



CANADIAN INSTITUTE  
OF PLANNERS

INSTITUT CANADIEN  
DES URBANISTES

# OUR CIP: STRATEGIC PLAN

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## Introduction

The Canadian Institute of Planners (CIP) is the national organization that has represented and served the planning profession since 1919 to promote and advance the value of planning in Canada and abroad.

As the voice of planning in Canada, CIP proactively and progressively creates awareness of the value of planning and the role of the professional planner in representing the public interest, serving as a nation-wide forum for knowledge sharing about planning, and establishes and advocates positions on planning issues of national and international significance.

CIP serves all its members, who live across Canada and abroad. CIP is inclusive of planning professionals, who work in the non-for-profit, public service, and the private sector, across fields such as land use planning, environmental resource management, land development, heritage conservation, social planning, Indigenous community planning, transportation planning, and economic development. CIP also works closely with the Provincial and Territorial Institutes and Associations (PTIAs), as well as other partners, stakeholders, and those interested in planning to achieve its objectives.

CIP's Board of Directors is committed to applying the principles and practices of sound governance and administration, characterized by strong leadership, transparency, and consultation with the membership. This strategic plan reflects that commitment and is based on recommendations made by the members of the CIP Board of Directors, Fellows, the National Initiatives Advisory Committee, staff, senior representatives of the PTIAs, and volunteers. In addition, the work and recommendations of the FutureFORWARD Task Force were taken into consideration.

The purpose of this strategic plan is to set out the Institute's vision, mission, and objectives, and to establish practical strategic initiatives. Serving as a blueprint, the plan provides general direction to achieve the Institute's strategies and objectives over the next three to five years.

The plan begins by setting out a vision for the Institute that describes what role it wants to play and where it will be in the long-term. From the vision, a mission is derived that sets out the Institute's mandate. The plan then sets objectives and strategic initiatives, which are grouped by Key Result Areas (KRAs). The KRAs are the areas of activity in which the Institute wants to be involved and expects specific outcomes.

The 2017-2020 strategic plan was developed reflecting the following terms and context:

- CIP will maintain and grow its membership;
- PTIAs will deliver services related to the registration of planners and the oversight of professional practice in their respective jurisdictions;
- Registered Professional Planners (RPP, LPP, or equivalent) and Candidate members must comply with their respective provincial regulations and those jurisdictions where they work;
- The Professional Standards Board (PSB) will manage university planning program accreditation and individual member certification;
- Professional liability insurance program will continue to be offered through CIP;
- Committee meeting and communication costs will be significantly reduced through the increased use of information technologies; and
- The Institute will ensure that all approved initiatives are sufficiently resourced to produce expected outcomes.

The CIP Board regards the strategic plan as a dynamic document, and accepts responsibility for its annual review and any necessary adjustment, to reflect the changing environment and address emerging issues.

The strategic plan will serve as a foundation for an operational plan that builds on the strategic initiatives with S.M.A.R.T. actions – Specific, Measurable, Attainable, Relevant, and Timely – and monitor indicators to assist with program review and adjustment. The operational plan will also include a resource plan to ensure that all initiatives are properly funded, and staffed.

This plan will help ensure that over the next three to five years, CIP enhances and expands its national and international leadership in Canadian professional planning. Moreover, CIP members will continue to be distinguished nationally and internationally as the leading professionals in the field who have the expertise and integrity to:

- provide a broad range of services related to planning;
- lead projects, initiatives and organizations related to planning; and
- provide strategic planning advice to support informed decision-making.

The MCIP designation will continue to be widely recognized in Canada and internationally as a statement of individual competence and commitment to advancement of the planning profession.

This is a significant time in our history, as Canada enters its 150th year of Confederation in 2017 and CIP marks its 100th year in 2019, making the next three years an ideal time to celebrate and heighten awareness of the contributions of planners in building the

Nation. Looking towards the next hundred years of its mandate, CIP's 2017-2020 strategic plan recognizes our collective commitment to the betterment of communities, and establishes an ambitious plan to meet future challenges with a high level of sustainability and professional competence to serve its members and the public.

## **Vision Statement**

The leading and globally respected voice of Canadian professional planning.

## **Vision**

In support of an active and evolving professional planning profession, CIP will be involved in a broad range of activities including:

1. The development of relevant programs, products, and services that members need and value;
2. The development of public policy positions supported by advocacy and partnerships;
3. Communication and promotion of the profession, CIP programs, services, and advocacy efforts nationally and internationally.

## **Values**

The Institute's values are the beliefs that are shared among its members and stakeholders, they drive CIP's culture and priorities, and provide a foundation for it to thrive.

As a member-centric organization, CIP will exemplify and promote the following set of values:

- Professionalism
- Quality
- Inclusiveness
- Openness
- Ethical
- Transparency
- Innovation
- Collaboration

## Guiding Principles

The Institute's guiding principles are the general guidelines that set the foundation for how CIP will operate. They also describe the actions CIP will take based on its values. The guiding principles set out below provide a sample of the types of actions CIP will undertake in support of its values. They operationalize and help ensure that everyone has a common understanding of the behaviours that reflect those values.

In particular, the CIP will:

- Seize strategic opportunities to advance the Canadian planning profession;
- Operate as the leading professional planning association in Canada and the recognized voice of the Canadian profession internationally;
- Be effective, efficient, equitable, and fiscally responsible in the management of its affairs;
- Identify, develop, and support the implementation of best practices;
- Be member-centric, maintaining, open, honest, reliable, and transparent communication with CIP members, PTIAs, partners, and the public; and
- Engage with partners, stakeholders, policy makers, and those interested in planning to achieve its objectives.

## Mission

The long-term success of the planning profession in Canada hinges on its ability to position members as the recognized experts in planning. This is understood by the members of the Institute who place a high value on professional development and continuous improvement. Further, the profession is responsible to the public interest, developing and advocating public policy positions that improve community well-being through effective and responsive planning. CIP's mission is designed to help the profession achieve these goals and be successful. The mission defines the organization's main purpose and its reason for being. The mission of the Canadian Institute of Planners is:

*To advance and raise the profile of Canadian professional planning, for our members in Canada and abroad, through leadership, advocacy, expertise, and education.*

## Strategic Objectives

There are four interconnected Key Result Areas (KRAs) where concrete results must be obtained if the Institute's mission is to be pursued effectively:

### **KRA #1 - Membership**

CIP will provide *all* its members with quality services that enhance their professional skills, knowledge, and networks, resulting in overall membership growth and positive engagement.

### **KRA #2 - Advocacy and Partnerships**

As the voice of professional planning in Canada, CIP will develop and advocate public policy positions on key planning issues and leverage strategic partnership opportunities to support the Institute's objectives.

### **KRA #3 - Governance and Administration**

Policies, programs, activities, and resources of CIP will be managed effectively and efficiently, applying a system of accountable and transparent governance.

The following strategic objectives and initiatives are grouped by KRA and are based on a review of the Institute's current situation, its strategic statements, and the issues of concern that were identified. CIP's strategies will be the key drivers in the strategic plan and the associated operational plan.

**Note:** Strategic initiatives are numbered for ease of reference, not priority.

## Membership

### **KRA #1: Membership**

CIP will provide *all* its members with quality services that enhance their professional skills, knowledge, and networks, resulting in overall membership growth and positive engagement.

### **Goals**

As a member-driven organization, the Institute will provide all its members with an exceptional experience, resulting in high levels of retention, acquisition, and re-engagement.

To achieve this, CIP will consult regularly with the membership to ensure the delivery of high quality programs, services, and information that provide value and enhance members' professional skills and knowledge throughout the member lifecycle – from student to retirement. Members will be provided with meaningful opportunities for networking, including mentorship and participation in communities of practice/interest, volunteerism, and Continuing Professional Learning (CPL) opportunities that support and encourage knowledge and information transfer.

CIP will continue to represent the brand of planning in Canada by maximizing opportunities to raise the profile of the profession, the Institute, and its members with national and international audiences. As a result, the Institute will position MCIPs as thought-leaders, and the MCIP designation will be widely recognized by clients and stakeholders as the highest symbol of quality assurance and professional competence in all matters concerning planning. Members will benefit from the public's recognition of the MCIP designation, as a statement of excellence in Canadian professional planning.

In appreciation of the full member lifecycle, CIP will also focus on reaching out to young people in secondary and post-secondary schools to raise their awareness of careers in planning. As a result of these efforts, the CIP student member population will see significant increases, as students enter university planning programs and aspire to achieve the MCIP designation. Recognizing accomplishments from a career in planning, CIP also strives to value Fellows and its retired planners in its membership programs, appreciating their experience and expertise.

Adopting a “big tent” approach, CIP will expand its membership to include allied professionals and the public who represent the larger planning community in Canada and abroad. In this respect, the Institute will expand its outreach internationally, attracting a growing number of members from other countries, as well as retaining CIP members living abroad.

CIP will deliver strong member-centric programs and services and advocate the acceptance and portability of professional credentials amongst all PTIAs.

### **Primary Objectives**

1. Provide an exceptional membership experience throughout the member lifecycle.
2. Maintain a collaborative, mutually beneficial relationship with the PTIAs.

### **Strategic Initiatives**

1. Review, assess, and determine membership services
2. Develop a membership strategy
3. Ensure membership programs are relevant to all categories
4. Develop a Continuous Professional Learning (CPL) educational program
5. Implement a variety of approaches to deliver relevant, educational, and engaging programs to support professional development and CPL, enhancing member knowledge and encouraging professional practice
6. Provide members with valued affinity programs
7. Leverage partner assets to increase CIP membership value
8. Facilitate national and international networking opportunities
9. Develop and maintain a communications calendar
10. Enhance CIP's position as a central repository for planning in Canada
11. Review the CIP corporate and program brands, identifying opportunities and requirements for revitalization
12. Develop and issue a comprehensive annual report for members and stakeholders
13. Develop and publish communications that support membership knowledge/capacity on key advocacy issues
14. Develop and promote public resources that communicate the value of planning and how planners shape communities
15. Support initiatives for the 100th anniversary of CIP
16. Identify and facilitate communities of practice and interest
17. Facilitate professional career development, internships, and volunteer opportunities
18. Strengthen, encourage, and promote the recognition of members and volunteers
19. Enhance and protect the value of CIP and the MCIP designation

20. Work to ensure reciprocity of membership between CIP and PTIAs
21. Strengthen relationships with PTIAs, ensuring CIP membership is a valued and esteemed component of their own membership
22. Maintain effective and constructive communications and collaboration with PTIAs
23. Coordinate with PTIA activities to amplify membership value

## Advocacy and Partnerships

### KRA #2: Advocacy and Partnerships

As the voice of professional planning in Canada, CIP will develop and advocate public policy positions on key planning issues and leverage strategic partnership opportunities to support the Institute's objectives.

#### Goals

CIP will advocate the values and impacts of planning on communities in Canada and around the world. This will be accomplished through strong organizational leadership and strengthened through strategic partnerships.

Policy positions will be developed through a systematic process including identification of relevant issues, research, consultation, and development of position papers. Further, CIP will implement effective advocacy strategies aimed at advancing policy positions and influencing decision-makers, including government agencies and political leaders.

As an effective and influential organization, the Institute will identify and actively engage in planning themes that support environmental, social, and economic best practices. This includes focus on improving the quality of life within non-Indigenous and Indigenous communities in Canada and abroad through excellence in professional planning that supports:

- Resilient and sustainable communities
- Inclusive and diverse communities

CIP will leverage the substantial expertise within the membership and ensure opportunities for engagement and consultation that will result in greater ownership and understanding of the outcomes.

CIP will continue to work with our partners, while forging new strategic partnerships. Stronger collaborations with other planning organizations, related professional organizations, academic institutions, and non-governmental organizations will be pursued to achieve mutually beneficial results.

Within three years, the Institute will have substantially strengthened its communications with key stakeholders, thereby raising the profile of the organization, its members, and the planning profession in general. The Institute will be known as the "go-to" source for all matters related to Canadian professional planning and this recognition and respect will further support objectives to grow membership and contribute to the organization's financial sustainability.

The culmination of these efforts will ensure CIP is well-positioned to respond, engage, and lead in national and international conversations on planning issues directly and indirectly related to the planning profession.

### **Primary Objectives**

1. Advance the planning profession through advocacy on public policy matters.
2. Develop a network of national and international strategic partnerships to support the Institute's strategic objectives.

### **Strategic Initiatives**

1. Identify significant national planning issues
2. Develop public policy positions on significant planning issues
3. Monitor and leverage federal government programs and policies
4. Develop a mechanism to assess and engage in partnership opportunities
5. Develop and support programs that promote resilient, inclusive, and diverse communities
6. Develop outreach strategies that promote CIP initiatives and expertise
7. Work collaboratively with other planning organizations, academic institutions, professional associations, and government agencies
8. Attend and participate in high profile events, in support of CIP's stated Vision

## Governance and Administration

### KRA #3: Governance and Administration

Policies, programs, activities, and resources of CIP will be managed effectively and efficiently, applying a system of accountable and transparent governance.

#### Goals

Adopting best practices in association and not-for-profit governance, the Institute's Board of Directors will provide the strong leadership that its members expect and deserve. A keystone of CIP's governance style is founded on transparency and clarity, evidenced by timely communications, accurate reporting, and opportunities for membership engagement.

#### Primary Objectives

1. Provide members with strong, accountable leadership and responsive governance model.
2. Ensure sound, cost effective management of the Institute, with adequate financial and human resources needed to achieve its stated objectives.

#### Strategic Initiatives

1. Develop and maintain a three-year strategic and operational plan
2. Implement a Board governance program of excellence (i.e. annual orientation, training, and evaluations)
3. Continue to ensure bylaw and policy compliance and best practices
4. Ensure committees, workgroups, and task forces have current terms of reference that clearly define roles, responsibilities, and the reporting relationship with the Board and staff
5. Ensure committees, workgroups, and task forces develop annual work plans and budgets consistent with CIP objectives and mandate letters
6. Continue to document Institute policies, protocols, and procedures
7. Establish and maintain CIP communications standards and protocols
8. Protect and maintain CIP communication assets (i.e. trademark MCIP and Great Places in Canada)
9. Maintain a rigorous financial system, identifying opportunities for continuous improvement in support of greater fiscal success and accountability
10. Continuously diversify CIP's revenue streams to advance short and long term fiscal sustainability
11. Align all staff resources to effectively support program and service delivery to members

12. Continue to develop progressive human resource policies and provide professional development opportunities to staff to build organizational capacity

## Moving Forward

In the first year of operation under the new strategic plan, the Institute will focus on building a solid new foundation for its operations by developing the policies, processes, and programs needed to achieve the objectives identified in this strategic plan.

The resulting operational plan will reflect the strategic initiatives with S.M.A.R.T. actions - Specific, Measurable, Attainable, Relevant, and Timely. The progress of the operational plan will regularly monitored as part of the Board's commitment to program review and adjustment. To ensure CIP's organizational capacity aligns with strategic priorities, the operational plan will also include a resource plan reflective of the Institute's available financial and human resources.

Using the strategic plan as a blueprint, CIP is moving forward, supporting members and their practice, and solidifying the organization as the "voice of planning in Canada."