



American Planning Association
Rhode Island Chapter



APA-RI 2026

Five-Year Strategic Plan of Development

APA-RI 2026 presents an approach to advance APA Rhode Island over the next five years. The intent is to vet and establish initiatives and leading priorities for the Rhode Island Chapter. This plan also serves as a tool to ensure that our operations and activities directly relate to and support our mission and goals.

FINAL PLAN APPROVED BY APA RI MEMBERS: June 18, 2021

APA RI
1 State Street - #502
Providence, Rhode Island 02908

<http://www.rhodeislandapa.org/>

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American Planning Association

Rhode Island Chapter

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Acknowledgements:

This plan was developed by the Executive Board of the Rhode Island Chapter of the American Planning Association. The principal author of the plan was Jeff C. Davis, AICP, Chapter President.



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Executive Summary

The National American Planning Association (APA) has established 10 mandatory performance criteria (see Appendix A) for its chapter subsidiaries. The second of these criteria is preparation and maintenance of a **development plan** (i.e., strategic plan) for submission to APA once every five years. *American Planning Association Rhode Island Chapter Five-Year Strategic Plan of Development (APA-RI 2026)* is the Rhode Island Chapter's long-range development plan and will take the place of APA-RI 2020.

APA-RI 2026 describes our Chapter (see "About APA-RI") and the context in which it functions (see "Planning Context"). Our Chapter's mission and long-range work program are then discussed in the section entitled "Mission, Vision, Goals, and Objectives." This section intends to clarify the nexus between our aspirations and actions. This section also lays out the framework on which we will establish annual work plans over the next five years.

APA-RI 2026 was developed through a facilitated planning process, which included discussions among the APA RI Board, and outreach to our membership through broadcast email and four strategic planning listening sessions. The APA RI Board and the attendees of the listening sessions collaborated to analyze the strengths and weaknesses of our Chapter as well as upcoming opportunities and concerns. Eight **Core Values** were established for the next five-year period, discussed in greater detail further below:

- **Build Street Cred** – Improve our reputation among policy makers.
- **Champion Equity** – Make equity, diversity, and inclusion a top priority.
- **Spread the Word** – Maintain strong and consistent communications.
- **Enlighten** – Educate and inform local decision makers about planning.
- **Have Fun** – Promote opportunities for members to socialize with one another.
- **Get a Clue** – Provide opportunities for life-long learning for members.
- **Get it Done** – Seek grants and sponsorships to expand our work and effectiveness.
- **Serve Our Members** - Maximize the value of being a paid member of the Chapter.

APA-RI 2026 is meant to be flexible. Each year, it is to be reviewed and adjusted as needed as part of the work planning process. At the completion of its five-year term, APA-RI 2026 should be fully reevaluated and updated for the next five-year cycle.

Purpose and Background

This section of APA-RI 2026 describes the need for a strategic plan and gives general background on APA-RI.

Purpose of APA-RI 2026

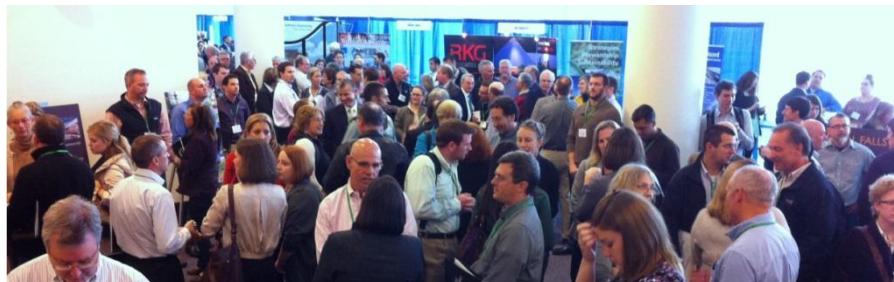
APA National requires each of its chapters to develop a strategic plan and update it on a five-year or more frequent basis. It's for a good reason. The strategic planning process helps to ensure that our operations and activities directly relate to and support our mission and goals; and the completed strategic plan then serves our chapter as a guide for action.

Therefore, the purpose of APA-RI 2026 could be described as follows:

- Assess the Chapter's current condition.
- Confirm and articulate the Chapter's mission.
- Reaffirm the membership's support of those areas in which the Chapter is performing well.
- Identify specific areas in need of improvement.
- Provide a realistic long-range work program to guide implementation of activities which will support strong and strengthen weak Chapter program areas and services.
- Establish accord with APA National requirements.

About APA-RI

APA-RI is one of 47 chapters of the American Planning Association and is a nonprofit public interest and research organization dedicated to urban, suburban, regional and rural planning. A key role for APA-RI is to support professional development of its members through professional education and networking events (e.g., conferences). APA-RI also advocates for well-considered community planning and development through involvement in state and national policy forums, coordination with allied professionals, and development of technical resources to support its membership.



Professional development...

Events like the Southern New England American Planning Association Conference, present APA-RI members with excellent opportunities to exchange ideas. In 2014, APA-RI offered its members the opportunity to earn over 150 certificate maintenance credits.



A five-member Executive Board governs the chapter. The Chapter President is elected by the chapter membership to a six-year commitment of three phases: two years each as President-Elect, President, and then Past President. The Chapter Secretary and Treasurer are elected every two years. The remaining chapter board members are appointed positions and include the Professional Development Officer and committee chairs. The Executive Board meets monthly to manage chapter business, such as requests for certification maintenance credits, event planning, legislative priorities, etc.

Our chapter membership...

is made up of about 150 planners at all government levels as well as private consultants, local planning board members, landscape architects, environmental scientists, lawyers, engineers, professors, students and other professionals dedicated to sound planning principles. Expanding our membership is a priority to strengthen our chapter.

APA-RI has established and maintains a chapter website, which, along with general chapter communications, publishes the following:

- Annual work plan, bylaws, budget, and strategic plan
<https://www.rhodeislandapa.org/lead/documents/>
- Calendar of events
<https://www.rhodeislandapa.org/calendar1/>
- List of chapter officers and board members
<https://www.rhodeislandapa.org/lead/chapter-leadership/>

APA-RI distributes broadcast emails every Friday afternoon and as needed to its membership regarding events and conferences, educational opportunities, monthly chapter meetings, job and RFP notifications, and more.



Planning Context

A key feature of any plan is the context in which it is intended to function, that is to say, the people and organizations we work with. This section of APA-RI 2026 discusses APA-RI’s relationship to:

- APA National
- New England and other Region 1 chapters—especially Connecticut and Massachusetts
- Rhode Island state agencies
- Rhode Island city and town governments
- Affiliated groups -professional organizations and nonprofits with related missions

This section also discusses who our chapter represents, i.e., our existing membership.

Relationship of the Rhode Island Chapter to APA National

APA National is an independent, not-for-profit educational organization that provides leadership in the development of vital communities. The American Planning Association was created in 1978 by the consolidation of two separate planning organizations, but its roots grow all the way back to 1909 and the first National Conference on City Planning in Washington, D.C. APA National has established the following Mission:

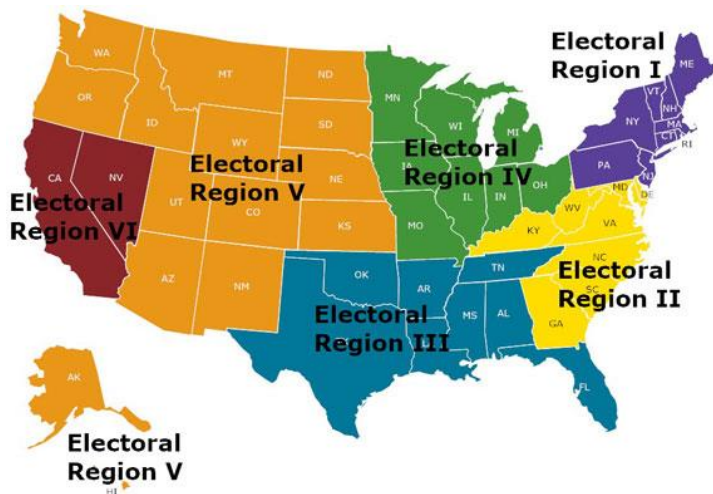
Creating great communities for all.

And the following Vision:

The American Planning Association will lead the way to equitable, thriving communities by creating unique insights, as well as innovative and practical approaches that enable the planning community to anticipate and successfully adapt to the needs of a rapidly changing world.

Region 1 Chapters

APA - Region 1 consist of nine states. Region 1 represents Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, and Pennsylvania.





Region 1 also extends into Canada and represents planners from Ontario, Quebec, and Maritime Provinces.

In 2015, Region 1 held a conference in Saratoga Springs, New York with the theme of getting ahead of the future.

Southern New England Chapters

(<http://www.sneapa.org/>)

The Southern New England Chapters include Massachusetts, Connecticut, and Rhode Island. **APA-RI enjoys a particularly close relationship with the Connecticut and Massachusetts chapters of APA.** Each year, we participate in the Southern New England American Planning Association (SNEAPA) Conference. SNEAPA is an annual 2-day planning conference, hosted by the Connecticut, Rhode Island, and Massachusetts chapters of APA. The conference draws over 500 planners, landscape architects, architects, engineers, academics, students and others. Hosting of the conference revolves from state to state and is therefore held in Rhode Island on a triennial basis. SNEAPA represents APA-RI's primary source of revenue for chapter activities.



SNEAPA 2020 was ...

held virtually due to the pandemic. Once in-person events can be held again, it will be Rhode Island's turn to host.

Northern New England Chapters

(<http://nnecapa.org/>)

The Northern New England chapters include Maine, New Hampshire, and Vermont. This regional group of APA chapters is an important opportunity for Rhode Island to form a closer relationship with and collaborate on issues and conference events.

APA Divisions

(<https://www.planning.org/divisions/>)

There are 22 Divisions of APA representing professionals with shared interests. Areas range from city, regional, rural, federal, and international planning to environmental, hazard mitigation, housing, and transportation planning, and more. The Divisions offer professional development and training, and allow members to have a deeper understanding of certain topics on a nationwide scale.

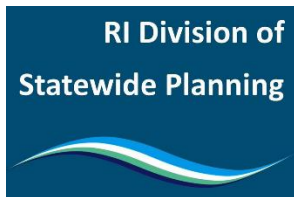


Rhode Island Affiliated Organizations

Planners come from many professional walks of life and APA-RI partners itself with a wide range of professional, governmental, academic, and advocacy organizations. Three key examples are discussed below. APA-RI is constantly working to strengthen our existing affiliations as well as establishing new relationships with allied organizations.

Rhode Island Statewide Planning Program

(<http://www.planning.ri.gov/about/>)



The Rhode Island Division of Planning consists of two main components – the Statewide Planning Program and the Water Resources Board. The Rhode Island Statewide Planning Program prepares and maintains plans for the physical, economic, and social development of the state; encourages their implementation; and coordinates the actions of state, local and federal agencies and private individuals within the framework of the state's development goals and policies. The Statewide Planning Program consists of the State Planning Council and staff who specialize in land use, comprehensive planning, GIS, transportation, and other related topics.

The State Planning Council oversees the Statewide Planning Program's work. The Council adopts goals and policies related to planning, most of which are contained within individual plans, which are elements of the State Guide Plan.

There are 27 members of the State Planning Council representing a range of interests. Currently, the APA-RI past president serves as a public member of the State Planning Council along with three other municipal planners/APA-RI members. In addition, the current APA-RI President serves as the Vice Chair of the Technical Committee to the State Planning Council, along with six other municipal planners/APA-RI members.

Grow Smart RI

(<http://www.growsmartri.org/>)

Grow Smart RI provides statewide leadership for diverse public and private interests seeking sustainable and equitable economic growth by advocating for compact development in revitalized urban, town, and village centers balanced with responsible stewardship of our region's natural assets – farmland, forests, the coastline, and the Bay. They inform leaders, decision makers, and concerned citizens about the many benefits of compact development and asset stewardship and provide research and training on proven smart growth strategies. Grow Smart RI convenes broad coalitions that advocate policy reforms and specific projects designed to build communities where all people and businesses can thrive. APA-RI regularly attends and supports Grow Smart RI events.



Rhode Island League of Cities and Towns

(<http://www.rileague.org/>)

Associations like the Rhode Island League of Cities and Towns exist in 49 states and were originally formed for the purpose of representing municipal government interests before the state legislature. This role has expanded to include representation



before the executive and state administrative agencies as well as the provision of technical assistance, information sharing, and training to assist municipal officials in fulfilling their responsibilities. An important and highly visible function of the RILC&T is its annual conference. APA-RI has been an exhibitor at the annual RILC&T convention and hosted a session on social equity at the most recent virtual convention in January 2021. Since 2018, APA-RI has been an Affiliate Member of RILC&T. Among other advantages of this relationship, RILC&T staff serve as lobbyists and legislative advisors to APA-RI, and also manage our mail.



Mission, Core Values, and Implementation Objectives

The heart of this strategic plan is the mission statement, core values, and five-year implementation objectives. This section is written to clearly establish a direction forward for our chapter and the means by which we will pursue that direction through our annual Work Plans.

Chapter Mission Statement

APA-RI has established the following mission:

Use planning to create strong, healthy, resilient, and equitable communities.

Our intent in this strategic plan is to describe how we will achieve our mission through advocacy, networking, outreach, and professional development.

Chapter Tagline

APA-RI has established the following tagline that can be used on our letterhead, website, e-blasts, and all other communications:

Building Strong Communities for All Rhode Islanders.

Core Values

The Core Values below are based on the Chapter Vision in APA-RI 2020, which the APA RI Board believes is still largely relevant for our next five years. They have been expanded and two new concepts have been added: Champion Equity and Serve Our Members. The eight Core Values are:

- **Build Street Cred**—Create a “seat at the table” for APA-RI in working with the Rhode Island General Assembly, and others. APA-RI will be the “go-to” source for information and legislative input related to land use and zoning in the state. APA-RI will stand up for its legislative principles and be a strong, effective, and proactive advocate for our members and communities, knowing that many of our individual members are not in a position to be direct advocates themselves.
- **Champion Equity** – Rhode Island needs diverse and culturally responsive planning professionals to support more inclusive, just, and equitable communities through a planning profession as diverse and inclusive as the communities we serve. APA-RI will equip planners to perform inclusive, culturally competent, and equitable planning practices, and work to nurture more diversity in local planning students and workforce. We will build relationships and establish credibility with organizations that have equity as their primary mission.
- **Spread the Word**—Build on the current use of social media and other forms of communication to promote planning principles and planning-related events. Maintain regular, weekly communications with members and partners and continue to seek ways to expand communication and connections among members and partners. Be



sure that APA-RI is presenting a consistent message in all its communication, both internally to members and externally to other people and organizations.

- **Enlighten**— Rhode Island needs highly skilled local decision makers and informed citizens to help create and sustain great communities. APA-RI will support excellence in local decision-making by offering and partnering with other providers of training, information, and other resources to planning and zoning board members, elected officials, and engaged community members. It is important that everyone in the state understand the purpose and value of sound planning, particularly in the context of critical issues like climate change and social equity.
- **Have Fun**—Continue to bring intellectually stimulating and engaging networking opportunities through conferences like SNEAPA and social events such as the annual holiday party and summer get-together. Take lessons from the pandemic and explore ways to continue offering programs, networking, and social events virtually, as well as in-person and in hybrid forms.
- **Get a Clue**—Continue to spearhead lifetime learning opportunities through certificate maintenance opportunities, cutting-edge technical training, AICP training, and support for the reintroduction of a graduate-level planning program in Rhode Island. Take advantage of expertise at APA National (including Divisions and other chapters), local colleges and universities, State government agencies, and other local non-profits to collaborate on training opportunities or advertise other existing opportunities to our members. Build relationships with local primary and secondary schools to help inspire a new generation of Rhode Island planners.
- **Get it Done**—Take the lead on special projects and planning efforts that have inter-municipal, statewide or regional importance. APA-RI can be a conduit for seeking grants to get things done that can't be done by any one municipality or that fall out of scope for state agencies. Beyond grant funding, APA-RI can harness the energy and expertise of our members, seek sponsors and sponsorships, and connect with the resources of APA National, other APA Chapters and Divisions, and affiliated professional organizations. APA-RI will use its strong relationships to get things done.
- **Serve Our Members**—Over the next five years, APA-RI will reevaluate its member services and benefits, to maximize the value of being a paid member of the Chapter. APA-RI will consider all the services it provides, and determine which should be available to members only, which should require a fee, and when fees should be tiered for members vs. non-members. APA-RI will also explore ways to attract and retain members other than professional planners, including planning and zoning board members, professionals in related careers, students, and community organizations interested in being champions for planning.



Five-Year Implementation Objectives

We have established the following five-year implementation objectives for each of APA-RI's Core Values:

Build Street Cred

- Maintain an active and diverse Legislative Committee to proactively develop legislation, review proposed legislation, and prepare and deliver testimony for bills.
- Build positive, productive relationships with Leadership and Members of the General Assembly and other advocacy organizations (both those with similar and divergent legislative agendas from APA-RI's). Host at least one event with General Assembly members each year.
- Consistently promote and advocate for legislation that in line with APA-RI's [Legislative Principles](#).

Champion Equity

- Maintain an active and diverse Equity, Diversity, and Inclusion (EDI) Committee to proactively work on EDI programs and events.
- Ensure all work of APA-RI is conducted through an EDI lens, from legislative advocacy to communications to member and leadership recruitment. Seek ways to diversify Rhode Island's professional planners, planning board members, and other land use decision makers, and create a pipeline of more diverse planning students and young professionals.
- Stay on top of local land use and planning issues in need of EDI advocacy – including current and past zoning and land use practices that have exacerbated inequality - and bring light to these issues.
- Connect APA-RI members with EDI resources and best practices from other organizations in Rhode Island and from across the country.

Spread the Word

- Maintain a weekly e-news with information on APA-RI and partner events and activities, legislative updates, job opportunities, and other news of relevance to Chapter members.
- Continue to expand the members trained in maintaining the APA-RI website and make sure the site is updated regularly. Do a better job of posting and archiving meeting agendas and minutes, legislative testimony letters, and more. Establish a system for expanding the planner resources available on the website.
- Continue to expand the members trained in maintaining APA-RI's Facebook and other social media accounts and make sure these tools are used more effectively.
- Use the APA-RI Tagline in all communications.
- Explore more effective alternatives for communication among APA-RI members and among planners in Massachusetts and Connecticut – WhatsApp, municipal planner e-mail lists, or other platforms might be more effective than the existing RI Planners Listserve.



Enlighten

- Continue partnering with the RI Land Use Training Collaborative and the Statewide Planning Program to develop and help present curriculum for planning boards and commissions, and other interested leaders.
- Continue partnering with Grow Smart RI, RILC&T, and other organizations to develop programming and materials about sound planning for state and local leaders.
- Develop our own programs and outreach materials. For example: Develop a social equity curriculum to take directly to communities; Develop materials for National Planning Month that can be used across the state to promote the value of planning; Offer customized trainings or topic discussions with Planning Boards, or otherwise provide teams of planners to assist with local needs.
- Continue to use the annual APA-RI Awards to celebrate planning successes across Rhode Island.
- Many planners are at the front line of government for residents – we should take advantage of this position to promote transparency, consistency, accountability, positive civic discourse, and overall trust in local government.

Have Fun

- Continue to host the annual holiday/awards party and summer social.
- Continue hosting virtual social gathering opportunities, even post-pandemic.
- Look for new ways to have fun in person as the pandemic wanes – schedule regular field trips, happy hours, and other social gatherings, and consider coordinating with other related professional organizations in Rhode Island, Massachusetts, and Connecticut.

Get a Clue

- Maintain an active Programs/Events Committee with a goal of directly developing or partnering with other local entities to provide at least 16 hours of AICP CM-approved events each year (as well as working on purely social events). Promote these events both within and outside Rhode Island.
- Maintain a Professional Development Officer position to approve other local AICP CM-approved events and connect members with resources for the AICP Exam and pursuing FAICP status.
- Continue to connect APA-RI members with training opportunities from entities other than the Chapter and take a lead role in advocating for another Region 1 conference.
- Work closely with Rhode Island College, Roger Williams University, and University of Rhode Island to expand planning-related education in the state, including the reintroduction of a school of planning for graduate studies.
- Work closely with the Charette Charter High School in Providence to find ways each year to engage with their students, through mentorships, student presentations, guest lecturers, and more.



Get it Done

- Establish and promote a tiered system of annual APA-RI Sponsorships for our website, e-news, and events.
- Actively seek APA Chapter President's Council grants and other grant opportunities every year to accomplish things that cannot otherwise be covered by the budget.
- Work with the Programs/Events Committee and Membership Committee to identify programs that should charge a fee and set a consistent and reasonable tiered pricing structure for members vs. non-members.

Serve Our Members

- Maintain an active Membership Committee charged with maintaining and expanding membership and finding ways to maximize the value of being a paid member of the Chapter.
- Prepare and maintain marketing materials to recruit new members.
- At least annually, share marketing materials with lapsed members, Planning Boards & Commissions, local municipal planners, related professional organizations, and more.
- Explore a mentorship program for new planners – pairing them with more experienced planners in Rhode Island.
- Offer more opportunities for members to connect with one another for networking and peer support, whether on specific topics or generally.

Appendix 1

Compendium of Key Documents and Chapter Performance Criteria

APA National Documents

Note: The links below are only available to APA members who log in to www.planning.org.

- [Articles of Incorporation and Bylaws of the American Planning Association and the American Institute of Certified Planners](#)
- [Strategic Plan of the American Institute of Certified Planners](#)

Chapter Performance Criteria

Each APA Chapter must meet the following required criteria as well as several elective criteria. Below is a description of the required criteria and how APA RI has complied with each.

1. **Mission Statement:** Each chapter shall develop a mission statement, which defines the chapter's core function(s) or purpose(s) and submit to APA staff.

APA RI's Mission Statement is included in its Strategic Plan.

2. **Long-Range Development Plan:** Each chapter shall prepare and maintain a long-range development plan and submit to APA staff at least every five years.

APA-RI 2026 serves as APA RI's Long-Range Development Plan.

3. **Annual Work Plan:** Each chapter should prepare an annual work plan, which identifies outcome-based goals for the coming year(s), based on the mission statement and the long-range development plan. This work plan can be a listing of goals and objectives, much of which correspond to these criteria and shall be submitted to APA staff.

APA RI's [Annual Work Plan](#) is updated each year and posted on the Chapter's website.

4. **Bylaws:** Each chapter shall operate under a current set of bylaws. Chapters shall review their bylaws no less than once every four years and update as needed. These bylaws shall be sent to APA staff.

APA RI's [Bylaws](#) were last updated in 2019 and will be reviewed and updated in 2021 or 2022.

5. **Financial Report:** Each chapter must prepare and submit the financial report (including any required IRS forms, such as IRS Form 990) for the previous (or most recent) fiscal year to APA staff annually. The report shall include the identification of all sources of income as well as expenditures.



The Chapter Treasurer prepares this report for National annually, including the APA RI [Annual Budget](#). APA-RI's financial procedures, filings and records are consistent with the [financial management guidance](#) provided by APA National.

6. **Annual Business Meeting:** Each chapter must hold a business meeting annually in person or via electronic communications.

APA RI generally holds its annual meeting in person at the SNEAPA conference each fall. In 2020 the meeting was held virtually as part of the virtual SNEAPA.

7. **Leadership Meetings:** Each chapter must send its chapter president or proxy to at least one of the two leadership meetings held in any given calendar year.

All Leadership meetings in 2020 and 2021 were held virtually and were attended by either the Chapter President or a proxy. In-person Leadership Meetings are expected to resume in 2022.

8. **Communications:** At least three (3) times per year, each chapter shall distribute to its members and APA staff, a newsletter or comparable form of communication that focuses on current information and concerns relevant to its chapter. This communication may be in an electronic form.

APA RI sends out a weekly e-news to all its members every Friday afternoon. Special announcements and other standalone communications (for membership votes, events, etc.) are sent as needed.

9. **Brand Identity:** Chapter publications shall be consistent with the APA Brand Identity for logos and signatures; letterheads; and newsletter mastheads.

APA RI uses the standard Chapter Logo for all communications.

10. **Chapter Officers:** Each chapter shall provide and maintain a current list of all chapter officers to APA staff.

This is updated after each election cycle and includes the Past President, President, President-Elect, Secretary, and Treasurer. A list of all elected and appointed [APA RI Board Members](#) as well as [Chapter Committees](#) is posted on the Chapter's website.



Appendix 2

Strategic Planning Process

The planning process began in November 2020 and continued through the membership vote to approve the plan, which ended June 18, 2021.

- November 2020: At its regularly scheduled monthly meeting, the APA RI Board reviewed the existing Strategic Plan, and brainstormed things that were missing. Based on this discussion, the Chapter President revised and expanded the vision of the existing plan into the “Core Values” of APA-RI 2026 and drafted three alternative “Mission Statements.”
- December 2020: At its regularly scheduled monthly meeting, the APA RI Board reviewed the “Core Values” and “Mission Statements,” brainstormed implementation objectives for each Core Value, and discussed the best way to get feedback from APA RI members. The Board decided to host four lunchtime “listening sessions” with members, giving them a chance to comment on the draft “Core Values” and “Mission Statement” and the overall direction of the chapter, and share ideas for specific implementation objectives. These Listening Sessions were initially designed to cover two “Core Values” each, but attendance was small enough (generally about four participants each) to have a general conversation about the whole strategic plan.
- February 5: Listening Session #1
- February 12: Listening Session #2
- February 19: Listening Session #3
- March 5: Listening Session #4
- March 2020: At its regularly scheduled monthly meeting, the APA RI Board reviewed the feedback from the four listening sessions and gave the Chapter President the go ahead to draft a final version to be circulated to membership for review.
- April 2020: Chapter President circulated the final draft to the APA RI Board, which voted at its regularly scheduled monthly meeting to circulate the draft to membership for review.
- April 23 – May 10: Through the Chapter’s weekly e-news, members were encouraged to review and comment on the draft Strategic Plan.
- May 2020: At its regularly scheduled monthly meeting, the APA RI Board voted to hold an electronic vote of members to approve the Strategic Plan.
- May 26 – June 18: Electronic voting open. In total, 18 members voted unanimously to approve the plan.
- June 2020: At its regularly scheduled monthly meeting, the APA RI Board voted to adopt the Strategic Plan.



American Planning Association
Rhode Island Chapter

Appendix 3

APA RI Legislative Principles

Principles for Support of Enforceable State Policy

APA RI – January 2019

1. APA RI supports enforceable policy, including legislation, that respects the importance of self-governance (i.e., home rule) at the municipal level, while acknowledging that some issues require state standards, enabling authority and guidance.

What this means:

- Legislation and other enforceable policy adopted by the state must be consistent with the Rhode Island Constitution and must respect the right of municipalities to make policy decisions at the local level. Policy should be established in consideration of the needs and desires of all Rhode Island municipalities, whether urban, suburban or rural.
- Certain issues require goals to be set by the state. APA RI will support enforceable policy aimed at achieving state goals when municipalities are given the flexibility to achieve those goals in a way that is pragmatic and reasonable for each municipality.
- APA RI acknowledges that in some cases state standards are necessary to establish equitability and socio-economic justice. APA RI is committed to working with the state to craft standards where setting individual municipal standards may be impracticable or counter to the state's equitability and socio-economic justice goals.

2. APA RI supports legislation that is consistent with the State Guide Plan (SGP).

What this means:

- APA RI supports the long-term vision of the SGP, and supports legislation and other policy that takes a long-term view of the future.
- APA RI acknowledges that some elements of the SGP may be dated, no longer providing desirable goals, policies and actions. In such cases, APA RI supports updating the SGP, which may include interim policy corrections if needed.
- In particular, APA RI supports legislation that takes the state and all its municipalities closer to the vision of the land use element of the SGP, Land Use 2025.

3. APA RI rejects unfunded and unsupported mandates.

What this means:

- APA RI rejects state mandates that require municipal action without offering necessary financial and technical support.

4. APA RI supports a holistic approach to legislation and policy.

What this means:

- APA RI rejects legislation and other policy that is drafted to respond to singular situations or actions without consideration of context, repercussions, and collateral issues. Where such policy is proposed, APA RI will work through the broader implications and will promote alternatives that address the core of the issue, and not just a singularity.



- Specific to policy related to land use, APA RI acknowledges the need for an appropriate balance among competing land uses. APA RI will not support legislation that allows one land use to dominate any other.
5. APA RI supports legislation and policy that values an efficient planning process responsive to the needs of the public.
What this means:
- APA RI will reject policy that requires actions or processes that do not account for public input or a public-planning process, or that prioritize time and money over people and communities.
6. APA RI supports policy that is technically correct and consistent with existing law.
What this means:
- APA RI will strive to do its own research and “homework” for any legislation it puts forth or promotes, to ensure that it is based on the best available data, and that it is consistent with existing policy (or points out where existing policy should be adjusted).
 - APA RI will also strive to offer alternatives for proposed policy related to planning and land use that is NOT technically correct or based on the best available data.