

Canadian Institute of Planners

2004 - 2006 Strategic Plan

1.0 Background

CIP's Strategic Plan is in its final year of implementation. Council undertook a review of the Institute's mission and is developing a new Strategic Plan for the period of 2004 – 2006. The 2001 – 2003 Strategic Plan set out an ambitious list of goals and activities that have been accomplished and, in many cases, exceeded. The goals and activities in the 2004 – 2006 Strategic Plan will see the Institute maintain key ongoing initiatives while launching valuable new initiatives.

Four trends are considered to be of particular relevance as CIP moves forward.

- ***Urbanization*** and the renewed interest of the federal government in setting an urban agenda.
- ***Breadth of planning practice*** and the challenges of balancing our desire for inclusiveness with our commitment to the advancement of professionalism among planners.
- ***Globalization*** and the many opportunities for CIP to play a role in national and international planning initiatives that affect and interest our members.
- ***Partnerships*** and the growing interest in Canada and abroad among professional groups, governments and other organizations to partner on issues, projects and events.

CIP remains committed to providing valuable, relevant and timely core services to our membership and to improving and enhancing these wherever possible. The new Strategic Plan responds to the changing environment in which professional planners work. Anticipating future trends allows CIP to recognize the challenges facing the planning profession and take advantage of opportunities they present.

This new Strategic Plan sets out the key elements of the Institute's vision and proposed activities:

- ***Mission Statement***
- ***Governance Model***
- ***Priority Action Areas***

The Strategic Plan is supported by Action Plans for allocating resources and monitoring delivery. These plans are flexible and detailed. They will be posted on CIP's web site so members can review the progress of the Strategic Plan as it unfolds over the next few years.

Council is committed to creating and delivering a focused number of initiatives that relate to those areas where CIP, as a national organization, can be the most effective.

2.0 Mission Statement

CIP Council has adopted the following Mission Statement:

CIP is a collaborative national federation that advances professional planning excellence through the delivery of membership and public services in Canada and abroad.

3.0 CIP Governance

Advancing a culture of professional planning excellence and being an authoritative voice in Canadian planning is part of CIP's mission and action areas. Achieving this goal requires a governance structure based on cooperative partnerships with provincial and territorial Affiliate planning organizations, planning schools, planners and planning students. CIP can only be as effective as the partnerships we forge. Fostering this cooperative approach is central to our governance model.

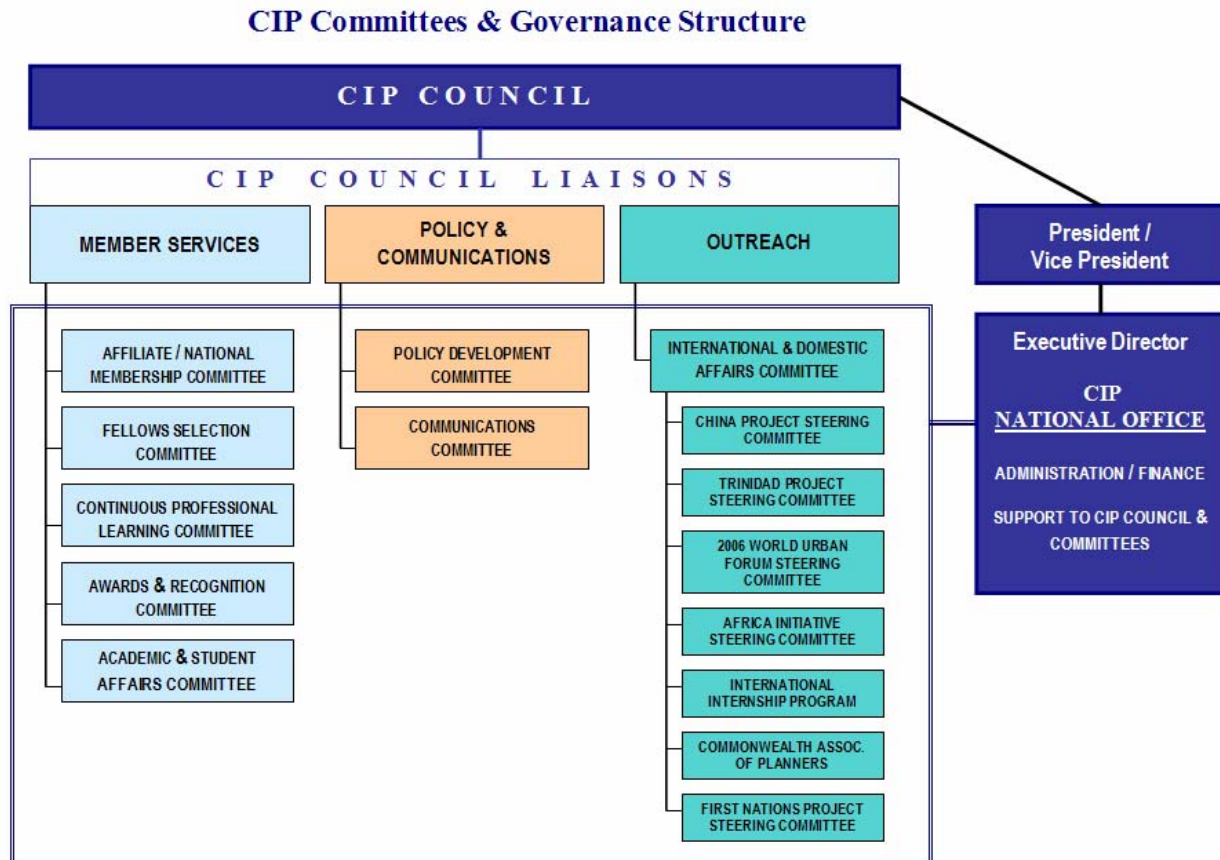
A wise distribution of resources, both externally and internally, is imperative to be effective as a volunteer-driven organization. CIP's external relations will therefore include:

- focusing on a federated governance model with our Affiliate provincial and territorial planning organizations;
- working cooperatively with Affiliate planning organizations, recognized planning schools, planners and planning students; and
- applying our resources where they can be most effective, primarily at a national and international level.

By following these governance principles, CIP can pursue our strategic goals related to national standards for membership and continuous professional learning, to ensure portability of membership and to promote a culture of planning excellence on both the national and international stage.

This model of external governance also drives CIP's internal governance approach. Council will focus primarily on articulating strategic directions, developing action plans and monitoring results. Staff will focus on implementation and delivery within Council's operational governance policies. Core organizational values of cooperation, openness, and trust will be employed in staff / Council relations.

The following schematic illustrates CIP’s current organizational structure:



4.0 Priority Areas for Action

Council has identified seven priority “Action Areas” for the next three years. Each Action Area has a goal, key outcomes, an implementation platform, various committee components and an action plan. The goals and key outcomes are stated below. The implementation platform and various components are shown in the accompanying chart. The detailed action plans will be posted on CIP’s web site and kept up to date.

4.1 Professionalism

Goal: *CIP will foster the continuing professional development of our members by maintaining a contemporary program of lifelong educational opportunities in conjunction with the Affiliate planning organizations.*

Priority Outcomes:

- ✓ *Develop and implement a national continuous professional learning program*

4.2 Membership

Goal: *CIP will uphold high standards in its certification process and deliver relevant value-added services to members.*

Priority Outcomes:

- ✓ *In conjunction with Affiliate organizations, deliver programs, products and services that help members become better professionals or assist them in their personal lives*
- ✓ *Further develop relationships among other planning associations to expand on current reciprocity agreements*
- ✓ *Continue to pursue an equitable and sustainable means of integrating OUQ membership within CIP*
- ✓ *Establish a national mentorship program for provisional members*
- ✓ *Work with Affiliates to ensure membership recruitment and retention*

4.3 Recognition

Goal: *CIP will promote the Institute's achievements and recognize/publicize the professional excellence of our members.*

Priority Outcomes:

- ✓ *Establish a recognition program for long-time membership and long-term volunteer service*

4.4 Communications & Marketing

Goal: *CIP will establish/promote a 'brand' for the Institute and raise awareness of the planning profession by promoting the nature and relevancy, recognition, ethics and standards of professional planning practice.*

Priority Outcomes:

- ✓ *Prepare and begin implementing a communication and marketing action plan*

4.5 International & Domestic Affairs

Goal: *CIP will engage in strategic national and international partnerships/programs that advance the planning profession and promote best planning practices in Canada and abroad.*

Priority Outcomes:

- ✓ *Build strategic partnerships with Canadian and overseas professional organizations to provide expanded national and international project opportunities*
- ✓ *Pursue new opportunities to expand planning capacity-building and institution-building work with other organizations*
- ✓ *Identify export development opportunities for members and develop/deliver services that enhance Canadian planning firms' ability to bid on contracts abroad*
- ✓ *Showcase CIP and the planning profession (locally, nationally and internationally) at the 2006 World Urban Forum, focusing on habitat and human settlement issues.*

4.6 Policy Development

Goal: *CIP will establish and reinforce our role as an influential national and international voice for Canadian professional planning practice.*

Priority Outcomes:

- ✓ *Establish a watching brief function for national issues*
- ✓ *Establish capability to undertake both syntheses and innovative research and provide a platform for disseminating research*
- ✓ *Develop and implement a policy think-tank structure and mechanisms for addressing national policy issues*

4.7 Student Membership and Involvement

Goal: *CIP will enhance the role of its Student Representative to increase membership and involvement in CIP by students from recognized university planning programs.*

Priority Outcomes:

- ✓ *Increased membership from and interaction with planning students*
- ✓ *Increased CIP interaction with recognized university planning programs, as well as academic and student organizations*

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