



Vermont Planners Association

Strategic Plan - 2015

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Part A - Background

How Did We Get Here?

- Fall 2014 – Strategic Planning Workshop
- Broad discussions around a variety of topics including the future of planning, communications

*"Role of Planning:
Planning offers a
way for people to
express their
concerns and have
an impact"*

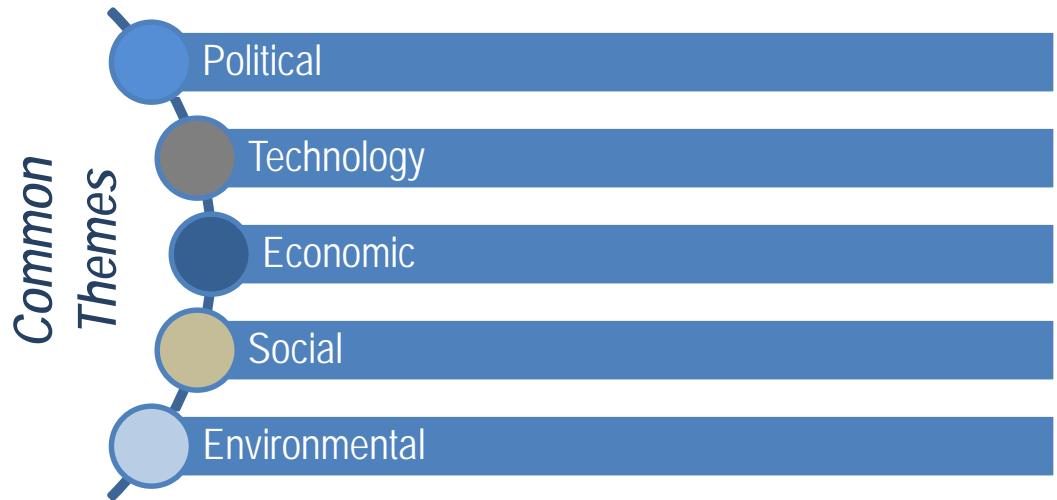
– Workshop
Participant



Part A - Background

How Did We Get Here?

Key Question – *How will Communications affect the success and impact of Vermont planners over the next 25 years?*



Part A - Background

Planning in the Next 25 Years

Political



- Two factors in the culture of the Millennial generation might change politics: Millennials are oriented toward social media, and tend to be very open in their thinking
- The outcome of these dynamics could be that people are more cynical or that they're easier to activate.
- Another view is that an oligarchy of wealthy "1%ers" will control the political system.
- That is, unless the young step up and challenge that power.
- *Role of Planning:* Planning offers a way for people to express their concerns and have an impact - which helps the democratic process work.
- Political polarization



Part A - Background

Planning in the Next 25 Years

Technology

“

- The impact of social media on public discourse
- We will see more communication take place via social media, and less personal contact.
- Virtual meetings will be a norm.
- However, face-to-face contact is still key. The important distinction is in how each mode is used.
- Planners can channel planning information into digital media, and also find new ways to involve people (for example, elders who can't get out).
- Serving on volunteer boards can help counter isolation of social media.

”

Part A - Background

Planning in the Next 25 Years

Economic



- We need to work on how to make VT attractive, with goal of folks deciding to move here.
- Role of agriculture in economic growth. Continuation of both small niche farms and consolidation of larger farms. Continuation of diversification in agriculture.
- Change in sources of income
- Businesses will continue to rotate through, but many will stay – this cycle has been going on for a long time
- Affordable housing (and all housing) will continue to be an issue. It's strongly related to jobs



Part A - Background

Planning in the Next 25 Years

Social



- We can expect more age diversity in the villages. Younger folks want to live downtown in walkable surroundings. The same is true for elders.
- Decline in Affluence - A lack of preparation for retirement will lead to a decline in affluence. Social services will be needed to serve elders. We'll be taxing ourselves to care for ourselves.
- "Go and be fruitful!" - The question of, How to gain immigration of youth to the state? is not enough to address workforce needs. VT needs ethnic immigration to actually meet the numbers of people needed. Increased immigration into VT, and consequently, ethnic diversity
- Pockets of Sprawl - Some parts of the state are growing, and still sprawling across the countryside.
- Emphasize the community part and not so much the planning. Technological innovations will impact how planning is done and communicated, (Digital legos, Instant site analysis, 3D printers, Drones for zoning enforcement)
- Telecommuting: Being able to work from home gets rid of the bedroom community phenomenon.
- Planning intersections with health
- Changing definitions of "community" - Social shifts regarding the VT 'way of life'



Part A - Background

Planning in the Next 25 Years

Environmental

“

- Climate change will continue to have a big impact. Prepare for climate change -Climate Change becomes a filter for everything.
- Environmental / Economic
- Energy: cost and sustainability
- Future of public transportation – relationship between transportation and fuel
- Environmental / Social
- Urbanization vs. suburbanization vs. ruralism

”

Part B – Purpose and Mission

Purpose of the Strategic Plan

The purpose of the Vermont Planner's Association's 10-year Strategic Plan is to guide the activities and initiatives of the organization as it works to fulfill its mission. The Strategic Plan will be updated every 10 years. The plan will be reviewed, and amended if necessary, every five years to ensure applicability to organization. The Strategic Plan will be the guiding document for the drafting of the VPA's annual work plan, as adopted by the membership.

Part B – Purpose and Mission

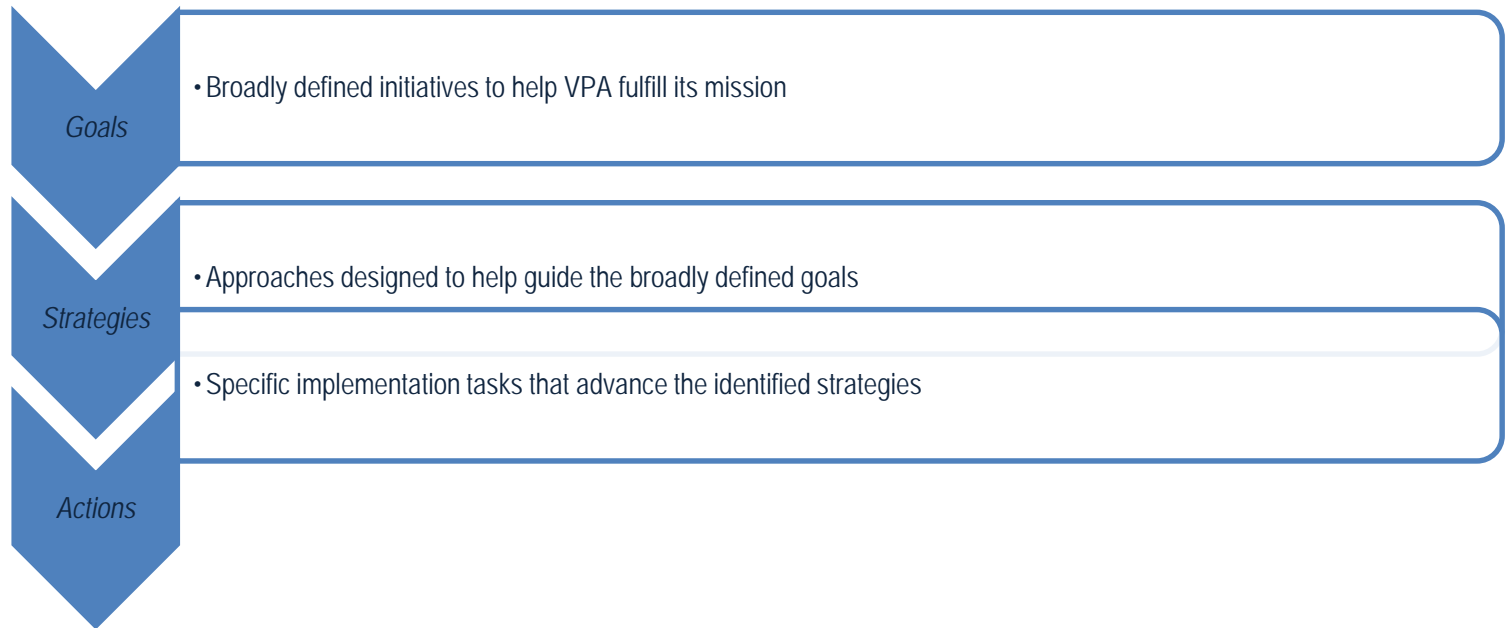
Mission Statement

The Vermont Planners Association is a non-profit advocacy and educational organization of planners and related professionals. We are dedicated to advancing community planning in Vermont at the local, regional, and state levels, to foster vibrant communities and a healthy environment.

Part C – Plan Elements

Strategic Plan Goals

The Strategic Plan identifies goals, strategies and specific actions



Part C – Plan Elements

Strategic Plan Goals

The **Plan** has four (4) broad goals



Part C – Plan Elements

Strategic Plan Goals

Policy and Advocacy

How VPA educates the public and policy-makers and shapes policy on important planning issues facing Vermont



Part C – Plan Elements

Strategic Plan Goals

Professional Development

How VPA supports the professional growth of its members through access to educational programs and peer-to-peer networking



Part C – Plan Elements

Strategic Plan Goals

Collaboration and Coordination

*How VPA works will allied professionals
towards the advancement of its mission*



Part C – Plan Elements

Strategic Plan Goals

Organizational Structure and Capacity Building

How VPA will maintain a sustainable organization that serves its membership and mission



Part C – Plan Elements

Policy and
Advocacy

Goal I – Policy and Advocacy

As a steward of the profession, VPA will promote best practices and innovation within the field of planning by informing policy-makers, members, citizen planners and the general public.

Part C – Plan Elements

*Policy and
Advocacy*

Goal I – Policy and Advocacy

Strategy A: Provide forums for communicating planning-related issues to a broad audience, for greater awareness.

Actions

1. Continue VPA's listserv and encourage members to share appropriate posts with local boards and officials, legislators, etc. Consider creating a listserv dedicated to use by local Planning Commission & Development Review Board members.
2. Issue press releases of VPA-related happenings on a more regular basis.
3. Explore ways that VPA could better communicate with our constituencies through social media.
4. Continue to improve the website as a portal for VPA members, as well as for legislators, citizen planners and members of the public.
5. Consider developing a forum page on the website for broad discussions that include legislators and local officials, as well as VPA members.

Part C – Plan Elements

*Policy and
Advocacy*

Goal I – Policy and Advocacy

Strategy B: Identify and promote best practices.

Actions

1. Support VPA members in dealing with the ever-growing complexity of issues affecting communities: climate change and adaption, multi-modal transportation systems, creative economy, farm-to-table, emergency response, etc.
2. Publicize planning success stories, including case studies that exemplify good planning, through media outlets.
3. Identify emerging planning-related issues and decide which ones VPA needs to promote and which ones VPA should work on with others.

Part C – Plan Elements

*Policy and
Advocacy*

Goal I – Policy and Advocacy

Strategy C: Work with the Legislature to advocate for changes in support of good planning.

Actions

1. Maintain legislative partnerships with other organizations and coordinate legislative activities with appropriate state agencies.
2. Continue to provide a year-end summary to VPA members of legislative activities.
3. Provide as much support as possible (financial and otherwise) to VPA's Legislative Liaison(s).
4. Continue using a Legislative Intern and consider paid staff in the future.
5. Provide a training session for legislators to educate them on the importance of good planning.
6. Provide a training program for VPA members specifically targeting ways they can help influence proposed legislation.

Part C – Plan Elements

*Policy and
Advocacy*

Goal I – Policy and Advocacy

Strategy D: Recognize and celebrate good planning outcomes.

Actions

1. Continue the annual VPA Awards Program, assessing each year how well it is doing and increasing media coverage of the Program.
2. Continue to support VPA's involvement in the NNECAPA Award Program.
3. Continue VPA special awards (such as Lifetime Achievement Award) and consider new awards, such as Legislator of the Year Award for an elected official.
4. Explore ways VPA can celebrate achievements in planning to both enliven the spirit of planners and educate others as to the merits of the profession. the VPA Annual Awards Program, assessing each year how well it is doing; increase media coverage of the program.

Part C – Plan Elements

Professional
Development

Goal II – Professional Development

VPA will serve its membership's professional growth and development through education, networking and certifications.

Goal II – Professional Development

Strategy A: Develop and promote new professional planning education programs and opportunities within Vermont.

Actions

1. Act as a clearinghouse for planning internship and job opportunities throughout Vermont.
2. Develop mentoring programs between new planners and established professionals.
3. Support the creation of a graduate program in planning at the University of Vermont and/or other Vermont colleges and universities.

Part C – Plan Elements

*Professional
Development*

Goal II – Professional Development

Strategy B: Provide continuing education opportunities for skills building and awareness of current topics.

Actions

1. Continue collaboration with NNECAPA to support annual conferences; host a NNECPA conference in Vermont at least every 3 years.
2. Sponsor at least two professional development workshops annually to include technology and innovation sessions on such topics such as “the benefits of Skype” “when to tweet or when to blog” “introduction to the best online survey tools” and “how to use Photoshop”.
3. Seek funding and partnerships to bring national and international leaders in planning to Vermont for conferences and events.
4. Ensure all opportunities are well advertised amongst membership using the most effective forms of media
5. Maintain a calendar of relevant (regional and national) professional development opportunities on the VPA website.

Goal II – Professional Development

Strategy C: Facilitate networking at both State and regional levels.

Actions

1. Establish VPA Regional Coordinators to initiate regional conversations on current planning topics (e.g. organize group viewing of webinars and hold a regional discussion afterwards).
2. Consider potentially collaboration with regional planning commissions.
3. Increase non-traditional networking and fellowship opportunities, such as participating in VPA teams for community events – such as Montpelier’s Corporate Cup Race, Burlington Marathon, Ski Teams/Leagues, Walks to End Hunger, Alzheimer’s – that also heightens visibility of planners and allows for bonding.

Goal II – Professional Development

Strategy D: Provide opportunities for attaining and maintaining professional certifications.

Actions

1. Offer workshops which provide AICP credits and other professional certification credits (such as Certified Floodplain Manager).
2. Offer workshops or host study groups to help people attain AICP accreditation in collaboration with NNECAPA. Consider coordination of bulk materials purchases to alleviate costs.

Part C – Plan Elements

Collaboration
and
Coordination

Goal III – *Collaboration and Coordination*

VPA will promote sound community planning at the local, regional and statewide scale through partnership with related organizations that share common goals and purposes.

See Appendix A for a list of acronyms.

Part C – Plan Elements

Collaboration
and
Coordination

Goal III – *Collaboration and Coordination*

Strategy A: Collaborate with related professional organizations on professional development opportunities and celebrations of place.

Actions

1. Increase visibility of VPA involvement in collaborative activities through regular communication with membership.
2. Improve collaboration with planners in health, human services, economic development, business and housing sectors.
3. Continue collaboration with VTASLA on the “Public Space Awards” and consider other cooperative recognition programs with allied organizations to promote sound community planning.

Part C – Plan Elements

Collaboration
and
Coordination

Goal III – *Collaboration and Coordination*

Strategy B: Collaborate with related organizations to enhance outreach and education efforts and to advance sound community planning.

Actions

1. Invite related professionals and planning organizations to speak at, attend, and publicize VPA conferences.
2. Maintain a list of allied organizations with whom VPA has participated as co-sponsors of workshops, events, or other activities. The VPA Executive Committee will periodically review this list to update contacts, make additions or reconsider relationships.
3. Establish an online master calendar of planning events, conferences and workshops in conjunction with links to VPIC, DHCD, VAPDA, VT ASLA, VNRC and NNECAPA event calendars.
4. Submit or re-post VPA articles to allied organizational newsletters and/or distribution lists.
5. Offer reciprocal membership registration fees for conferences and workshops.

Part C – Plan Elements

Collaboration
and
Coordination

Goal III – *Collaboration and Coordination*

Strategy C: Collaborate with allied professional organizations on policy issues to promote and improve community planning decisions in Vermont when the opportunities arise.

Actions

1. Work with VLCT and VAPDA to offer training for municipal boards.
2. Set up “networking lunches” at conferences and workshops where planners and allied professionals can identify and discuss common problems and issues.
3. Share legislative interns to support policy initiatives.
4. Request opportunity to have a VPA representative at VAPDA meetings, who can communicate between our memberships.

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

VPA will sustain a solid organization, utilizing fiscal resources wisely and engaging members, to maintain and/or expand capacity to meet objectives.

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

Strategy A: Build organizational capacity to implement the Strategic Plan.

Actions

1. Reach out and network with specific individuals within VPA and tap their expertise, especially for legislative work.
2. Utilize interns, consultants, and others with connections to planning for initiatives.
3. Engage student planners and create opportunities for their involvement in VPA's work.
4. Seek funding to assist implementation of the Strategic Plan.

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

Strategy B: Maintain a healthy and stable membership by using social media and other innovative communication methods to engage with our membership, allied professionals and citizen planners.

Actions

1. Celebrate VPA awards and maintain an archive of past awards and actively solicit nominations.
2. Work with VLCT to fully utilize on-line membership and conference/workshop management tools such as Constant Contact.
3. Continually review the structure and content of the VPA website for relevancy and use.
4. Welcome new members and subscribers to the Listserv with information about VPA.

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

Strategy C: Foster leadership and involvement in VPA.

Actions

1. Engage membership in leadership building activities and projects.
2. Seek geographic diversity in locating meetings and involve local planners as sponsors and/or "tour guides".

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

Strategy D: Review and re-evaluate the VPA committee structure, including the make-up of committees/sub-committees and their work load.

Actions

1. Cycle people in and out of the committees/sub-committees to make sure they are stable, energized, and productive.

Part C – Plan Elements

Organizational
Structure &
Capacity
Building

Goal IV – *Organizational Structure and Capacity Building*

Strategy E: Practice financial and organizational transparency and responsibility, keeping the wider membership informed.

Actions

1. Utilize the website or electronic archive to make past minutes and financial reports accessible for members.
2. Maintain current financial and legislative policies and re-evaluate policies periodically.

Appendix 1 – Allied Organizations

Allied Organizations

<input type="checkbox"/> VT ASLA:	VT Chapter of the American Society of Landscape Architects
<input type="checkbox"/> NHPA:	New Hampshire Planning Association
<input type="checkbox"/> MAP:	Maine Association of Planners
<input type="checkbox"/> NNECAPA:	Northern New England Chapter of the American Planning Association
<input type="checkbox"/> VAPDA:	VT Association of Planning and Development Associations
<input type="checkbox"/> VNRC:	VT Natural Resources Council
<input type="checkbox"/> VLS:	VT Law School
<input type="checkbox"/> DHCD:	VT Department of Housing and Community Development
<input type="checkbox"/> ANR:	VT Agency of Natural Resources
<input type="checkbox"/> VTrans:	VT Agency of Transportation
<input type="checkbox"/> VLCT:	VT League of Cities and Towns
<input type="checkbox"/> VCDA:	VT Community Development Association
<input type="checkbox"/> F2P :	VT Farm to Plate
<input type="checkbox"/> VCRD:	VT Council on Rural Development
<input type="checkbox"/> VPIC	VT Planners Information Center

Appendix 2 – Strategic Plan Survey Results



Vermont Planners Association

Strategic Plan - 2015





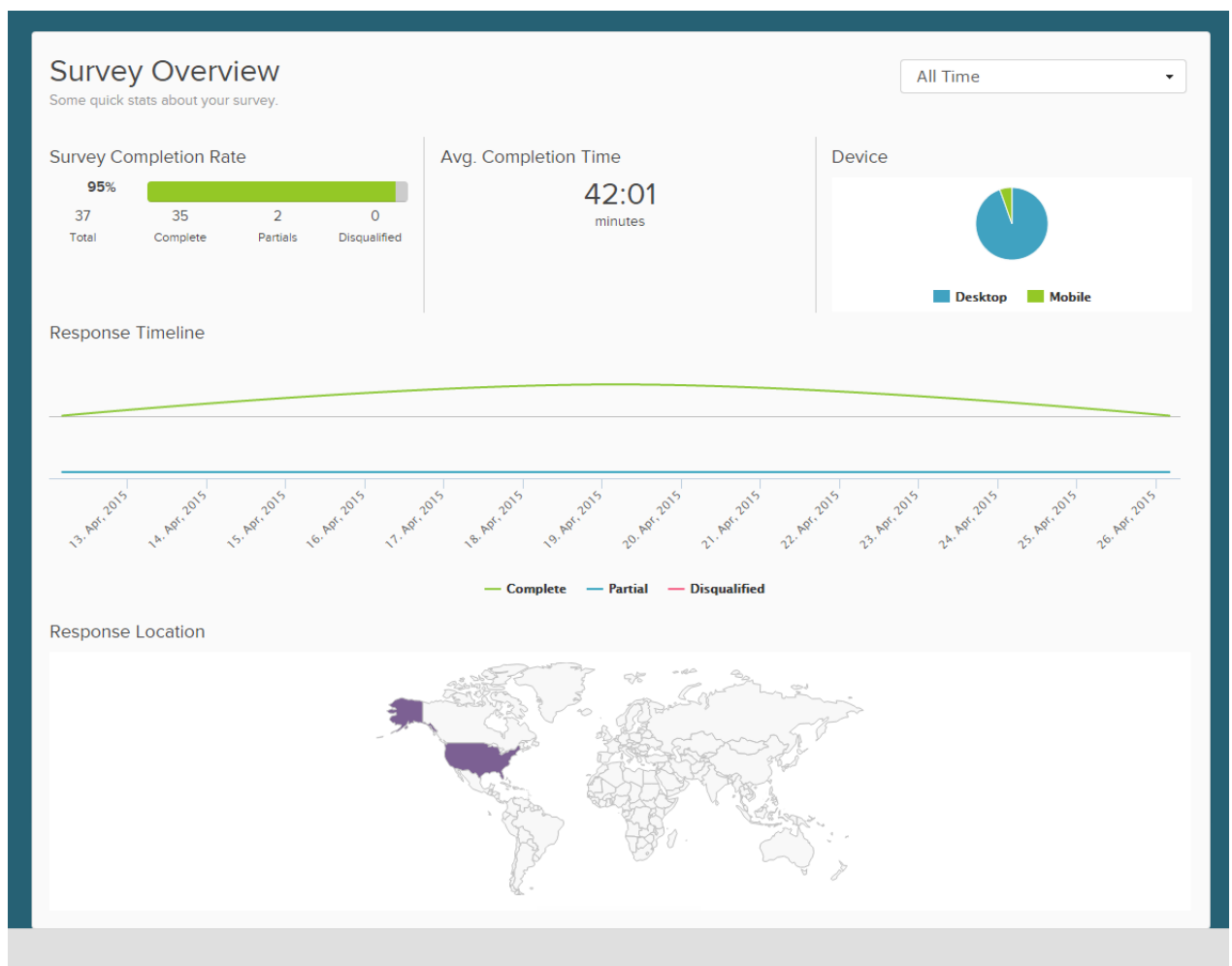
VPA Strategic Plan 2015 Survey Results May 4, 2015

Welcome!

The Vermont Planners Association regularly updates its Strategic Plan to assure that the goals, strategies and actions it contains are aligned with membership need and input. Over the past five months a VPA Strategic Planning Committee has been working on a revised Strategic Plan. This current DRAFT version ([available here](#)), was informed not only by past plans, but also by the *Fall 2014 VPA Strategic Planning Workshop*. Attendees at this workshop identified a number of important elements that have been addressed in this current Strategic Plan.

In April 2015, the VPA asked members a series of questions related to a draft Strategic Plan document. This is a summary of those responses.

Response Profile:

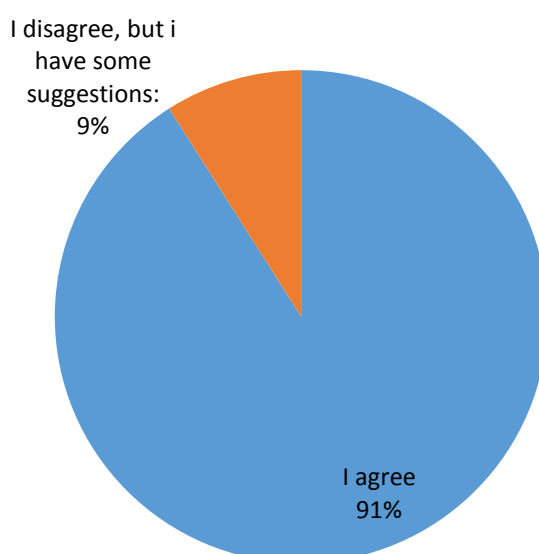


PURPOSE STATEMENT

The purpose of the Vermont Planner's Association 10-year Strategic Plan is to guide the activities and initiatives of the organization as it works to fulfill its mission. The Strategic Plan will be updated every 10 years. The plan will be reviewed, and amended if necessary, every 5 years to ensure applicability to organization. The Strategic Plan will be the guiding document for the drafting of the VPA's annual work program, as adopted by the membership

1) Do you agree with the above Purpose Statement?

Responses:



Value	Percent	Count
I agree	91.2%	31
I disagree, but i have some suggestions:	8.8%	3
Total		34

Responses "I disagree, but i have some suggestions:"	Count
Left Blank	32
I agree, but think that it should be updated more frequently - perhaps every 5 years and reviewed annually.	1
Maybe it goes without saying, but given that it's a "strategic" plan, maybe we should say that the plan is meant to ensure that our work plan is strategically focused on achieving the most impactful results given our mission...	1
It would seem helpful to review regularly or yearly, rather than the five years as stated in the purpose	1

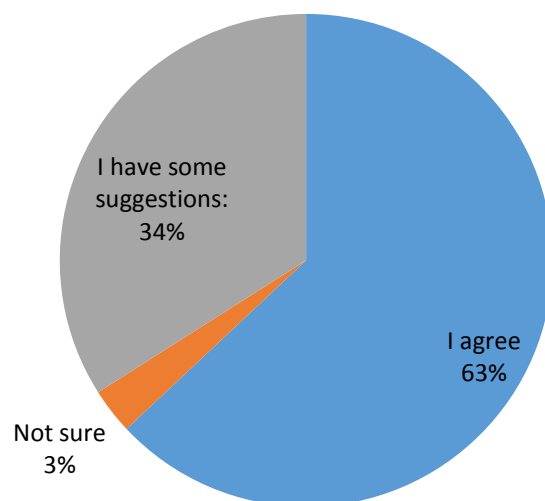
MISSION STATEMENT

PROPOSED:

The Vermont Planners Association (VPA) is a non-profit advocacy and educational organization of planners and related professionals. We are dedicated to the advancement of land use and community planning in Vermont at the local, regional, and state levels, to foster vibrant communities and a healthy environment.

2) Do you agree with the PROPOSED Mission Statement?

Response:



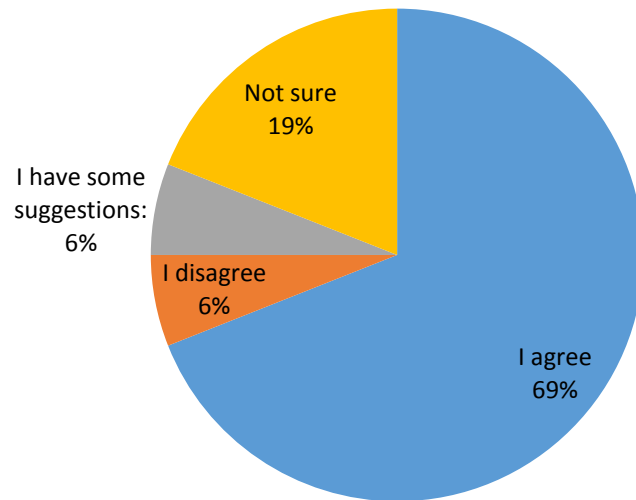
Value	Percent	Count
I agree	62.5%	20
I disagree	0.0%	0
Not sure	3.1%	1
I have some suggestions:	34.4%	11
Total		32

Responses- "I have some suggestions:"	Count
Left Blank	24
I would add something like "robust economy between vibrant communities and healthy environment"	1
Keep art and science	1
are we advocacy first? if so, must we register as lobbyists? this was a question years ago...	1
insert the word "inclusive" before land use	1
perhaps vibrant, resilient communities? Is just vibrant adequate?	1
change to, "VPA is dedicated to the advancement of community planning in Vermont (e.g., land use, transportation, natural resource, etc.) at the local, regional..."	1

Responses- "I have some suggestions:"	Count
I agree with the sentiment but the "land use and community planning" does rub me the wrong way. I liked the "citizen and professional planners" part of the first mission statement.	1
the former mission statement included citizen planners, though the organization always seemed to represent professional planners more. By modifying the language VPA now sound like a professional trade group. This is probably OK, but want to be sure it is an intentional choice. Lots of planning in VT is done by volunteers!	1
It sounds a little awkward. I sort of like the 'art & science' piece. I will never be able to remember this proposed one.	1
The statement may be read to mean VPA is an organization of planning professionals. Has it shifted its focus off representing citizen planners?	1
This is great! "Local, regional, and state" levels are mentioned. Should it also say something about supporting coordination of good planning between these levels?	1

3) Do you agree in replacing "art and science of planning" from the current mission statement?

Response:

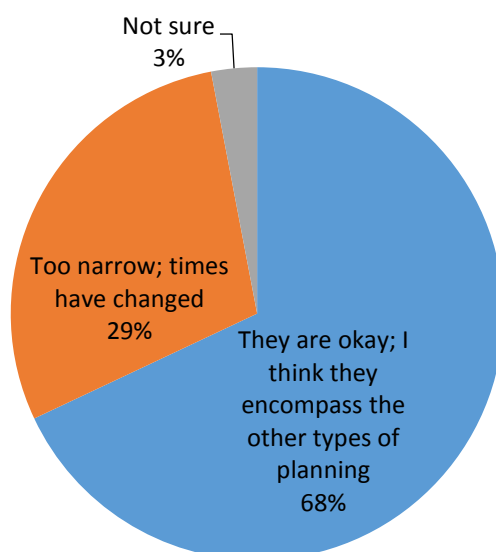


Value	Percent	Count
I agree	68.8%	22
I disagree	6.3%	2
I have some suggestions:	6.3%	2
Not sure	18.8%	6
Total		32

Responses "I have some suggestions:"	Count
Left Blank	33
I am sad to see the phrase go, but the new one is fine too.	1
sure, why not?	1

4) When referencing the "advancement of...." in the PROPOSED Mission Statement it mentions specifically "land use" and "community". Do you think these terms are too narrow, since planning has come to include other more specific types, such transportation, environmental, health, energy, etc?

Response:



Value	Percent	Count
They are okay; I think they encompass the other types of planning	67.7%	21
Too narrow; times have changed	29.0%	9
Not sure	3.2%	1
Total		31

Comments

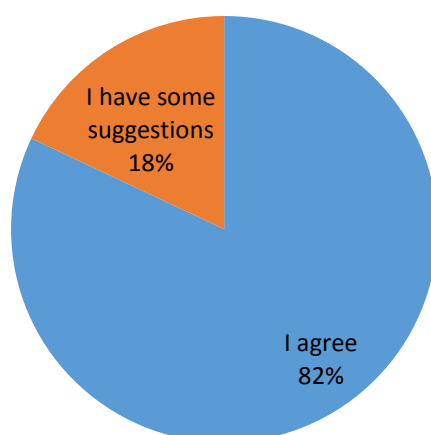
Response
The proposed statement feels a bit clunky. I like the art and science piece we currently have.
You could even drop "land use" since "community" encompasses it too.
delete "land use and" Let's focus on community in its broad sense.
I like the idea of not listing the types of professionals related to planning in the purpose statement. That tends to limit involvement.
If the impact of transportation, environmental, health, energy, etc on "land use" and "community" is implied.
In my opinion, how we use our land encompasses such issues as the environment, transportation and energy. How we support our communities encompasses economic development, health, affordability and other social issues.
I think community is really broad and encompasses the others; and I think land use is critically fundamental to what we do. I get the concern that it might be too narrow, but I'm okay with it. Otherwise you have to list everything under the sun.
Community planning can include anything in the community, or that affects a community, such as regional, state or national issues.

GOAL 1: PLANNING AND ADVOCACY

GOAL #1: Policy and Advocacy – VPA will promote best practices, trends and innovation within the field of planning, informing policy-makers, members, citizen planners and the general public. VPA will act as a steward of planning within the State of Vermont and will communicate broadly the value of good planning, regularly recognize good planning outcomes and strive for greater awareness of the profession. Please review the actions under the following strategies.

5) Do you agree with the above goal?

Response:



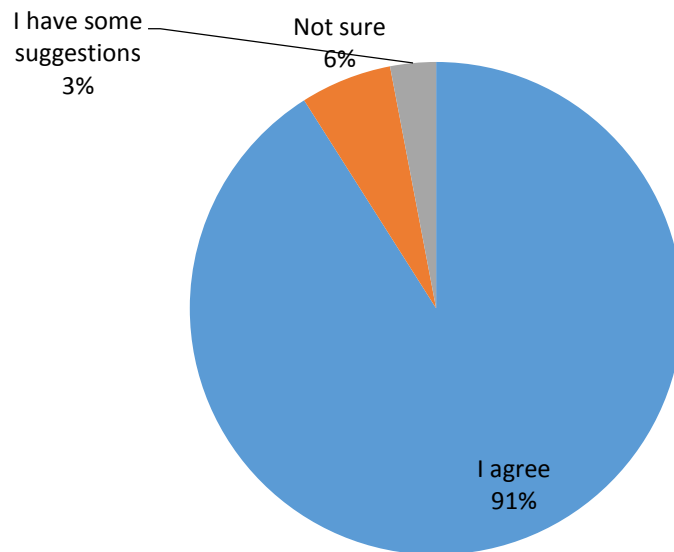
Value	Percent	Count
I agree	82.4%	28
I disagree	0.0%	0
I have some suggestions	17.7%	6
Not sure	0.0%	0
Total		34

Responses "I have some suggestions"	Count
Left Blank	29
I don't like the word trend - it rings like fad to me.	1
Too long and scattered. One sentence only.	1
add education after innovation	1
The first part of the first sentence isn't necessarily congruent with informing policy-makers, etc. I think this is very broad and may be better suited to multiple goals. Policy, advocacy, and sharing best practices aren't necessarily the same thing.	1
Trends is not a good word to use because they are not always good; there are bad trends and this goal says we will promote them.	1
This "goal" says what we will do, and captures it well. But shouldn't a goal be a description of what we will achieve with our work, not what we'll do? As written, it's more a broad action than a goal.	1

STRATEGY A: Provide forums for communicating planning-related issues to a broad audience, for greater awareness

6) Do you agree with the above strategy?

Response:

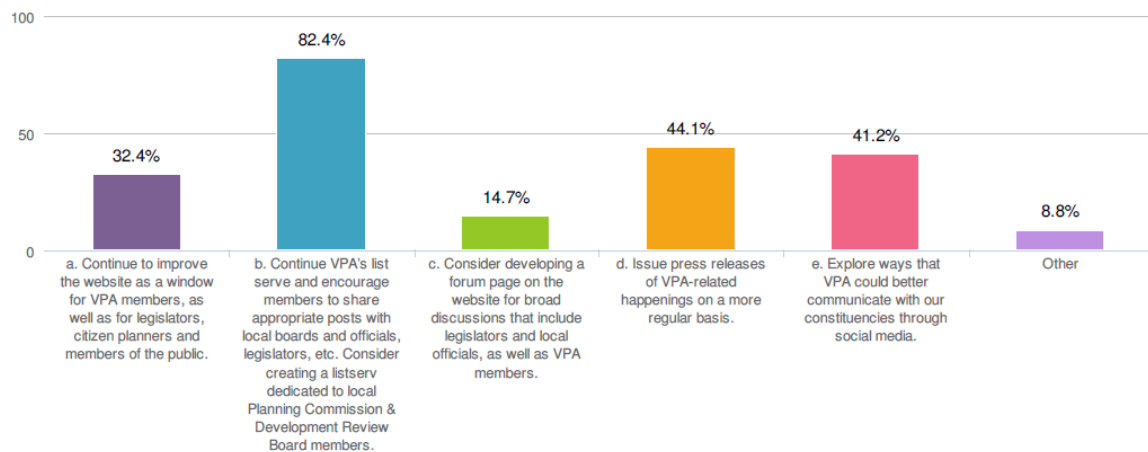


Value	Percent	Count
I agree	91.2%	31
I disagree	0.0%	0
Not sure	5.9%	2
I have some suggestions	2.9%	1
Total		34

Responses "I have some suggestions"	Count
Left Blank	34
I agree with this, but I don't know that it is the most important strategy under this goal. I think the strength of the organization is in education ourselves and keeping the members up to speed on important issues. That is more important than educating the broader audience in my opinion. Maybe list this one toward the end.	1

7) Please indicate which of the following actions are most important

Response:



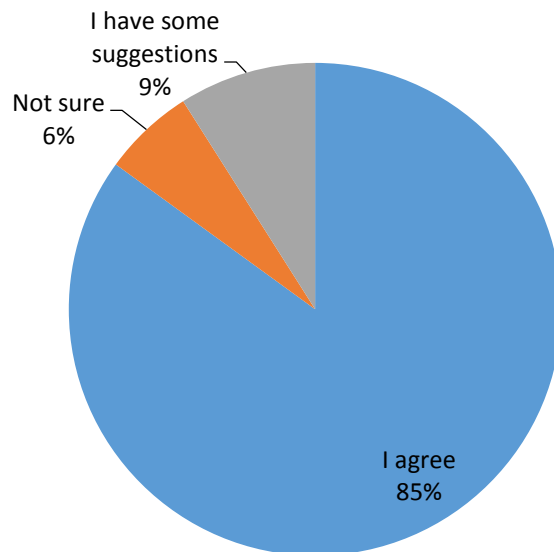
Value	Percent	Count
a. Continue to improve the website as a window for VPA members, as well as for legislators, citizen planners and members of the public.	32.4%	11
b. Continue VPA's list serve and encourage members to share appropriate posts with local boards and officials, legislators, etc. Consider creating a listserv dedicated to local Planning Commission & Development Review Board members.	82.4%	28
c. Consider developing a forum page on the website for broad discussions that include legislators and local officials, as well as VPA members.	14.7%	5
d. Issue press releases of VPA-related happenings on a more regular basis.	44.1%	15
e. Explore ways that VPA could better communicate with our constituencies through social media.	41.2%	14
Other	8.8%	3
Total		34

Responses / "Other"	Count
Left Blank	32
I've been a VPA member for many years and never once visited the website. The ListServe is king.	1
Rebrand. Keep the listserv going. Communicate clearly and succinctly - use more humor.	1
The list serve is a valuable resource.	1

STRATEGY B: Explore ways to promote Best Practices

8) Do you agree with the above strategy?

Response:

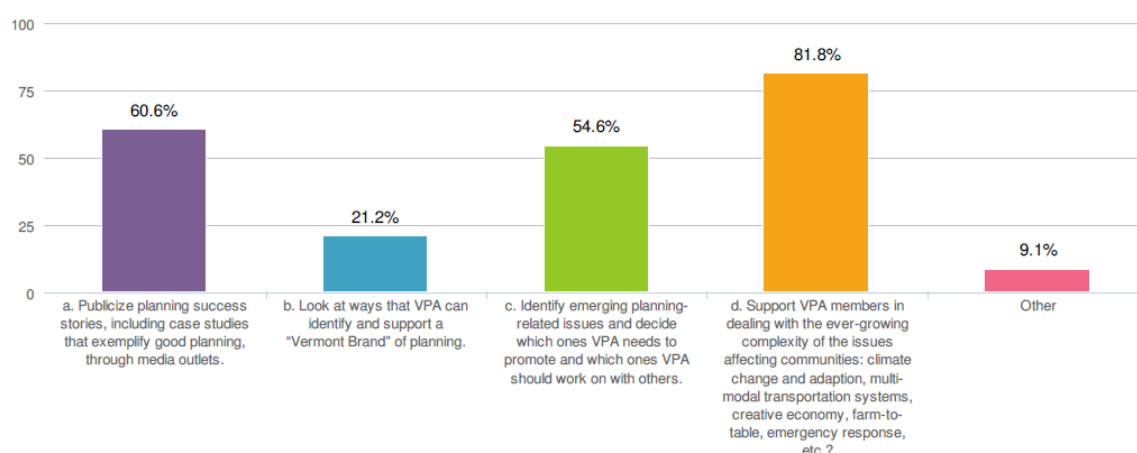


Value	Percent	Count
I agree	84.9%	28
I disagree	0.0%	0
Not sure	6.1%	2
I have some suggestions	9.1%	3
Total		33

Responses / "I have some suggestions"	Count
Left Blank	32
Rather than just exploring ways to promote best practices, how about "promote best practices?"	1
Way too vague.	1
Why not just Promote Best Practices or Identify and Explore	1

9) Please indicate which of the following actions are most important

Response:



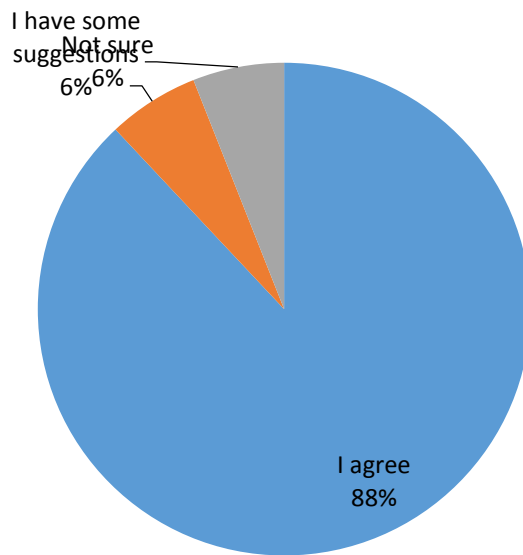
Value	Percent	Count
a. Publicize planning success stories, including case studies that exemplify good planning, through media outlets.	60.6%	20
b. Look at ways that VPA can identify and support a "Vermont Brand" of planning.	21.2%	7
c. Identify emerging planning-related issues and decide which ones VPA needs to promote and which ones VPA should work on with others.	54.6%	18
d. Support VPA members in dealing with the ever-growing complexity of the issues affecting communities: climate change and adaption, multi-modal transportation systems, creative economy, farm-to-table, emergency response, etc.?	81.8%	27
Other	9.1%	3
Total		33

Responses "Other"	Count
Left Blank	32
I'm not sure VPA has the capacity to obtain a consensus and then to do outreach. Nice idea but probably not practical.	1
Fund/ offer mutual support - consultations/brainstorms before new planning initiatives. Offer funds to planners to research/polish/publish, encourage informal gray zone learning (not explicitly recognized as "success".)	1
I would avoid the term "Vermont brand." It suggests marketing and positioning rather education and outreach.	1

STRATEGY C: Work with the Legislature to advocate for changes in support of good planning

10) Do you agree with the above strategy?

Response:

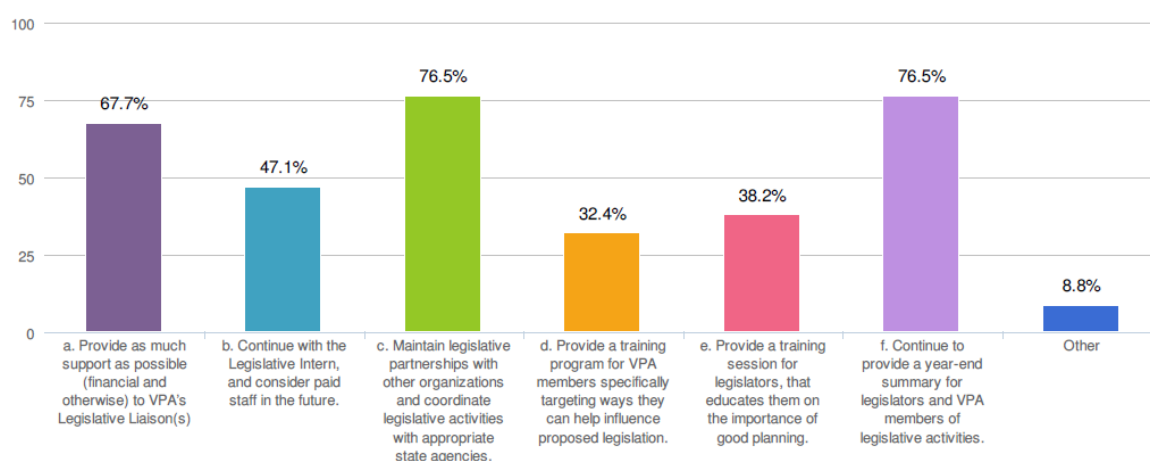


Value	Percent	Count
I agree	88.2%	30
I disagree	0.0%	0
Not sure	5.9%	2
I have some suggestions	5.9%	2
Total		34

Responses "I have some suggestions"	Count
Left Blank	33
Continuously improve planning related statutes to further our goals.	1
I might add something about keeping planning strong, which speaks to VPA's role as stewards of planning (and reflects the possibility of VPA being on defense, rather than just advancing planning).	1

11) Please indicate which of the following actions are most important

Response:



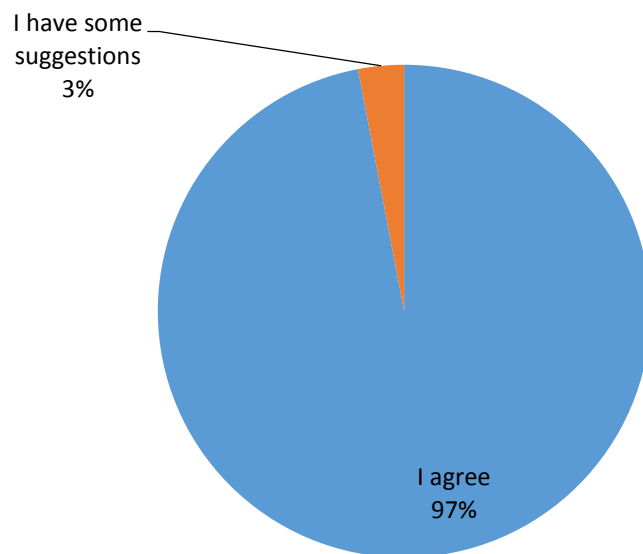
Value	Percent	Count
a. Provide as much support as possible (financial and otherwise) to VPA's Legislative Liaison(s)	67.7%	23
b. Continue with the Legislative Intern, and consider paid staff in the future.	47.1%	16
c. Maintain legislative partnerships with other organizations and coordinate legislative activities with appropriate state agencies.	76.5%	26
d. Provide a training program for VPA members specifically targeting ways they can help influence proposed legislation.	32.4%	11
e. Provide a training session for legislators that educates them on the importance of good planning.	38.2%	13
f. Continue to provide a year-end summary for legislators and VPA members of legislative activities.	76.5%	26
Other	8.8%	3
Total		34

Responses / "Other"	Count
Left Blank	32
Make sure Sharon doesn't leave.	1
Not close enough to comment	1
The voices of a few VPA members seem to set a lot of policy for all VPA members. This is troublesome. We need a Sharon and an intern and we need more training, but VPA members need to feel engaged, heard, and represented.	1

STRATEGY D: Recognize and celebrate good planning outcomes

12. Do you agree with the above strategy?

Response:

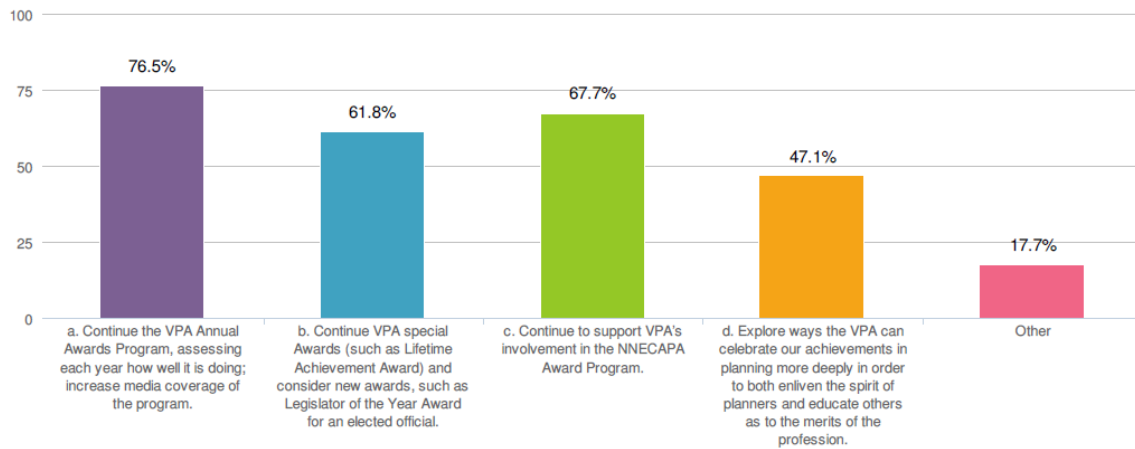


Value	Percent	Count
I agree	97.1%	33
I disagree	0.0%	0
Not sure	0.0%	0
I have some suggestions	2.9%	1
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
the more the better!!!	1

13) Please indicate which of the following actions are most important

Response:



Value	Percent	Count
a. Continue the VPA Annual Awards Program, assessing each year how well it is doing; increase media coverage of the program.	76.5%	26
b. Continue VPA special Awards (such as Lifetime Achievement Award) and consider new awards, such as Legislator of the Year Award for an elected official.	61.8%	21
c. Continue to support VPA's involvement in the NNECAPA Award Program.	67.7%	23
d. Explore ways the VPA can celebrate our achievements in planning more deeply in order to both enliven the spirit of planners and educate others as to the merits of the profession.	47.1%	16
Other	17.7%	6
Total		34

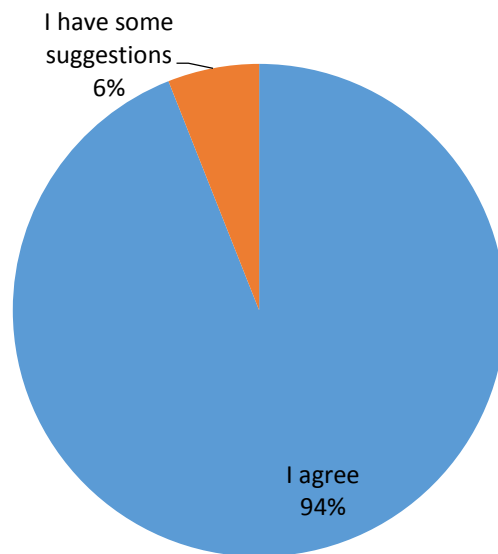
Responses / "Other"	Count
Left Blank	29
Continue the awards program - but no need to assess each year how it's doing.	1
Do a better job of publicizing awards.	1
Make sure that physical projects when built acknowledge the planning that went into them.	1
More Picha Kucha!!!	1
none of the above	1
publicize success stories regardless of awards	1

GOAL 2: PROFESSIONAL DEVELOPMENT

GOAL #2: Professional Development – VPA will serve its membership’s professional growth and development by supporting planning education, workshops, networking and certifications.
Please review the actions under the following strategies.

14) Do you agree with the above goal?

Response:



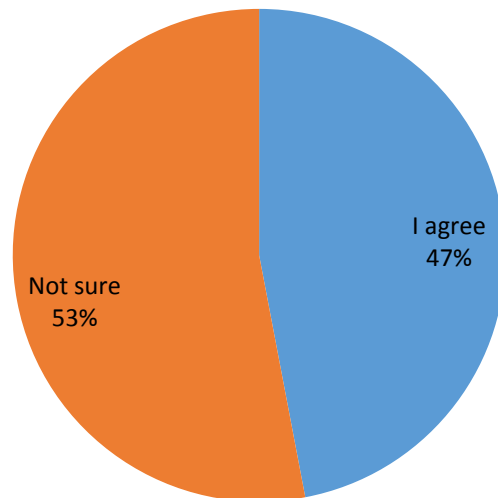
Value	Percent	Count
I agree	93.9%	31
I disagree	0.0%	0
I have some suggestions	6.1%	2
Not sure	0.0%	0
Total		33

Responses / "I have some suggestions"	Count
Left Blank	33
Written more as an action than as a goal.	1
Shorten to end after "development", there is no need to put how you will do it in the goal that is the action.	1

STRATEGY A: Develop new Professional Planning Education Programs within Vermont

15) Do you agree with the above strategy?

Response:

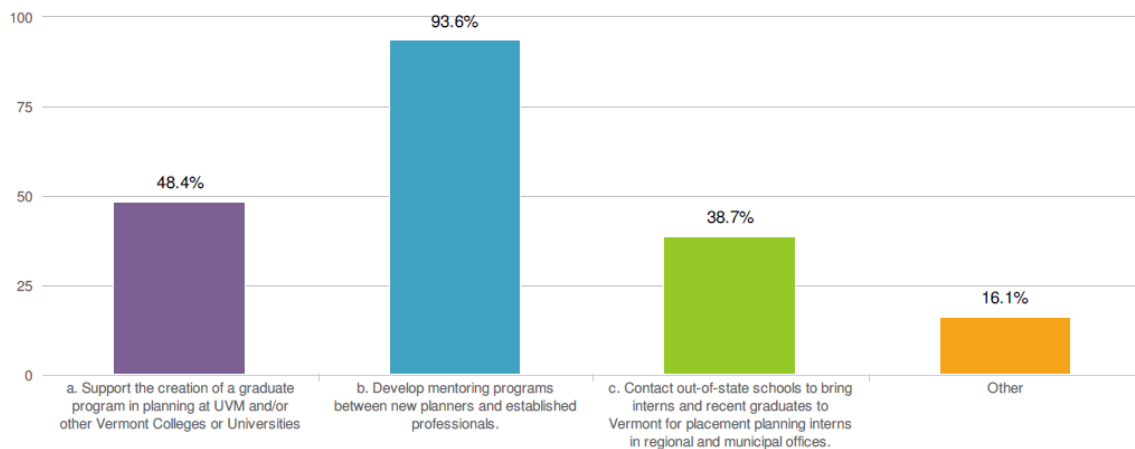


Value	Percent	Count
I agree	47.1%	16
I disagree	0.0%	0
Not sure	52.9%	18
I have some suggestions	0.0%	0
Total		34

Responses / "I have some suggestions"	Count
Left Blank	35

16) Please indicate which of the following actions are most important

Response:



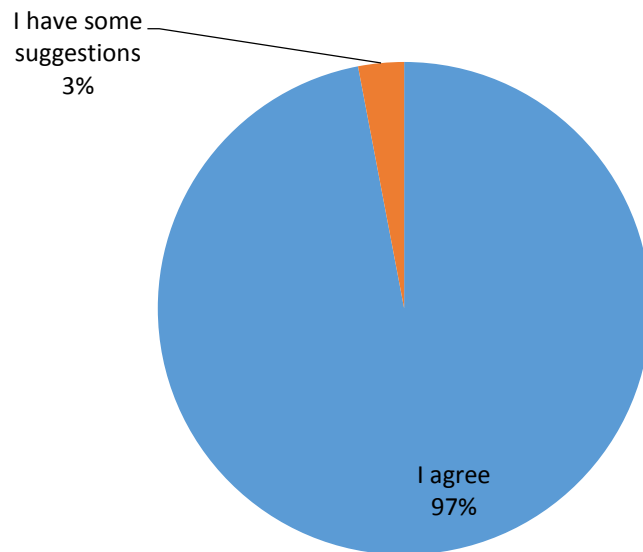
Value	Percent	Count
a. Support the creation of a graduate program in planning at UVM and/or other Vermont Colleges or Universities	48.4%	15
b. Develop mentoring programs between new planners and established professionals.	93.6%	29
c. Contact out-of-state schools to bring interns and recent graduates to Vermont for placement planning interns in regional and municipal offices.	38.7%	12
Other	16.1%	5
Total		31

Responses / "Other"	Count
Left Blank	30
use in-state schools, too	1
why just out of state schools? in state, too!	1
There have been fewer planning and zoning trainings/workshops in teh past 5-10 years than in previous years. New planners have expressed interest in training/mentoring opportunities.	1
No importation of out of state interns and grads. We need to develop our existing talent, not outcompete it!	1
I'm not sure I'm qualified to determine the best way to do this. Do we have enough planning jobs to justify the expense of a new local graduate program? There are many good ones in New England and NY, so maybe c is a more fiscally responsible option.	1

STRATEGY B: Provide continuing education opportunities for skills building and awareness of current topics

17) Do you agree with the above strategy?

Response:

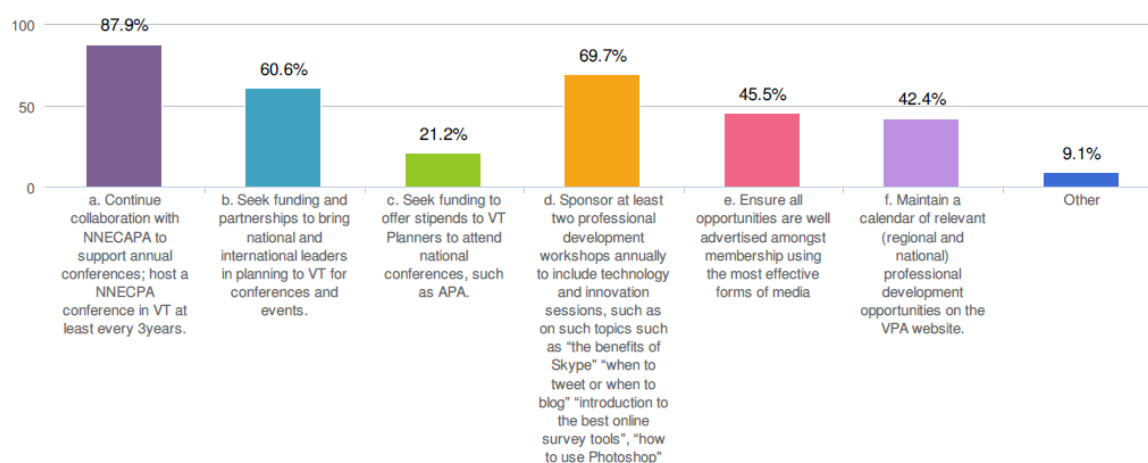


Value	Percent	Count
I agree	97.1%	33
I disagree	0.0%	0
Not sure	0.0%	0
I have some suggestions	2.9%	1
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
face time, thematic salons, content discussions, tele conf, webinar	1

18) Please indicate which of the following actions are most important

Response:



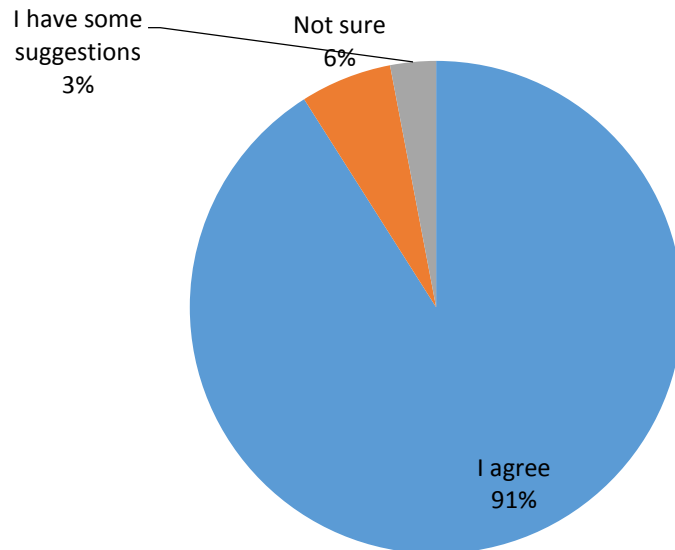
Value	Percent	Count
a. Continue collaboration with NNECAPA to support annual conferences; host a NNECAPA conference in VT at least every 3 years.	87.9%	29
b. Seek funding and partnerships to bring national and international leaders in planning to VT for conferences and events.	60.6%	20
c. Seek funding to offer stipends to VT Planners to attend national conferences, such as APA.	21.2%	7
d. Sponsor at least two professional development workshops annually to include technology and innovation sessions, such as on such topics such as "the benefits of Skype" "when to tweet or when to blog" "introduction to the best online survey tools", "how to use Photoshop"	69.7%	23
e. Ensure all opportunities are well advertised amongst membership using the most effective forms of media	45.5%	15
f. Maintain a calendar of relevant (regional and national) professional development opportunities on the VPA website.	42.4%	14
Other	9.1%	3
Total		33

Responses / "Other"	Count
Left Blank	32
Sponsor professional development workshops annually	1
they are all important	1
Offer technical education opportunities as well (ie: software) as planners in many municipalities wear multiple hats	1

STRATEGY C: Facilitate Networking at Regional and State levels

19) Do you agree with the above strategy?

Response:

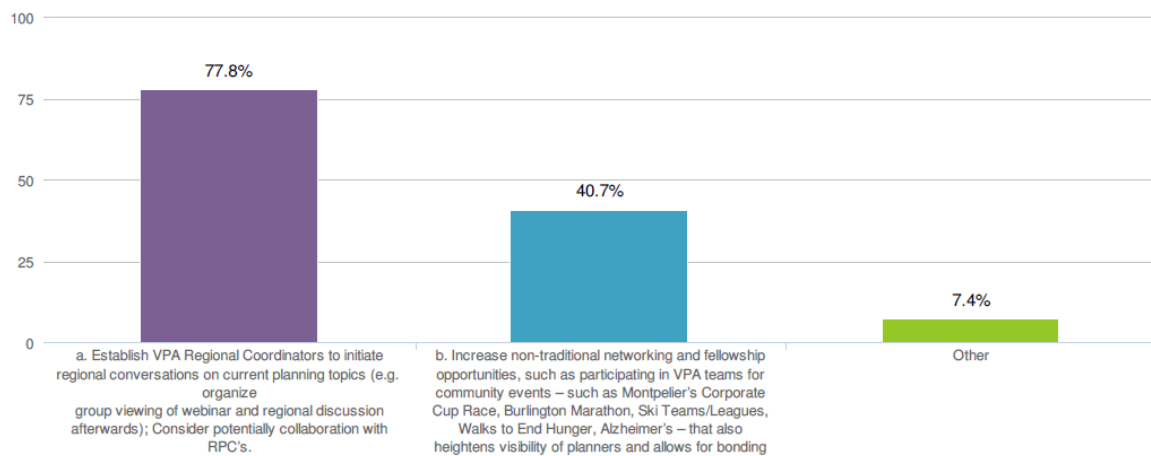


Value	Percent	Count
I agree	91.2%	31
I disagree	0.0%	0
Not sure	5.9%	2
I have some suggestions	2.9%	1
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
Use web and phone conf as well as face to face	1

20) Please indicate which of the following actions are most important

Response:



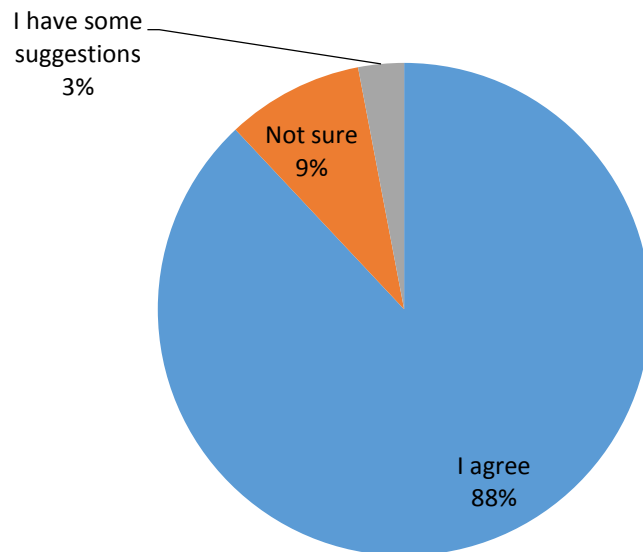
Value	Percent	Count
a. Establish VPA Regional Coordinators to initiate regional conversations on current planning topics (e.g. Organize group viewing of webinar and regional discussion afterwards); Consider potentially collaboration with RPC's.	77.8%	21
b. Increase non-traditional networking and fellowship opportunities, such as participating in VPA teams for community events – such as Montpelier's Corporate Cup Race, Burlington Marathon, Ski Teams/Leagues, Walks to End Hunger, Alzheimer's – that also heightens visibility of planners and allows for bonding	40.7%	11
Other	7.4%	2
Total		27

Responses / "Other"	Count
Left Blank	33
Just wanted to say that I love these fresh ideas.	1
Find ways to connect planners in departments with directors with more regional planning commission activities. Post PAC minutes on the listserve for each RPC?	1

STRATEGY D: Provide opportunities for attaining and maintaining professional certifications

21) Do you agree with the above strategy?

Response:

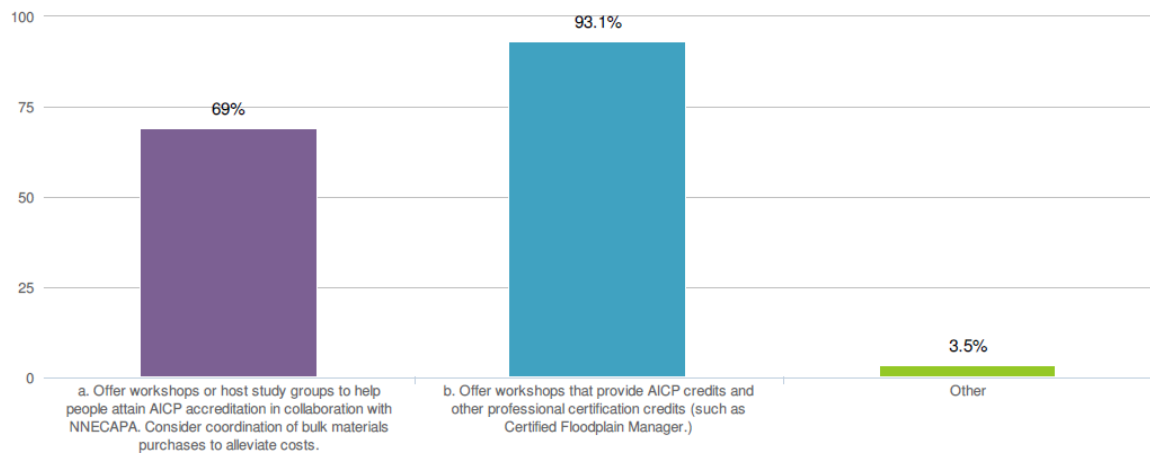


Value	Percent	Count
I agree	88.2%	30
I disagree	0.0%	0
Not sure	8.8%	3
I have some suggestions	2.9%	1
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
Maintaining certifications seems easier currently than obtaining, where assistance might be most needed	1

22) Please indicate which of the following actions are most important

Response:



Value	Percent	Count
a. Offer workshops or host study groups to help people attain AICP accreditation in collaboration with NNECAPA. Consider coordination of bulk materials purchases to alleviate costs.	69.0%	20
b. Offer workshops that provide AICP credits and other professional certification credits (such as Certified Floodplain Manager.)	93.1%	27
Other	3.5%	1
Total		29

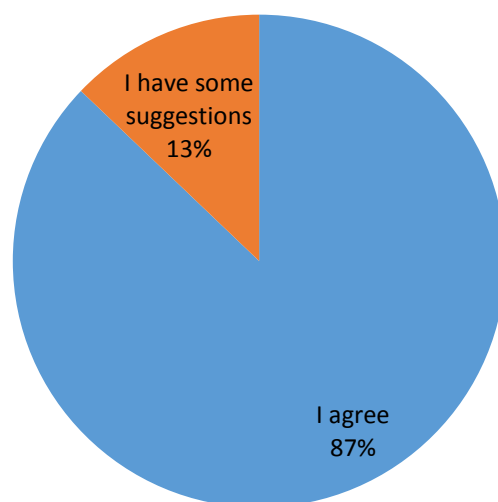
Responses / "Other"	Count
Left Blank	34
I think VPA is doing a good job at these types of actions already.	1

GOAL 3: COLLABORATION AND COORDINATION

GOAL #3: Collaboration and Coordination – VPA will strive to coordinate its efforts at promoting sound land use and community planning at the local, regional and statewide scale through partnership with related organizations that share common goals and purposes.

23) Do you agree with the above goal?

Response:



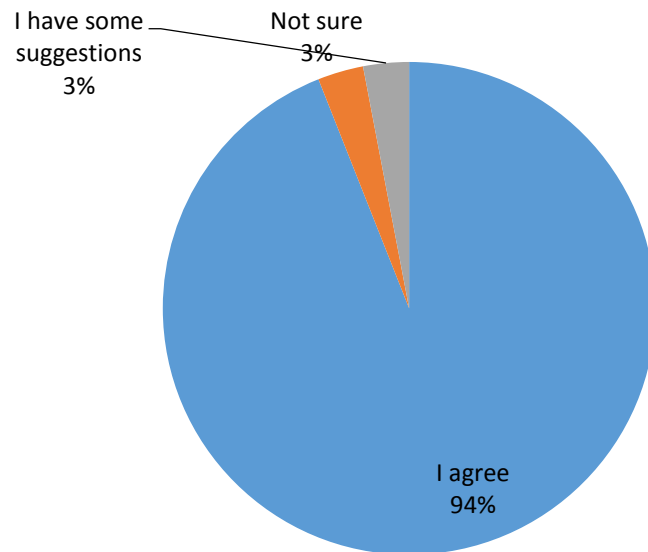
Value	Percent	Count
I agree	87.5%	28
I disagree	0.0%	0
I have some suggestions	12.5%	4
Not sure	0.0%	0
Total		32

Responses / "I have some suggestions"	Count
Left Blank	31
Again, the "how" part does not belong in the goal, end after "scale".	1
Delete "it". Broaden to include more than land use and community planning.	1
It is narrow in focus on land use and community planning similar to the mission	1
I don't disagree but are we missing the boat by only collaborating with those that have common goals and purposes? There may be some collective impact language that would better describe what we should be doing here.	1

STRATEGY A: Collaborate with related professional organizations on professional development opportunities and celebrations of place

24) Do you agree with the above strategy?

Response:

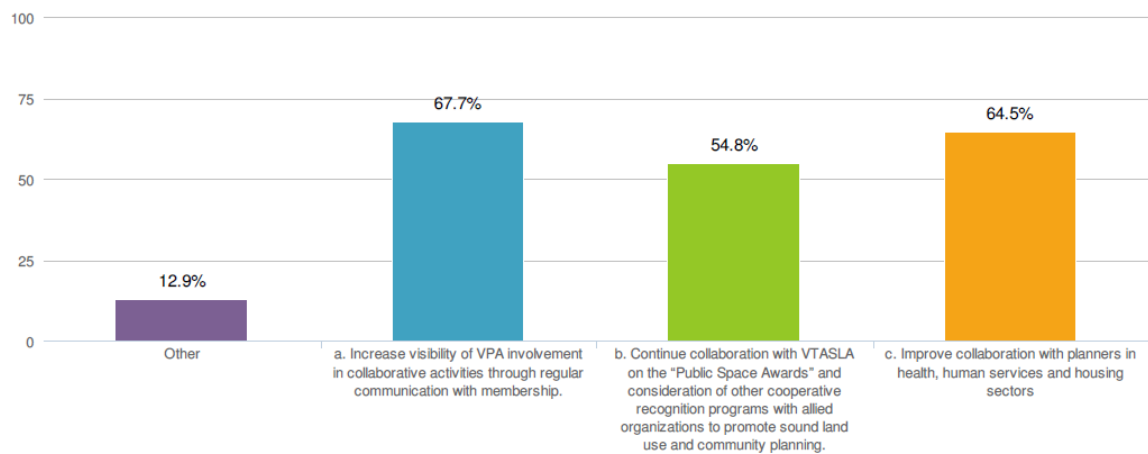


Value	Percent	Count
I agree	94.1%	32
I disagree	0.0%	0
Not sure	2.9%	1
I have some suggestions	2.9%	1
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
need more of this! AIA, ASLA, et al	1

25) Please indicate which of the following actions are most important

Response:



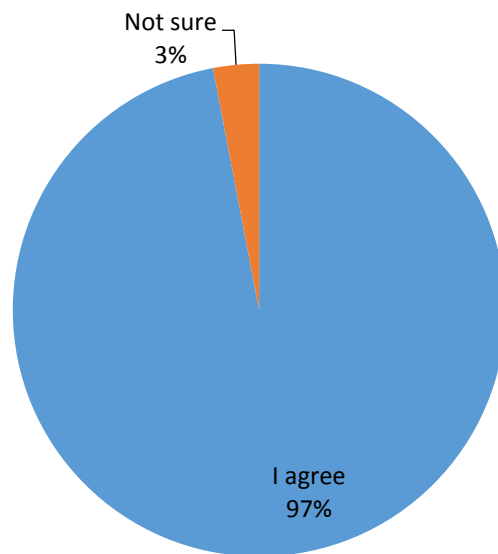
Value	Percent	Count
Other	12.9%	4
a. Increase visibility of VPA involvement in collaborative activities through regular communication with membership.	67.7%	21
b. Continue collaboration with VTASLA on the "Public Space Awards" and consideration of other cooperative recognition programs with allied organizations to promote sound land use and community planning.	54.8%	17
c. Improve collaboration with planners in health, human services and housing sectors	64.5%	20
Total		31

Responses / "Other"	Count
Left Blank	31
increase involvement on economic development projects	1
Planners need to know about a lot of different areas: advocate (stipends?) to employers (selectboard, directors, etc) about the importance of allowing planners to attend events in related areas (ex: stormwater trainings, Jens's 2014 transportation & environment conference, real estate & development gatherings, etc.)	1
Suggest exploring ways to collaborate more with the development community, since cities and towns cannot redevelop, grow and thrive without developers.	1
Improve and offer training across professions. i.e. a daylong workshop in basic civil engineering terms; intro to landscape architecture; etc.	1

STRATEGY B: Collaborate with related organizations to enhance outreach and education efforts and to advance sound land use planning.

26) Do you agree with the above strategy?

Response:

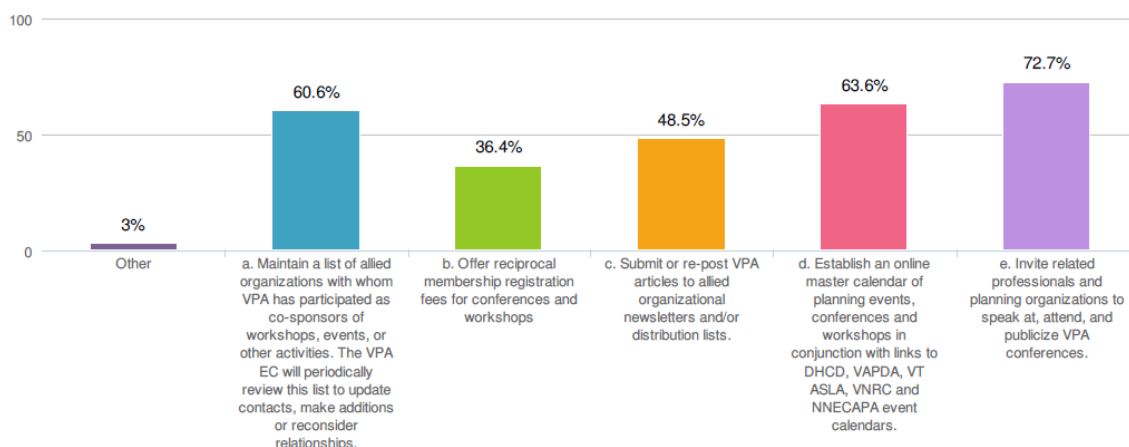


Value	Percent	Count
I agree	97.1%	33
I disagree	0.0%	0
Not sure	2.9%	1
I have some suggestions	0.0%	0
Total		34

Responses / "I have some suggestions"	Count
Left Blank	35

27) Please indicate which of the following actions are most important

Response:



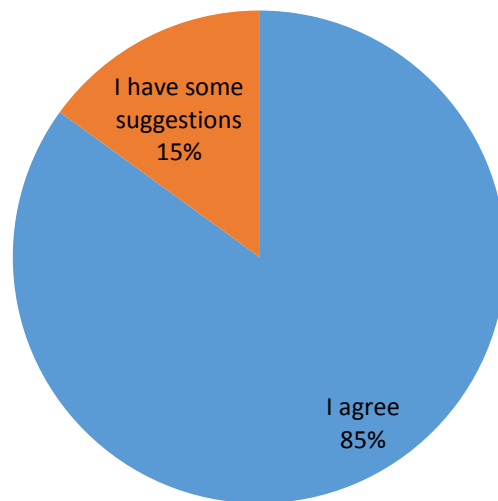
Value	Percent	Count
Other	3.0%	1
a. Maintain a list of allied organizations with whom VPA has participated as co-sponsors of workshops, events, or other activities. The VPA EC will periodically review this list to update contacts, make additions or reconsider relationships.	60.6%	20
b. Offer reciprocal membership registration fees for conferences and workshops	36.4%	12
c. Submit or re-post VPA articles to allied organizational newsletters and/or distribution lists.	48.5%	16
d. Establish an online master calendar of planning events, conferences and workshops in conjunction with links to DHCD, VAPDA, VT ASLA, VNRC and NNECAPA event calendars.	63.6%	21
e. Invite related professionals and planning organizations to speak at, attend, and publicize VPA conferences.	72.7%	24
Total		33

Responses / "Other"	Count
Left Blank	34
What about VPIC?	1

STRATEGY C: Collaborate with allied professional organizations on policy issues, to promote and improve land use planning decisions in Vermont when the opportunities

28) Do you agree with the above strategy?

Response:

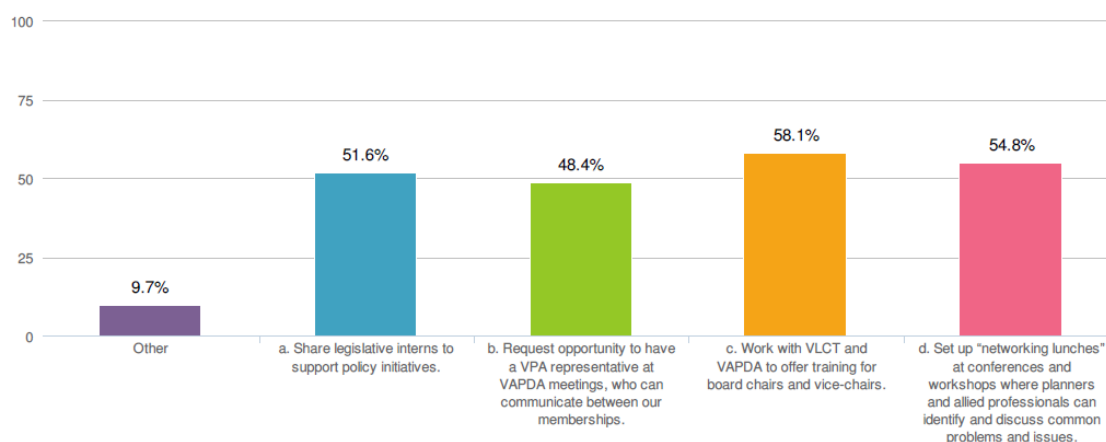


Value	Percent	Count
I agree	85.3%	29
I disagree	0.0%	0
Not sure	0.0%	0
I have some suggestions	14.7%	5
Total		34

Responses / "I have some suggestions"	Count
Left Blank	30
Seems redundant with the one above it.	1
complete the sentence	1
you are missing a word at the end of that sentence - maybe "arise"	1
Not sure, because we should advocate purely for the planners not the allied professions. They have their own organizations that advocate for them, and may choose to agree with us or not. This is a good strategy for developing approaches to problems, or program development, but we should develop our own policy recommendations. Sentence ends strangely...opportunities = opportunity arises?	1
I agree with reservations; some of us participate in VPA as representatives of our organizations. We must be careful to respect our organizations' opinions.	1

29) Please indicate which of the following actions are most important

Response:



Value	Percent	Count
Other	9.7%	3
a. Share legislative interns to support policy initiatives.	51.6%	16
b. Request opportunity to have a VPA representative at VAPDA meetings, who can communicate between our memberships.	48.4%	15
c. Work with VLCT and VAPDA to offer training for board chairs and vice-chairs.	58.1%	18
d. Set up "networking lunches" at conferences and workshops where planners and allied professionals can identify and discuss common problems and issues.	54.8%	17
Total		31

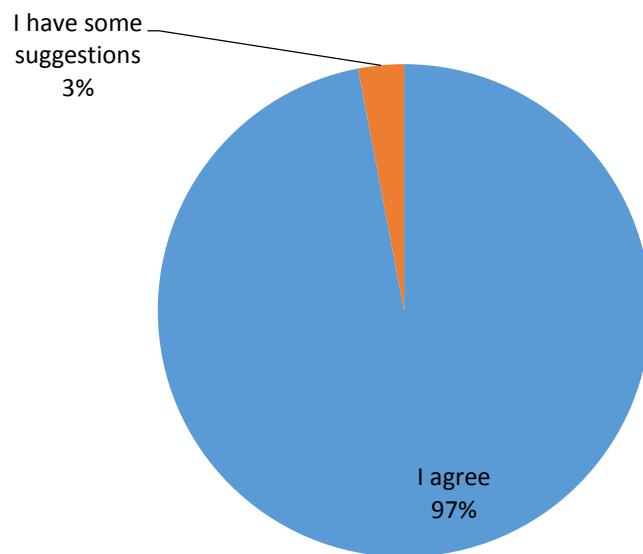
Responses / "Other"	Count
Left Blank	32
Does c mean training for the VLCT and VAPDA board chair? I'm not sure they'd need training.	1
Love option d. Brilliant!	1
Merge with VAPDA	1

GOAL 4: ORGANIZATIONAL STRUCTURE AND CAPACITY BUILDING

GOAL #4: Organizational Structure and Capacity Building – VPA will sustain a solid organization, utilizing fiscal resources and engaging members, to maintain and/or expand its capacity in meeting its objectives.

30) Do you agree with the above goal?

Response:



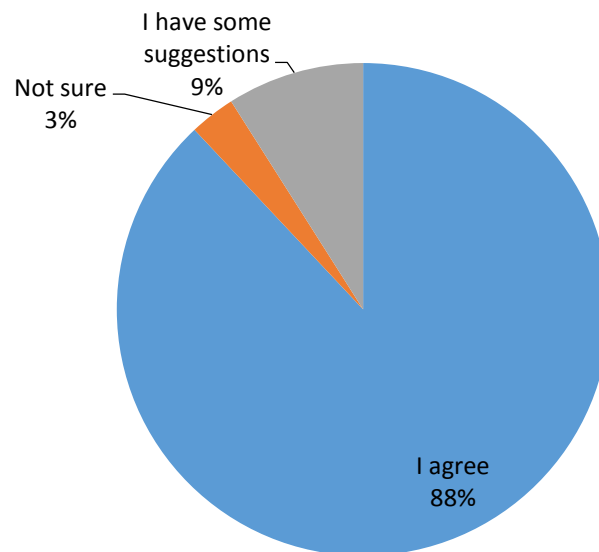
Value	Percent	Count
I agree	97.1%	33
I disagree	0.0%	0
I have some suggestions	2.9%	1
Not sure	0.0%	0
Total		34

Responses / "I have some suggestions"	Count
Left Blank	34
Delete, this just says you will exist.	1

STRATEGY A : Build organizational capacity to carry out our various programs and projects, including VPA's work with the Legislature

31) Do you agree with the above strategy?

Response:

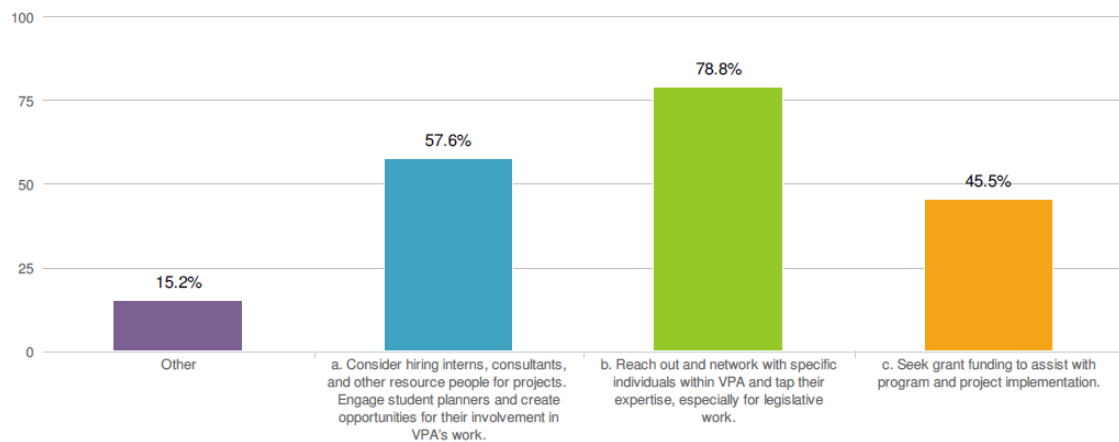


Value	Percent	Count
I agree	87.9%	29
I disagree	0.0%	0
Not sure	3.0%	1
I have some suggestions	9.1%	3
Total		33

Responses / "I have some suggestions"	Count
Left Blank	32
I support VPA work with legislature but don't think it has capacity or suitable structure to do projects.	1
It is confusing to talk about project implementation work and the Legislative work in the same sentence. What kind of projects? Say regional projects or something to distinguish it from, say, a waterline extension.	1
Not sure why the legislative work is called out specifically when the strategic plan focuses on a wide array of areas	1

32) Please indicate which of the following actions are most important

Response:



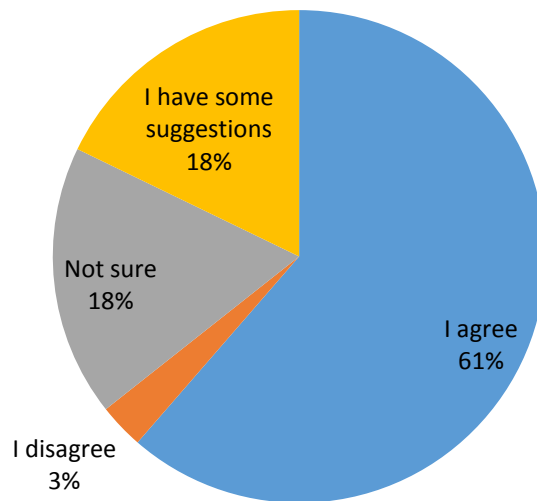
Value	Percent	Count
Other	15.2%	5
a. Consider hiring interns, consultants, and other resource people for projects. Engage student planners and create opportunities for their involvement in VPA's work.	57.6%	19
b. Reach out and network with specific individuals within VPA and tap their expertise, especially for legislative work.	78.8%	26
c. Seek grant funding to assist with program and project implementation.	45.5%	15
Total		33

Responses / "Other"	Count
Left Blank	30
None	1
same comment re specifying legislative work, b. should be for all areas	1
Second part of a... engage student planners...	1
Again, option c is not clear to me. What level of project implementation? I would not support the VPA getting involved with community-scale projects- that is for the RPCs to work on. However, VPA could support regional scale or larger projects.	1
I'm not sure that hiring for anything other than the legislative liaison and intern is important enough to do it.	1

STRATEGY B: Explore and utilize social media and other innovative communication methods to engage our membership, allied professionals and citizen planners in our activities. Utilize these tools and other means of communication to help keep the VPA membership levels stable and healthy

33) Do you agree with the above strategy?

Response:

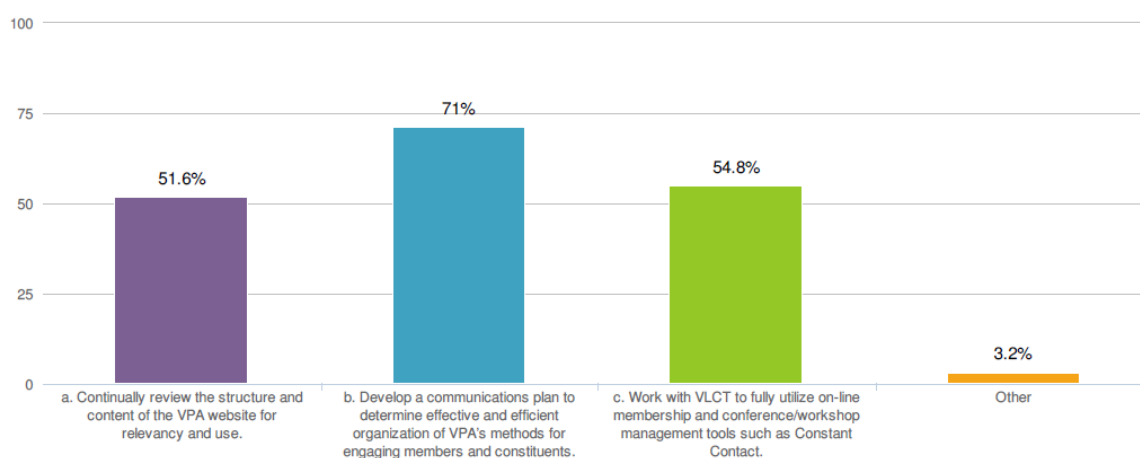


Value	Percent	Count
I agree	61.8%	21
I disagree	2.9%	1
Not sure	17.7%	6
I have some suggestions	17.7%	6
Total		34

Responses / "I have some suggestions"	Count
Left Blank	29
Esp. useful to disseminate new ideas/ learning.	1
I agree but can we eliminate the work "itilize" and go back to plain old "use?"	1
I submitted my last survey by mistake when I got to here! I'm completing the rest in a new one.	1
Please do not forget that not all planners utilize social media.	1
Not sure. I am skeptical about the efficacy of Facebook and Twitter for this purpose, but I am also not an expert and do not participate much in social media myself.	1
Recommend re-ordering the sentence: I think the main strategy here is to maintain stable and healthy VPA membership - social media is one tool.	1

34) Please indicate which of the following actions are most important

Response:



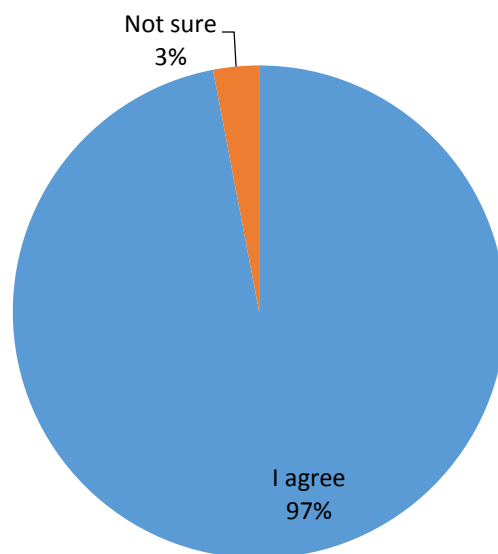
Value	Percent	Count
a. Continually review the structure and content of the VPA website for relevancy and use.	51.6%	16
b. Develop a communications plan to determine effective and efficient organization of VPA's methods for engaging members and constituents.	71.0%	22
c. Work with VLCT to fully utilize on-line membership and conference/workshop management tools such as Constant Contact.	54.8%	17
Other	3.2%	1
Total		31

Responses / "Other"	Count
Left Blank	34
send a welcome email to new subscribers to the listserv about VPA and what it is	1

STRATEGY C : Foster leadership and involvement in the VPA organization

35) Do you agree with the above strategy?

Response:

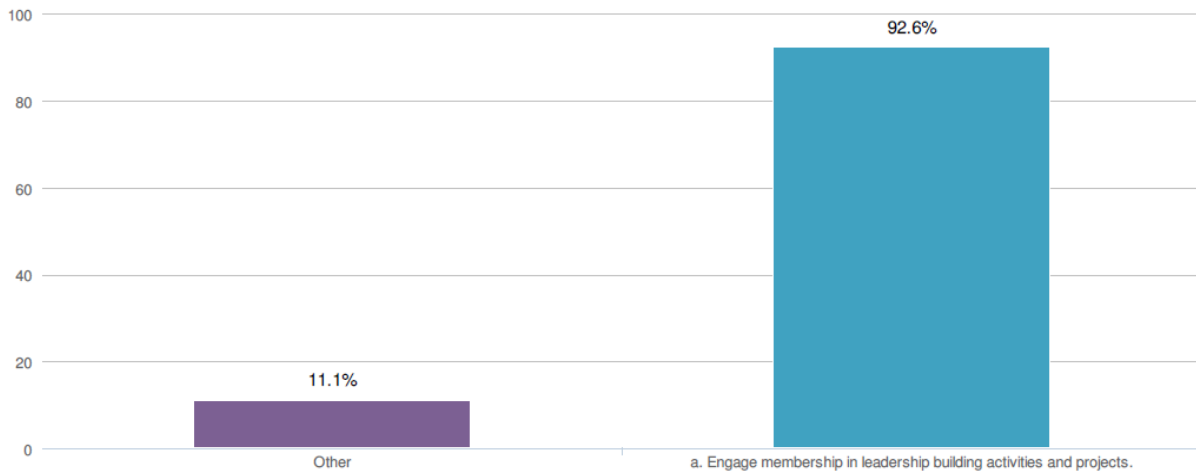


Value	Percent	Count
I agree	97.0%	32
I disagree	0.0%	0
Not sure	3.0%	1
I have some suggestions	0.0%	0
Total		33

Responses / "I have some suggestions"	Count
Left Blank	35

36) Please indicate which of the following actions are most important

Response:



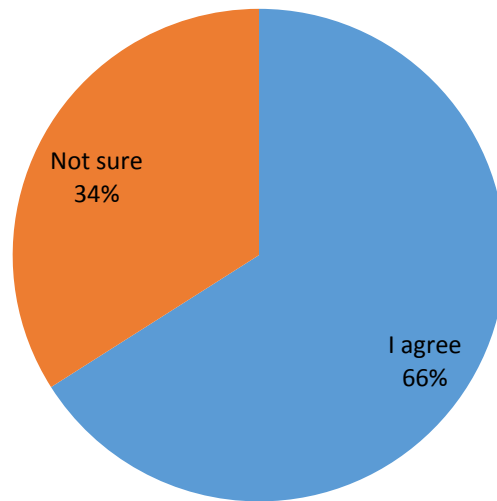
Value	Percent	Count
Other	11.1%	3
a. Engage membership in leadership building activities and projects.	92.6%	25
Total		27

Responses / "Other"	Count
Left Blank	32
There has to be other more specific options, but I don't know what they are!	1
more VPA activities beyond twice/year workshops and monthly executive committee meetings	1
Build membership with a focus on age and geographic diversity, as a strategy for sustaining VPA over time and for fostering a sense of belonging to the planning community.	1

STRATEGY D : Review and re-evaluate the VPA committee structure, including the make-up of committees/sub-committees and their workload

37) Do you agree with the above strategy?

Response:

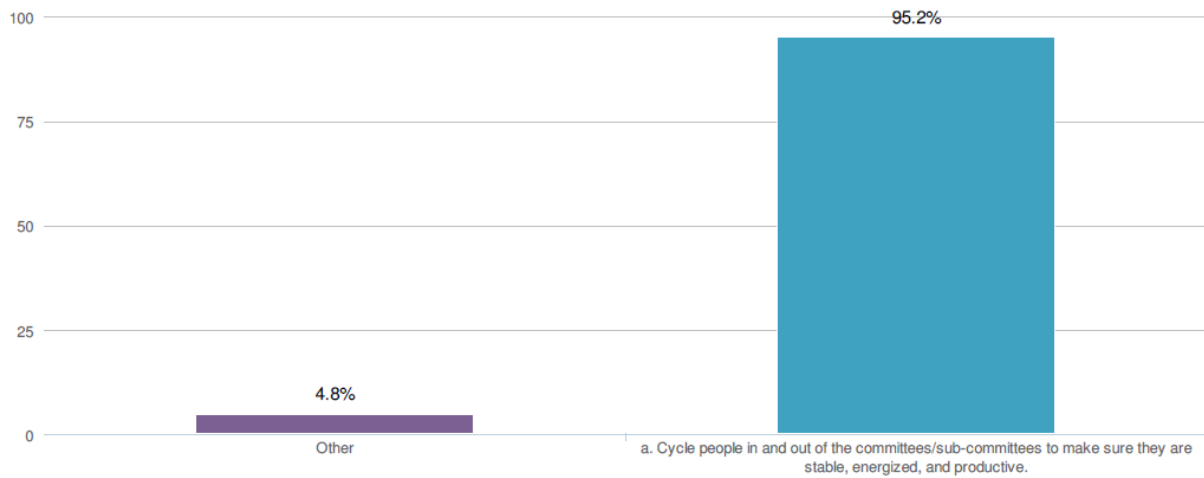


Value	Percent	Count
I agree	65.6%	21
I disagree	0.0%	0
Not sure	34.4%	11
I have some suggestions	0.0%	0
Total		32

Responses"I have some suggestions"	Count
Left Blank	35

38) Please indicate which of the following actions are most important

Response:



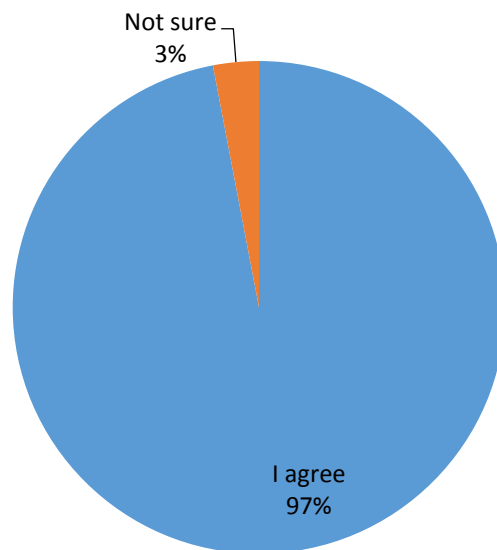
Value	Percent	Count
Other	4.8%	1
a. Cycle people in and out of the committees/sub-committees to make sure they are stable, energized, and productive.	95.2%	20
Total		21

Responses "Other"	Count
Left Blank	34
Keep those signed up engaged. Find committed chairs and work tailored to volunteers.	1

STRATEGY E: Practice financial and organizational transparency and responsibility, keeping the wider membership informed

39) Do you agree with the above strategy?

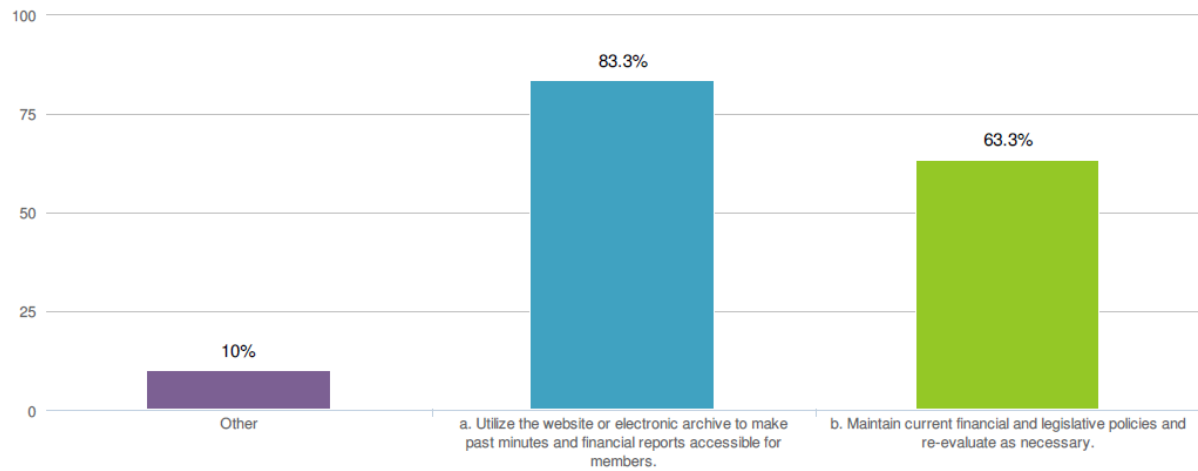
Response:



Value	Percent	Count
I agree	97.0%	32
I disagree	0.0%	0
Not sure	3.0%	1
I have some suggestions	0.0%	0
Total		33

40) Please indicate which of the following actions are most important

Response:



Value	Percent	Count
Other	10.0%	3
a. Utilize the website or electronic archive to make past minutes and financial reports accessible for members.	83.3%	25
b. Maintain current financial and legislative policies and re-evaluate as necessary.	63.3%	19
Total		30

Responses"Other"	Count
Left Blank	32
Perhaps a scheduled review of policies rather than just 'as necessary?'	1
It is good to have this in here, but just so you know I don't really see this as a problem as a member who is not involved in the organization. I'm sure I can ask any of the leadership if I wanted to know the info.	1
Meetings must be more accessible to the greater geography. Consider offering different locations and recruiting local planners to attend.	1