planning.
- We value a fair and democratic planning process.
- We value environmental integrity and social and economic sustainability for the wellbeing of future generations.
- We value continuous learning of members for the benefit of communities and the profession.

May 28, 2016

STAKEHOLDERS



INTERNAL



KEY ENABLERS



FINANCIAL



## APPI Strategic Plan

Perspective	Strategic Objective	Definition - What does it mean?	Why is this Objective Important?
<b>STAKEHOLDER</b>	<b>S1</b> ADVANCE THE PLANNING PROFESSION	Move the profession and its members forward through recognition and credibility.	The public and the communities in which we live will be stronger since our voice will be heard. There will be a stronger desire to hire RPP's and there will be a much higher standard for planning. This will be good for our members, since having a higher profile will make it easier for them to get work done and it may result in advancing their career.
	<b>S2</b> IMPROVE APPI CREDIBILITY & BRAND	The scope of practice for the planning professional will be clearly articulated, and the planning "brand" will be understood by the public. The integrity of planning will be at the same level as other professions.	This will result in the APPI and RPP having a stronger voice on regional and national issues that are important for the planning professions, including having a stronger trust from the public. There will be much more influence that members will have within their workplace and the communities in which they live. The reputation will be stronger with their employers and will result in more RPP's being required to fill planning jobs.
	<b>S3</b> PURSUE EXCLUSIVE RIGHT TO PRACTICE	Plan and secure provincial and territorial legal recognition and right to licensure and right to work.	This will improve the quality and accountability of the planning profession, which will increase the public trust and safety. This will significantly advance the planning profession and will result in increased value to those having the RPP designation.
	<b>S4</b> STRENGTHEN RELATIONSHIP WITH EMPLOYERS & GOVERNMENTS	Strengthen and leverage relationships with key employers and governments. This includes municipal, regional and provincial.	Building trust with these key stakeholder groups will significantly advance the planning profession and will help in achieving the ERT. Having a strong profile will ensure the RPP designation will be required for planning deliverables, thereby resulting in RPP's being required to fill planning jobs.
<b>INTERNAL</b>	<b>I1</b> INCREASE COMPETENT MEMBERSHIP BASE	Increase the number and competency of the members within the APPI, through proactive retention, recruitment and competency/skill assurance.	This will grow the membership base and ensure the regulatory requirements are met. This will result in improving the credibility and public trust by having a higher level of competency and quality of the profession. Ultimately, having a larger and stronger membership base will advance the profession.
	<b>I2</b> STRENGTHEN ADVOCACY	APPI will work towards have a stronger voice within Alberta, Northwest Territories and Nunavut. Specifically, APPI need to make public statement on issues that are important to the planning profession and will actively be involved in aspects affecting the Municipal Government Act (MGA). It will be important for the APPI to have clarity on what issues it will need to advance or advocate for/against and to ensure its members can support these issues and understand why it is important.	This will increase the influence that both APPI and RPP's will have with key stakeholders, which will ultimately improve the credibility and brand of the profession.
	<b>I3</b> IMPROVED ENGAGEMENT BEYOND CALGARY & EDMONTON	We will make tangible improvements in engaging APPI members that work and reside outside of the two main centres of Calgary and Edmonton.	Members can provide strong input to the improvements to the profession, and to other members. They often move around the region, nationally, and internationally, so the members will benefit from the input provided by a diverse group. By increasing the engagement of all members, we will ensure that there is a stronger participation and value to APPI, its members, and the planning profession.
	<b>I4</b> CREATE HIGH VALUE SERVICES FOR ALL MEMBERS	APPI must always ensure it is providing value added services to its members and that the value is provided and understood across all demographics and geographies.	This will increase member satisfaction and increase the engagement level, thereby leading to increased volunteering. It will also build a strong sense of community with members. Higher value services will increase the competency of the member.
	<b>I5</b> FORGE & LEVERAGE STRATEGIC PARTNERSHIPS	Forge new and leverage new and existing strategic partnerships to support APPI in achieving its strategic objectives. Partners can include service providers, vendors, educational institutions, other PTIA's, other professions, other associations, and CIP.	There can be a large positive impact to the value proposition for members when working in collaboration with these strategic partners. There can be opportunities to implement efficiencies and best practices.

## APPI Strategic Plan

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<b>KEY ENABLERS</b>	<b>E1 IMPROVE COMMUNICATION TO BROADER MEMBERSHIP</b>	Make improves in the way that APPI communicates to all members, including utilizing different types/forms of communication to engage members across all demographics and geographies.	This will improve the engagement level of a broader membership group and provide a stronger sense of belonging.
	<b>E2 ENGAGE &amp; DIVERSIFY ACTIVE VOLUNTEER PARTICIPATION</b>	Ensure we are motivating a diverse vounteer base to provide on going support and particiation of APPI and PSB activities.	APPI has an extremely supportive and engaged volunteer base which is vital for it to successfully meet its mandate. The older demographics of our volunteers will make it necessary for us to continue to engage them while appealing to the next generation.
	<b>E3 LEVERAGE ON-LINE TOOLS AND SOCIAL MEDIA</b>	We will need to better utilize effectvely on-line tools and social media to communicate and engage all of APPI's members across the wide geographic and demographic range.	This will increase the engagement of all of our members both through improved communication and effective delivery of higher valued services. There is also significant opportunities to increase revenue through the effective use of these tools.
	<b>E4 INCREASE CAPACITY AND CAPABILITY OF STAFF &amp; COUNCIL</b>	The capacity and capability of the staff and council will need to be increased to ensure they can successfully execute and deliver to meet the mandate and the new strategic objectives.	This will allow staff and council to work on higher value activities that are important to achieve its objectives and will reduce their stress. It will reduce the succession risk of APPI staff, and will increase the quality of the organization which will provide greater value to its members.
<b>FINANCIAL</b>	<b>F1 ENSURE SUFFICIENT FINANCES TO FUND INITIATIVES</b>	Analyze the finances of APPI and ensure there is sufficient funds available for the properly timed and executed iniatives that will drive towards achieving its strategic objectives.	It will not be possible to successfully achieve its strategic objectives unless the projects/initiatives have the necessary funds.
	<b>F2 PROACTIVELY MANAGE APPI RISK</b>	APPI shall always proactively manage its risk.	Ensure that APPI is a viable and sustaining association that will meet its regulatory obligations.
	<b>F3 INCREASE DIVERSE &amp; SUSTAINED REVENUE STREAMS</b>	Increase diverse and sustained revenue streams. This can be done either through a variety of new sources, or by make increases to existing areas.	It is necessary to provide new sources of resilient revenue in order to fund the initiatives that will be required for APPI to achieve it's strategic objectives.