



American Planning Association

Making Great Communities Happen

APA DIVISIONS COUNCIL

2015 ANNUAL DIVISION PERFORMANCE REPORT

APA PLANNING AND WOMEN DIVISION

CHAIR, FIONA AKINS

1. Work plans and Budgets

The Division's annual work plans and budgets are provided in **Appendix A** (2015) and **Appendix B** (2016).

2. Communications

a. Newsletter

The Division's next newsletter is due to be published at the beginning of December 2015. Recognizing the disproportionate cost and effort in producing formal newsletters, and our members' desire for more frequent and concise communication, the Division has been moving away from producing newsletters, focusing efforts instead on regular eBlasts, social media engagement, and using our website as a platform for information sharing.

b. Website updates

The Division maintains a publicly accessible webpage on APA's parent website (www.planning.org/divisions/planningandwomen). The webpage is used as a key tool for sharing and promoting information about our events and programs, and engaging with our members. It is user-friendly, provides a central point of contact for women in the planning field, and maintains information that is both available broadly to the public and password protected information for members only.

Content and updates are created and overseen by the Executive Committee, and are posted to our website by APA staff (coordinated by the APA Senior Leadership Coordinator). Features on the webpage include information on annual division sponsored events, newsletters, membership directory, leadership contacts, and information on how to join the division.

New information added to the webpage during this reporting period include the Division's proposed Bylaws revision, Executive Committee meeting minutes, and this year's joint survey with Cornell University's Women's Planning Forum – "Workplace Dynamics Survey: Exploring Gender Trends in the Workplace".

c. e-blasts/social media sites

PWD promotes membership outreach through the distribution of networking and professional development information through regular emails and eBlasts; and a strong social media presence on Facebook, Google+, LinkedIn, and Twitter. Content for emails and eBlasts is generated by the Executive Committee and approved and sent by the Chair. A four-person Social Media Committee manages and shares content for posts to our four platforms. Members are encouraged in our emails and newsletters to join these social networking groups, and we prominently post icon links on our webpage.

- Facebook: <https://www.facebook.com/APAPWD>
- Google+: <https://plus.google.com/118225609725627839470/posts>
- LinkedIn: <http://tinyurl.com/nz256ao>
- Twitter: <https://twitter.com/APAPWD>

d. Membership surveys

Sponsored by the Divisions Council, the Division's partnership with Cornell University's Women's Planning Forum produced a second national survey of practicing planners on Workplace Dynamics. As with our first survey launched in 2014 (Aging and Gender in Planning), the Workplace Dynamics survey was directed not just to our members but to APA's broader national membership, while the goals and intent of the survey directly served and supported the mission of our Division. The survey asked questions about gender issues in the workplace, exploring topics such as staffing, workplace behavior, and parental leave. All genders were encouraged to participate. The survey closed on June 26, 2015. Results are being reviewed and analyzed as a part of the FY2016 Work Plan.

e. Specific outreach for volunteer opportunities

Volunteer positions are posted to our website [<https://www.planning.org/divisions/planningandwomen/volunteer/>], and regularly solicited in emails, newsletters, and social media. We also maintain an open call for members interested in getting involved in the Division to reach out to any member of the Executive Committee.

The Executive Committee keeps a running list of tasks to be undertaken when volunteer capacity is available. This year, volunteers have contributed to creating a map of our members across the country; interviewing and writing an article on an inspiring female planner; and researching speakers, venues, and costs for a ticketed reception at the 2017 National Conference in New York City.

In addition, the Division will be seeking volunteers for four new Executive Committee positions, to be created through our proposed bylaw revisions, to be voted on in December 2015 or January 2016.

3. Annual National Planning Conference

a. Conference Sessions

The Division held two sessions at the National Planning Conference in Seattle in 2015:

- Aging and Gender in Livable Communities (S507)
Sunday, April 19, 2015
4:00 p.m. - 5:15 p.m. (By-right Session)
- Facilitated Discussion: Sisterhood of the Traveling Plan(ners) (S824)
Monday, April 20, 2015
10:30 a.m. - 11:45 a.m.

Both sessions were extremely well attended, with standing room only in both rooms, and approximately 200 people attending the Facilitated Discussion. Audience engagement was very enthusiastic, and both sessions had to cut question periods short due to time limit constraints. Over 100 business cards were collected from interested and prospective members from these sessions, which formed the basis for a newly created Prospective Members outreach list that the Executive Committee now maintains.

b. Annual Business Meeting

The Division's Annual Business meeting was held on April 19th 2015 from 6:45 p.m. – 7:45 p.m. in Seattle, during the National Planning Conference. Please refer to **Appendix C** for the Business Meeting Minutes & Attendance List.

c. Divisions Council Booth

PWD provided staffing for the Divisions Council booth at the conference expo, on Tuesday, April 21, 2015 from 10:30 a.m. to 12:00 p.m. The booth was staffed by Chair Fiona Akins, and former Chair and Division mentor Libby Tyler.

d. Reception

The Division hosted a very successful drinks reception at a venue called Good Bar on April 19th, immediately following our Annual Business Meeting. Attendance exceeded our expectations, and we were delighted to extend to the open bar during the evening, when it was apparent that conversation and networking were making the event a great success. The entire Executive Committee attended, and enjoyed meeting and chatting with enthusiastic planners from across the country. We also signed up several new members during the event, using an iPad an Executive Committee member had brought on site.

4. All Other Events/Programs

No other events to report.

With a robust Work Plan for 2016, and planned expansion of the Executive Committee to support Division activities, the Division anticipates and is eager to have

FY2015 ANNUAL DIVISION PERFORMANCE REPORT: PLANNING AND WOMEN DIVISION

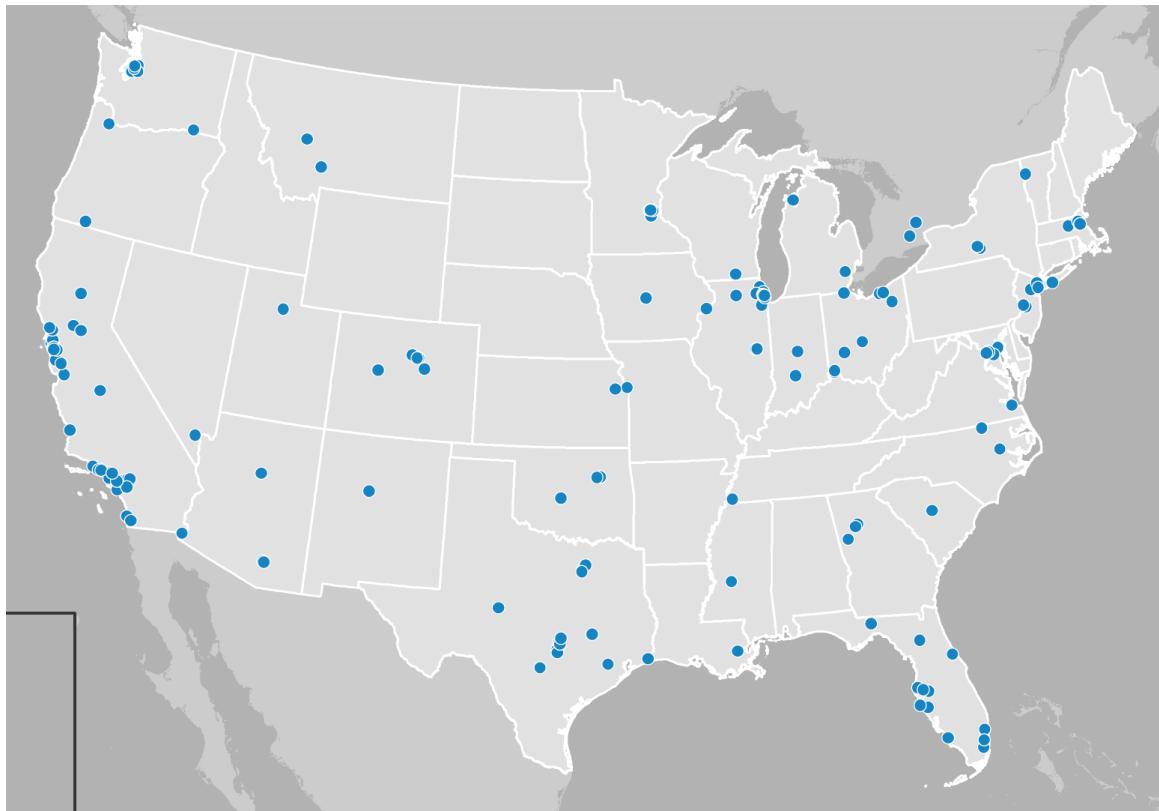
much more to discuss on this subject in the FY2016 Annual Division Performance Report.

5. Membership

The Division is very pleased to report an impressive 20% increase in membership from the previous year. The Division aims to continue this rate of increase over 2016.

Division Membership by Type	FY2014 Q4	FY2015 Q4	Net Increase	% Change
Faculty	2	1	-1	-50 %
Student	25	23	-2	-8 %
Early Career/ New Professional	12	27	15	125 %
Life/Retired	10	9	-1	-10 %
Regular	103	122	19	18 %
TOTAL	152	182	30	20 %

With the help of a volunteer, we also mapped our existing members across the country, which provides us with a great sense of the distribution of our members, our regions of focus, and geographic areas where we need to focus our membership recruitment efforts.



Geographic range of Division Members (Created by Marisa Berry, 2015).

6. Division Assistance Programs

Our Division Executive Committee participates in many opportunities to support the planning community. In 2014 and 2015, the Division developed a partnership with Cornell University to conduct research regarding gender and workplace dynamics for women. This important work has been presented at the National Conference, and advertised on our social media sites.

The Division's Executive Committee is also active throughout APA, demonstrating an impressive commitment to the profession and our organization:

Division Chair, Fiona Akins is active in the NY-Metro Chapter, serving as the Vice President of Professional Development.

Division Secretary, Patrice Ruffin is heading up the Planning for a Changing Population Initiative of APA, and is past chair of the Planning for the Black Community Division.

Division Treasurer, Breanne Rothstein, is serving as the President of the Minnesota Chapter of APA.

In addition, many of the Division's members are actively involved with APA at the national and Chapter level, as well as involved in other Divisions.

7. Research and Publications

The Division continued working in its Divisions Council-sponsored collaboration with Cornell University's Women's Planning Forum on research titled "Planning through a Gender Lens: Inclusive Planning for Aging and Livable Communities". In 2015 the collaboration was completed, and work created through this effort included:

- A conference session "Aging and Gender in Livable Communities" presented at the National Planning Conference in Seattle in April 2015. The session shared and explored the results of the 2014 national survey, and was very well attended by a standing-room only audience of mixed age and gender. Session presented on Sunday April 19th 2015, 4:00pm.
- The "Workplace Dynamics Survey", a national survey of practicing planners conducted from April to June 2015. This survey explored gender issues in the workplace, asking questions on staffing, workplace behavior and parental leave. The survey is provided in **Appendix D**, and is available online at: https://cornell.qualtrics.com/jfe/form/SV_b930cwStoksS3BP.
- An Issues Brief summarizing the research and results of the national survey of practicing planners launched by the Division in winter 2014. The issues brief, entitled "The Need to Plan for Women: Planning With a Gender Lens", was written by Cornell University's Amanda Micklow AICP, in November 2015, and provides a comprehensive summary of this academic collaboration. The brief is provided in **Appendix E**, and available on the Division's website: www.planning.org/divisions/planningandwomen/pdf/nov2015issuebrief.pdf
- A webinar entitled "Inclusive Planning for Livable Communities" described and discussed the research process, results, and next steps. The webinar was presented using APA's webinar platform on November 10th, 2015 and provided 1.5 CM credits. A recording of the webinar is available online at: <https://planning.adobeconnect.com/p2ogszb2zuv/?launcher=false&fcsContent=true&pbMode=normal>

8. Elections

Elections were not undertaken in 2015. The Divisions is on APA's new standardized election cycle, and will hold its next election in the autumn of 2016, for Executive Committee positions to begin on January 1, 2017.

9. Financial Report

Appendix F provides the Division's Financial Report.

Our budget was completed as expected. Given the small amount of money in our budget (\$2,500 annually), the Division works almost entirely on a volunteer basis. Our annual budget typically covers the expense of hosting one webinar, publishing

one or two newsletters, and reimbursing a portion of the Chair's required travel to APA meetings. Until the Division grows significantly, we do not expect to increase our work plan budget. We plan to take advantage of Division Chairs' travel assistance in FY 2016.

10. Bylaws

The Division undertook a comprehensive revision to its bylaws in their entirety, based upon the Model Divisions Bylaws provided by the Divisions Council in 2014. A new mission statement was created; the Division proposed to change its name to the Women and Planning Division; four new Executive Committee positions were created, doubling the size of the Executive; a new reimbursement strategy for required Chair travel was established; job descriptions for each Executive Committee position were clarified and elaborated; and several other organizational and structural changes were created or clarified.

Outreach to our membership was undertaken to solicit ideas and feedback in drafting the proposed bylaw revisions, and then a three-week membership review period was undertaken to present a complete draft of the proposed bylaw revisions to members for their comments. With APA staff support, a feedback tool (using SurveyMonkey online platform) was provided on our website to enable members to provide general or specific comments throughout the bylaws. Feedback from members was very minimal - a total of three individuals provided feedback - and positive. Feedback was also provided by email directly to the Executive Committee.

The Division will next present our proposed name change to the APA Board, and will then hold a ballot of our membership to approve our finalized bylaws, expected in early 2016.

A draft of our proposed bylaws, not yet adopted, is provided in **Appendix G**.

11. Divisions Council Meetings

Chair Fiona Akins represented the Division at the two annual Divisions Council meetings, at the National Planning Conference in Seattle in April 2015, and at the Fall Leadership meeting in Washington DC in September 2015.

12. APA Development Plan

During the reporting period, the Division addressed three key strategies outlined in APA's Development Plan:

PARTNER – PWD has partnered with Cornell University's Women's Planning Forum on the "Workplace Dynamics Survey: Exploring Gender Trends in the Workplace" survey as detailed above.

SERVE – PWD, seeing a need to ensure that its members are being provided the best service possible, has amended its Bylaws to allow for additional Executive

Committee positions. The additional positions will address needs in the areas of communications, education, and student outreach.

LEAD – PWD, in collaboration with other Divisions such as the Private Practice Division, is taking the lead on topics that are important to planners in the profession. The Divisions have begun discussions on working together on future surveys regarding equality within both public and private planning offices, based on requests for more detailed survey responses.

13. Division Challenges

The key challenge for the Division has been the volunteer capacity to plan and undertake the goals of the Division. The Executive Committee's key focus in 2015 has been establishing organizational structures to enable the Division to scale significantly in size over the next five years, aiming in the long term to grow our membership by a ten.

The Executive Committee's key strategy to achieving our goals and significantly expanding our membership has been to (i) expand the capacity of our Executive Committee by increasing the number of committee positions, (ii) provide geographic coverage by establishing volunteer capacity within State Chapters. These organizational efforts will allow the Division to offer in-person programming throughout the country, increasing our relevance and effectiveness to members.

The secondary, and closely related, challenge to the Division is a lack of funds to execute programming. The focus on expanding Executive Committee capacity and growing membership is aimed at increasing a funding stream, and thus enabling the Division to provide more frequent, effective, and place-based programming.

14. Shout it from the Mountains

Despite our small budget, we have a cadre of core volunteers who have helped the Division complete the following activities in FY 2015:

- Partnering with Cornell University to complete important research regarding Workplace Dynamics (Women in the Workplace) and presenting this research in a variety of settings.
- Planning, facilitating, and debriefing from two National Planning Conference sessions on this research, as well as building a nationwide network of women planners through a formal networking event in Seattle.
- Planning and producing a webinar on "Inclusive Planning on Aging and Livable Communities"
- Comprehensive revision to our bylaws to establish the organizational structures needed to significantly grow the Division, including doubling the size of the Executive Committee.
- Nominating two distinguished Division members for admission to the FAICP in 2016.
- Twenty percent growth in membership from the previous year.

Appendices:

- A.** FY 2015 Work Plan and Approved Budget
- B.** FY 2016 Work Plan and Proposed Budget
- C.** Annual Business Meeting Minutes & Attendance
- D.** "Workplace Dynamics Survey". Cornell Women's Planning Forum and APA Planning and Women Division, 2015.
- E.** "The Need to Plan for Women - Planning With a Gender Lens: Issues Brief." Amanda Micklow AICP, November 2015.
- F.** FY 2015 Financial Report
- G.** Draft Proposed Bylaw Revisions, not yet adopted.

Appendix A

2015 Work Plan and Budget

Planning & Women Division

FY2015 Work Plan

Policy/Goal	Tasks	Actions	Parties Responsible	Budget
Leadership/ Governance	1. Expand leadership team to include people responsible for a variety of tasks	A. Create list of desired new Board positions with clear job descriptions for each. B. Draft revisions to bylaws to expand the leadership team C. Conduct vote with membership to revise Board positions, in accordance with APA policy. D. Recruit members to fill new leadership positions	Elected Officers (subset of Division Executive Committee)	\$0
Member Outreach / Communications	1. Publish an electronic newsletter on a biannual basis	A. Recruit 3 members to form an Editorial Committee to assist Newsletter Editor(s) in producing Newsletter B. Create an annual schedule and share with the Board. Revise as necessary, provide deadline reminders, and ensure schedule is followed. C. Solicit article submissions from a variety of contributors D. Include regular business activity updates from Division leadership (e.g. Message from the Chair, Budget Update, etc.) E. Maintain format & design developed by Newsletter editors F. Distribute via e-mail & social media; post on website	Newsletter Editors; Editorial Committee	\$0
	2. Provide more frequent "e-updates"	A. Develop a schedule and potential recurring topics for e-updates B. Work with Executive Committee to create content for e-updates	Secretary; Communications Committee	\$0
	3. Conduct member survey (last conducted 2013)	A. Develop process and schedule to conduct survey every two years. B. Publish and promote survey via e-mail, newsletter, social media, etc. C. Design and publish electronic 'snap shot' digestible summary report to share results with members.	Executive Committee; Survey Committee; Communications Committee;	\$0

		D. Implement survey findings into FY 2016 (& 2015, if possible) workplan E. Post results to Division website.		
CONT. Member Outreach / Communications	4. Conduct "Constituent Calls" once every quarter.	A. Host quarterly conference calls with members to provide updates on Division activities/Q&A/solicit new ideas B. Publish an annual schedule of calls and promote to members on website, newsletters, etc. Revise as needed. C. Select & publicize topics, themes, or speakers for each call. Revise as needed.	Division Vice Chair; Programs Committee	\$0
	5. Maintain & increase social media presence (Facebook, LinkedIn, Twitter, Google+)	A. Share content relevant to PWD's mission on a frequent basis B. Recruit 3 members to form a Social Media Committee to keep platforms up-to-date. C. Establish protocol so all platforms get updated with the same / similar content at the same time, as appropriate. D. Generate ideas to maintain sustainable updating schedule. E. Reach out to other Divisions & Chapters for ideas on best practice on managing social media platforms. F. Consider purchasing a Facebook "promotion" to promote a special event or program.	Communications Committee; Social Media Committee	\$25
	6. Engage Chapters, Early Career & potential partner organizations	A. Contribute PWD content to Chapter newsletters/social media B. Connect with leadership of other Divisions and Chapters to explore opportunities for partnerships. C. Network with leadership of other Divisions and Chapters at the national conference.	Executive Committee; Chair	\$0
CONT. Member Outreach / Communications	7. Maintain Division website	A. Recruit web volunteer to maintain and increase PWD content B. Conduct review of other Division / Chapter websites to generate ideas to improve ours. C. Improve photos and visuals by reaching out to members and other sources for compelling, attractive graphics.	Executive Committee	\$0

	D. Ensure all newsletters and relevant Business reports are easily accessible on our website.		
8. Welcome & Retain Members	A. Send monthly welcome e-mail to new members B. Send monthly reminder e-mail to expiring members encouraging them to renew.	Secretary	\$0
9. Maintain regular communication among Executive Committee	A. Coordinate monthly Executive Committee conference calls, and provide agenda in advance. B. Maintain ongoing email / phone communication with Board and Division members to ensure timely progress of Division business.	Chair	\$0
10. Manage meeting minutes and records	C. Manage calendar invitations and conference call-in details for monthly Executive Committee calls. D. Record and distribute meeting minutes and action items to Board.	Secretary	
2015 Conference Activities	<p>1. Have one by-right session at the 2015 National Conference</p> <p>A. Conference Coordinator works with session organizer to plan/promote/host session.</p>	Executive Committee; Conference Coordinator; Cornell Women's Planning Forum (via DC Grant)	\$0
2. Have one facilitated discussion at the 2015 National Conference	A. Conference Coordinator works with session organizer to plan/promote/host discussion.	Executive Committee; Conference Coordinator	\$0
3. Host reception at conference	A. Find venue for reception B. Find APA co-hosts for reception C. Promote event		\$800
4. Strive for high attendance (including members and non-members). Encourage involvement/networking among attendees	A. Publicize business meeting via e-mail, social media & newsletter well in advance of conference. B. Encourage current and prospective members to attend. C. Promote meeting during conference through networking and social media. Consider posting fliers, or other announcement tools. D. Identify volunteer roles to recruit for at business meeting. E. Organize an opportunity to social after the meeting. Identify nearby venues	Executive Committee; Communications Committee.	\$45

		<p>suitable for an informal gathering.</p> <p>F. Provide opportunity to sign-up to Division during Business Meeting. Consider use of tablet / laptop to facilitate.</p>		
	5. Recruit sponsor to provide light refreshment at business meeting	<p>A. Conduct targeted outreach to organizations with an interest in PWD's mission</p> <p>B. Propose sponsorship recognition during the meeting in appreciation.</p>	Executive Committee	\$200 (if no sponsorship)
	6. Provide staffing for APA Divisions booth	<p>A. Issue a call to leadership and members to recruit booth staffing support</p>	Executive Committee	\$0
2016 Conference Activities (commence work in 2015)	1. Hold one by-right session at the 2016 National Conference	<p>A. Enlist Conference Coordinator(s)</p> <p>B. Solicit session proposals from members</p> <p>B. Work with session organizer to plan/promote/host session.</p>	Executive Committee; Conference Coordinator(s)	\$0
	2. Hold one facilitated discussion at the 2016 National Conference	<p>A. Enlist Conference Coordinator(s)</p> <p>B. Solicit discussion proposals from members</p> <p>C. Work with session organizer to plan/promote/host discussion.</p>	Executive Committee; Conference Coordinator(s);	\$0
	3. Host reception	<p>A. Find venue for reception</p> <p>B. Find APA co-hosts for reception</p> <p>C. Promote event</p>	Executive Committee; Conference Coordinator(s);	
	4. Host a Mentorship program event. (This may coincide with (3) above.)	<p>A. Provide a social event to: provide face-to-face meeting for participants.</p> <p>B. Consider award, lecture, or panel component.</p> <p>C. Raise awareness of program</p>	Executive Committee; Conference Coordinator(s)	
Education & Professional Development	1. Develop long-distance mentorship program	<p>A. Research best practices among peer professional and women organizations</p> <p>B. Create and implement pilot program</p> <p>C. Scale program to serve full Division membership</p>	Executive Committee; Programs Committee	
	2. Conduct a minimum of one webinar through APA platform	<p>A. Register as CM provider</p> <p>B. Identify topic & recruit speakers</p> <p>C. Follow up with attendees to encourage membership</p>	Programs Committee	\$595
	3. Consider the possibility of "Conversation Call" series as a means of supplementing educational and professional development offerings	<p>A. Develop a series to share practice or ideas in a conference call or webinar-style format.</p> <p>B. Consider a 'pecha kucha' style format to share</p>	Programs Committee	\$0

		<p>passion, opinions, ideas, visionaries, inspiration, etc.</p> <p>C. Identify speakers</p> <p>D. Facilitate discussions</p>		
Divisions Council Grant	1. Complete and publish "gender lens" research in accordance with terms of DC Grant Agreement.	<p>A. Host by-right session at National Conference in Atlanta 2015 to present findings.</p> <p>B. Host webinar in 2015, for CM credit, related to facilitated discussion & survey findings.</p>	Executive Committee; Cornell Women's Planning Forum	\$625
Leadership Meetings	1. Attend National Conference & Fall leadership meeting	<p>A. Division Chair to attend and report to Executive Committee, and to membership through newsletter and/or e-Blast.</p>	Chair	\$1,000
	2. Hold a mini-retreat at the national conference before main programming begins.	<p>A. Ensure availability of Executive Committee</p> <p>B. Brainstorm purpose, and reserve an appropriate location</p> <p>C. Develop agenda and goals for meeting and circulate to Executive in advance.</p> <p>D. Circulate outcomes from meeting to Executive and schedule biannual 'check in' to review progress.</p>	Chair; Executive Committee	
	3. Encourage entire Executive committee to attend National Conference	<p>A. Division Chair promotes National Conference participation</p> <p>B. Pursue subsidy from APA to fund attendance of additional board members to national conference.</p>	Chair; Executive Committee	\$0
APA Development Plan	1. Continue to collaborate with other population divisions	<p>A. Division Chair coordinates with other division chairs regarding activities, gaining assistance/input from Executive Committee</p>	Chair; Executive Committee	\$0
	2. Continue to assist APA in its diversity initiatives	<p>A. Undertake activities as requested and based upon availability of Executive Committee and Members</p>	Executive Committee, Division Members	\$0

Total budget = \$3,290

Appendix B

2016 Work Plan and Budget

Planning & Women Division

FY2016 Work Plan

Policy/Goal	Tasks	Actions	Parties Responsible	Budget
Leadership/ Governance	<p>1. Expand leadership team to include four new officer positions (Building on proposed bylaws revision in FY2015)</p>	<p>A. Conduct vote with membership to revise Board positions, in accordance with APA policy.</p> <p>B. Recruit members to fill new leadership positions: Communications Director, Membership Director, Chapter Liaison Director, and Director of Student Engagement.</p>	Elected Officers present in FY2015	\$0
	<p>2. Develop committee structure to support accomplishment of Division goals</p>	<p>A. Recruit members to serve on a variety of committees, including: Communications, Editorial, Social Media, Programs, Chapter Liaison, Student Liaison Committees and others that may be established as needs arise.</p>	Executive Committee	\$0
Member Outreach / Communications	<p>1. Publish an electronic newsletter on annual basis</p>	<p>A. Recruit 3 members to form an Editorial Committee to assist Newsletter Editor(s) in producing Newsletter.</p> <p>B. Create an annual schedule and share with the Board. Revise as necessary, provide deadline reminders, and ensure schedule is followed.</p> <p>C. Solicit article submissions from a variety of contributors.</p> <p>D. Maintain format & design developed by Newsletter editors.</p> <p>E. Distribute via e-mail & social media; post on website.</p>	Communications Director; Newsletter Editors; Editorial Committee	\$0
	<p>2. Provide more frequent "e-updates"</p>	<p>A. Develop a schedule and potential recurring topics for e-updates.</p> <p>B. Include business activity updates from Division leadership (e.g. Message from the Chair, Budget Update, etc.).</p> <p>C. Work with Executive Committee to create content for e-updates.</p>	Communications Director; Communications Committee	\$0
	<p>3. Conduct member survey</p>	<p>A. Develop process and schedule to conduct survey every two years.</p>	Membership Director and other members of Executive Committee; Communications Committee	\$78

	B. Publish and promote survey via e-mail, newsletter, social media, etc. C. Design and publish electronic 'snap shot' digestible summary report to share results with members. D. Implement survey findings into FY 2017 (& 2016, if possible) workplan. E. Post results to Division website.		
4. Maintain & increase social media presence (Facebook, LinkedIn, Twitter, Google+)	A. Share content relevant to PWD's mission on a frequent basis. B. Recruit 3 members to form a Social Media Committee to keep platforms up-to-date. C. Establish protocol so all platforms get updated with the same / similar content at the same time, as appropriate. D. Generate ideas to maintain sustainable updating schedule. E. Reach out to other Divisions & Chapters for ideas on best practice on managing social media platforms. F. Consider purchasing a Facebook "promotion" to promote a special event or program.	Communications Director; Social Media Committee	\$25
5. Engage Chapters	A. Connect with leadership of all Chapters to establish Chapter Liaison Committee. B. Support and publicize existing local mentorship opportunities. C. Develop and facilitate programs and events at the Chapter level.	Chapter Liaison Director; Chapter Liaison Committee	\$0
6. Engage students and early career planners	A. Connect with leadership of all APA-registered Planning Student Organizations. B. Promote student involvement in the Division. C. Develop and facilitate student programs and events.	Director of Student Engagement; Student Liaison Committee	\$0
7. Maintain Division website	A. Recruit web volunteer to maintain and increase PWD content. B. Conduct review of other Division / Chapter websites to generate ideas to improve ours. C. Improve photos and visuals by reaching out to members and other sources for	Communications Director; Communications Committee	\$0

CONT. Member Outreach / Communications

		compelling, attractive graphics. D. Ensure all newsletters and relevant Business reports are easily accessible on our website.		
	8. Welcome & Retain Members	A. Send monthly welcome e-mail to new members. B. Send monthly reminder e-mail to expiring members encouraging them to renew.	Membership Director	\$0
	9. Maintain regular communication among Executive Committee	A. Coordinate monthly Executive Committee conference calls, and provide agenda in advance. B. Maintain ongoing email / phone communication with Board and Division members to ensure timely progress of Division business.	Chair	\$0
	10. Manage meeting minutes and records	C. Manage calendar invitations and conference call-in details for monthly Executive Committee calls. D. Record and distribute meeting minutes and action items to Board.	Secretary	\$0
2016 Conference Activities	1. Have one by-right session at the 2016 National Conference	A. Conference Coordinator works with session organizer to plan/promote/host session.	Executive Committee; Conference Coordinator; By-right session panelists	\$0
	2. Have one facilitated discussion at the 2016 National Conference	A. Conference Coordinator works with session organizer to plan/promote/host discussion.	Executive Committee; Conference Coordinator; Facilitated Discussion panelists	\$0
	3. Support additional sessions proposed by members or of interest to membership	B. Promote such sessions to membership.	Executive Committee; Conference Coordinator	\$0
	4. Host reception at conference	A. Find venue for reception. B. Find APA co-hosts for reception. C. Promote event.	Executive Committee	\$800
	5. Strive for high attendance (including members and non-members). Encourage involvement/networking among attendees	A. Publicize business meeting via e-mail, social media & newsletter well in advance of conference. B. Encourage current and prospective members to attend. C. Promote meeting during conference through networking and social media. Consider posting fliers, or other announcement tools.	Executive Committee; Communications Committee	\$45

		D. Identify volunteer roles to recruit for at business meeting. E. Provide opportunity to sign-up to Division during Business Meeting, By-right and Facilitated Discussion sessions, and Reception.		
	6. Recruit sponsor to provide light refreshment at business meeting	A. Conduct targeted outreach to organizations with an interest in PWD's mission. B. Propose sponsorship recognition during the meeting in appreciation.	Executive Committee	\$200 (if no sponsorship)
	7. Provide staffing for APA Divisions booth	A. Issue a call to leadership and members to recruit booth staffing support.	Executive Committee	\$0
2017 Conference Activities (commence work in 2016)	1. Hold one by-right session at the 2017 National Conference	A. Enlist Conference Coordinator(s). B. Solicit session proposals from members. B. Work with session organizer to plan/promote/host session.	Executive Committee; Conference Coordinator(s)	\$0
	2. Hold one facilitated discussion at the 2017 National Conference	A. Enlist Conference Coordinator(s) B. Solicit discussion proposals from members. C. Work with session organizer to plan/promote/host discussion.	Executive Committee; Conference Coordinator(s)	\$0
	3. Host reception	A. Find venue for reception. B. Find APA co-hosts for reception. C. Promote event.	Executive Committee; Conference Coordinator(s)	\$800 (2017 budget)
Education & Professional Development	1. Publicize and support existing Chapter and PSO mentorship programs	A. Research and compile existing mentorship efforts throughout the country. B. Publicize these programs to existing membership. C. Encourage program participants to join Division.	Vice Chair; Chapter Liaison Director; Director of Student Engagement	\$0
	2. Conduct two webinars through APA platform	A. Register as CM provider. B. Explore partnerships with other Divisions to jointly sponsor webinars. C. Identify topic & recruit speakers. D. Follow up with attendees to encourage membership.	Vice Chair; Programs Committee	\$1095
Leadership Meetings	1. Attend National Conference & Fall leadership meeting	A. Division Chair to attend and report to Executive Committee, and to membership through newsletter and/or e-Blast.	Chair	\$1,000
	2. Hold a mini-retreat at the national conference before main programming begins.	A. Ensure availability of Executive Committee. B. Brainstorm purpose, and reserve an appropriate location.	Chair; Executive Committee	\$0

		C. Develop agenda and goals for meeting and circulate to Executive in advance. D. Circulate outcomes from meeting to Executive and schedule biannual 'check in' to review progress.		
	3. Encourage entire Executive committee to attend National Conference	A. Division Chair promotes National Conference participation. B. Pursue subsidy from APA to fund attendance of additional board members to national conference.	Chair; Executive Committee	\$0
APA Development Plan	1. Continue to collaborate with other population divisions	A. Division Chair coordinates with other division chairs regarding activities, gaining assistance/input from Executive Committee.	Chair; Executive Committee	\$0
	2. Continue to assist APA in its diversity initiatives	A. Undertake activities as requested and based upon availability of Executive Committee and Members.	Executive Committee, Division Members	\$0

Total budget = \$3,243

Appendix C

Annual Business Meeting – Minutes and Attendance

**American Planning Association
Planning and Women Division**

Annual Business Meeting

**April 19, 2015
6:45 p.m. – 7:45 p.m. PST
Seattle, Washington**

MINUTES

AGENDA

1. CALL TO ORDER

The meeting was called to order at 6:45 p.m. PST.

2. INTRODUCTIONS

Fiona Akins, Chair, welcomed the membership.

The Executive Committee introduced themselves.

3. VISION FOR THE DIVISION

Fiona indicated that one of the primary goals is to grow the membership. The Division has 150 members. APA has 38,000 members.

Another goal is mentorship. Alice Walkup, Vice Chair, will head up the program.

Final goal is organizational structure, including growing Executive Committee, reworking bylaws, and increasing volunteer base.

4. PROGRAMS

Alice invited the members to introduce themselves.

The mentoring program would set up as a remote program due to broad geographic composition. Alice indicated that another goal is to ensure that Chapters are supporting women in planning and are communicating with the women in their states. She also asked that members let the Division know about programs for women in their states. The Division would like to have liaisons with each Chapter. Alice would like feedback from the membership on setting up the program. An outline of the plan will be provided in June for comment and the final plan will be implemented in August.

Alice discussed webinars as a good way to provide professional development to members and to also promote the Division to non-members. The Division will hold 2 webinars per year.

Alice discussed preparing for the 2016 conference in Phoenix. She requested full participation in conference session submittals.

Alice reminded members to join as many Divisions as they are interested in.

5. COMMUNICATIONS STRATEGY

Communications is one of the most important tasks of the Division. However, Fiona mentioned that there is a need for additional volunteer support. Fiona referenced the Strategic Plan document handed out and requested input.

Fiona discussed the Communications Strategy, reducing the focus on newsletters and instead provide more frequent e-blasts. For social media, there has been a strong team in the past, but there isn't as much cross-sharing across platforms. Looking to establish social media team who will set up standards of social media and report to the Executive Committee on performance. The website person will make the website has all our information online. Proposing to create a new Executive Committee position, Communications Director, who would lead these tasks. Proposing a bylaws change, and will reaching out to Division membership for input.

Other ideas for outreach are not as fully formed. Resources wiki, having a page on the website - portal with resources, people could add their own info. - data, toolkits, information on ideas that have been discussed.

Creating a new Exec. Committee position to address Communication. - have been struggling with capacity and believe creating a contained position will be helpful. There is a need to prioritize outreach to sustain and grow the Division.

Lani Eggertsen-Goff said they are going through a similar process - Executive Committee members who will be Communications - one person who reports up to the Executive Committee on the Committee's activity. Kim Prillhart said that sometimes they rely on CA resources, but they want it to be a national newsletter. She described the CA way of sharing content frequently. It is hard to put four newsletters together a year. It was a great mechanism for meeting people. Kimber Gabrysak suggested making it really easy and obvious for women to join, and there was some discussion of the need and desire to make joining the Division simpler, but the current APA membership process (new and renewal), does not lend itself to making Division sign-ups easy.

6. GOVERNANCE

Fiona reiterated she will be emailing out the Comm. Director proposal. She said that the volunteer committees will do more of the work. She described another idea would be a Membership Director, growing the membership is a key task and not doing a great job with that right now or gets absorbed into secretary role. Executive Committee positions need to not have to heavy a workload. She described having a liaison to the SRC, may consider proposing membership director to membership.

Chapter liaisons

More can be done to work with Chapters to have structure. Some liaisons can be mentorship leaders

on the ground. Intend to make that a sustainable, consistent presence. Emerging professionals may also be a way to connect with that group.

Past Chair's Council

People who have been involved with Chapter and APA - resource, not directly easy to tap into resources, hold on to women who move on in their career - opportunities for partnerships could reach out in a more formal way.

7. FINANCIAL & MEMBERSHIP REPORTS

Breanne gave the financial report highlighting the revenue for the last year and explained that much of the money goes. Leveraged the research, which was presented at the session. Can apply for Divisions grants. Put on two webinars in the year. Money could cover the cost of the webinar. Fiona mentioned the APA platform can generate revenue; Divisions Council will reimburse us if we don't make \$500. Several Divisions have used platform to generate funds. Looking at the idea for charging for webinars as a way to generate funds. Divisions Council offers \$500 reimbursement for chair travel. Historically, the Division has had more people, but has grown dramatically in two years.

8. CLOSING REMARKS

Fiona summarized the meeting and the ideas shared them. Small and committed group, if you have ideas - share ideas with us. Reach out to them for specific asks. Fiona thanked the Executive Committee for their work and the other attendees for participating in today's meeting.

9. ADJOURNMENT

The meeting was adjourned at 7:45 p.m. PST.



American Planning Association
Planning and Women Division

Making Great Communities Happen

Appendix D

Workplace Dynamics Survey

Workplace Dynamics Survey

APA Planning & Women Division Survey is being conducted in collaboration with other APA divisions.

Thank you for electing to participate in the workplace equality survey sponsored by the APA Planning and Women. This short survey will ask questions about gender issues in your workplace. While the survey asks about both you and your work environment, responses will remain confidential. Results will be presented at the Planning and Women meeting at the national conference in April 2015.

Part 1: About You

Sex (*Male/Female*)

Age (*Under 25/ 26-35/ 36-45/ 46-55/ 56-65/ Over 65*)

Management/Non-Management (*Select One*)

Part 2: About Your Workplace

Local/Regional/State (*Select one*)

Public/Private/Non-Profit (*Select one*)

Size of department? *Small (Less than 10)/ Medium (10-20)/ Large (Greater than 20)*

Number of planners in department? (*Less than 5/ 5-10/ Greater than 10*)

Gender breakdown of management (*All Male/ Majority Male/ Balanced/ Majority Female/ All Female*)

Gender breakdown of non-management (*All Male/ Majority Male/ Balanced/ Majority Female/ All Female*)

Part 3: About Your Community

Population Size (*Less than 20K/ 20K-50K/ 50K-100K/ 100K-250K/ 250K-1M/ Over 1 Million*)

Metropolitan Status (*Principal City in Metro Area/ Outlying Area in MSA/ Non-metropolitan*)

Region (*NE, SE, MW, SW, W, NW*)

Part 4: Work Environment

Please indicate to what extent you agree or disagree with the following statements.

Strongly Agree/ Agree/ Disagree/ Strongly Disagree/Don't Know

Gender issues are easy to raise in my workplace.

If a concern is expressed about a gender equality issue, it is taken seriously.

Men are more likely to be heard than women in professional meetings.

I find it necessary to be more prepared than my co-workers of the opposite sex.

My superiors respect my decisions.

My co-workers respect my decisions.

Part 5: Salary and Benefits

Please indicate to what extent you agree or disagree with the following statements.

Strongly Agree/ Agree/ Disagree/ Strongly Disagree/Don't Know

Men and women are paid the same rates for performing similar work within my department.

Equal opportunities for advancement exist for both men and women.

Does your workplace offer the following:

Paid leave (to take care of an elderly family member or sick child) (*Yes/No*)

Parental leave (*Yes/No*)

Paid/Unpaid (*Select One*)

Maximum duration of leave (*Enter Value in Months*)

If eligible, did you take it? (*Yes/No*)

Part 6: Work-Life Balance

Does your workplace offer the following? (*Select Yes or No*)

Part-time work
Comp time for night meetings
Flexible work hours
Flexible work location

Please indicate to what extent you agree or disagree with the following statements.

Strongly agree/ Agree/ Disagree/ Strongly Disagree/Don't Know

Flexible work is actively encouraged in my department.
I have the flexibility I need to manage my work and caring responsibilities.
My commitment will be questioned if I chose to use flexible work options.

Thank you.

Appendix E

Issues Brief:
The Need to Plan for Women



Amanda Micklow, AICP, Elizabeth Kancilia, & Mildred Warner, PhD

Department of City & Regional Planning, Cornell University

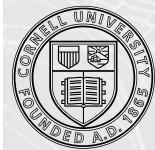
OVERVIEW: PLANNING WITH A GENDER LENS

Planners can foster more equitable, inclusive and *livable* communities with transportation, housing and zoning, and economic development policies that address the needs of women. This requires a shift in transportation planning from a focus on commuting to a focus on mobility. Planning and zoning codes should promote affordable housing, and neighborhoods should be designed intentionally to reduce care burdens and promote integration rather than separation of spheres of work and family (e.g. progressive zoning policies that allow broader definitions of family, accessory dwelling units, etc.). Finally, economic development policies should promote access to child- and elder- care, and home-based businesses.

INTRODUCTION

Women's issues deserve special attention within mainstream planning practice. Women make up more than half of the population in the United States, but they disproportionately face poverty, are more likely to head a single-parent household (Robbins & Morrison, 2014), are responsible for the majority of housework and childcare (American Time Use Survey, 2014), and have unique travel behavior related to their combination of work and household responsibilities (Cattan, 2008). The realities of women's day-to-day lives have major implications for the planning field.

Due to the recent surge in momentum around planning for aging populations and the fact that planning for aging and planning for women share both a common equity framework and similar solutions (Ghazaleh et al., 2011; Warner & Morken, 2013; Micklow and Warner, 2014; Choi & Warner, 2015), we wanted to examine how planners' practices and attitudes towards aging populations compared to their attention to women. To gather information about the extent to which planners are considering gender in their practice, the Planning and Women Division of the American Planning Association (APA) collaborated with the Women's Planning Forum (WPF) of Cornell University from 2013 to 2015 to develop and analyze a national survey of practicing planners. We wanted to know if planners are also concerned about gender in their work, what they are doing to address the specific needs of women, and if they have identified overlap in planning for aging and for women. The survey, conducted from October to December of 2014, found that planners are less likely to plan for women than they are for aging, but attention to aging can increase sensitivity to gender concerns. The survey also revealed that many planners do not know what it means to plan for women. Thus, planning for aging provides planners with an agenda to move toward more gender sensitive planning.



This project was conducted in collaboration with the Cornell Women's Planning Forum and the Planning and Women Division of the American Planning Association. Work was supported in part by an APA Divisions Council Grant. For more information see www.mildredwarner.org/planning/genderlens and www.planning.org/divisions/planningandwomen/



BACKGROUND

While women's experiences are diverse and varied, women face similar gendered obstacles regarding housing, employment, domestic work and care responsibilities, transportation and safety. Women make up more than half of the population in the United States and 47% of the workforce (International Labor Organization, 2011), yet women earn 78 cents for every dollar that their male counterparts earn (Institute for Women's Policy Research, 2015), and 56% of Americans living in poverty are women (Institute for Women's Policy Research, 2013). Female householder families are also twice as likely to be impoverished as their males (Robbins & Morrison, 2014). Consequently, women are more likely to need affordable housing options than men. This is evidenced by the fact that three-quarters of households living in public housing are female-headed (National Low Income Housing Coalition, 2012). Further, as more than half of sexual assaults happen in or near a victim's home or the home of a relative, friend or neighbor (Mindlin & Vickers, 2007), the need for safe communities is paramount.

Additionally, women are still the primary caretakers of both children and elders (Madfis, 2013). Balancing this unpaid care work with employment reduces women's earnings outside of the home, and the high costs and lack of access to childcare further marginalize women financially (Warner, 2007). Juggling these multiple responsibilities, women have less time to travel to and from work than men, which reduces the quantity and quality of jobs to which they have access (Rapino & Cooke, 2011; Kwan, 1999). Thus, women have unique transportation needs. They are more likely to trip-chain to do household shopping, drop off and pick up children from school, and travel to elders who need care. Even for those without child- or elder- care responsibilities, women spend a significant amount of time commuting to and from work, particularly if public transportation is their primary means of mobility (Crane, 2007).

The differing needs of women within the built environment bear a similarity to the needs of an aging population. These needs include affordable housing, accessible transportation, and support services within a community. Unlike gender issues, aging has recently moved from the fringes of mainstream planning to the center of planning discussions. Motivated demographically and economically by the baby boomer population, the APA published the Aging in Community Policy Guide in 2014 noting that, "the aging of the population creates a unique opportunity and responsibility to apply sound planning approaches and policy to improve communities to serve the spectrum of needs and abilities of older adults" (APA, 2014: 1). The planning approach includes actively engaging the aging population in planning processes; the integration of housing, land use, and transportation; strengthening community support and assets for older adults; and the recognition that the needs of an aging population differ by gender. Encouraged by this connection, the Cornell Women's Planning Forum collaborated with the APA's Planning and Women division to explore how gender affects planning for aging and livable communities to identify the opportunities for further planning interventions. This project was supported by a grant from the APA Divisions Council to address the unique connection between gender, aging, and livable communities.

METHODOLOGY

The project, led by Professor Mildred Warner and Amanda Micklow, brought students from Cornell's Department of City and Regional Planning together with leaders of the Planning and Women Division (Jennie Gordon, Anna Kitces, and Fiona Atkins) over three years to study gender issues, design focus groups and develop a national survey, and use this as a strategy to build interest in the work of the Planning and Women Division. The grant proposal, written collaboratively in Fall 2013, led to a semester long workshop course on Gender and Aging in Spring 2014. Together the students and Planning and Women Division leaders reviewed the gendered history of planning, new directions in planning for aging, and used this exploration to design focus groups for the 2014 APA national conference in Atlanta. The focus group discussions were guided by four questions:

- What is a gender lens in planning?
- How do we apply a gender lens in practice?
- What are the challenges of applying a gender lens?
- How do we celebrate success?

Over forty focus group participants discussed the role of the built environment in fostering women's safety; how the built environment can cultivate community and connectivity; the need for representation of women in planning; ways communities can reflect the diversity of their citizens; and the role that planners should play in issues of domestic, private life. Additionally, the focus groups discussed workplace dynamics and how gender is integrated into professional planning practice.

We decided to separate the issues of planning for women and women's experiences within the professional planning field into two surveys: one on planning practice relating to women and aging, and the other on workplace dynamics in the planning profession. This issue brief describes the results of the first survey on women and aging.

During the summer of 2014, we integrated the focus group feedback into an online survey, *Planning for Women and Aging*, which was launched in October 2014. The survey was advertised through multiple divisions of the APA (Small Town and Rural, Housing and Community Development, and Private Practice), and the APA's national monthly e-newsletter, *Interact*. We shared the results of the survey at the Women and Planning Division's 'Aging & Gender in Livable Communities' session during the 2015 APA National Conference in Seattle, Washington. This session, which drew a standing room only crowd, generated further discussion about how to put a gender lens on planning. The session focused on the gender biases in planning practice and the potential to take a multi-generational approach to planning to better address the needs of both women and an aging population.

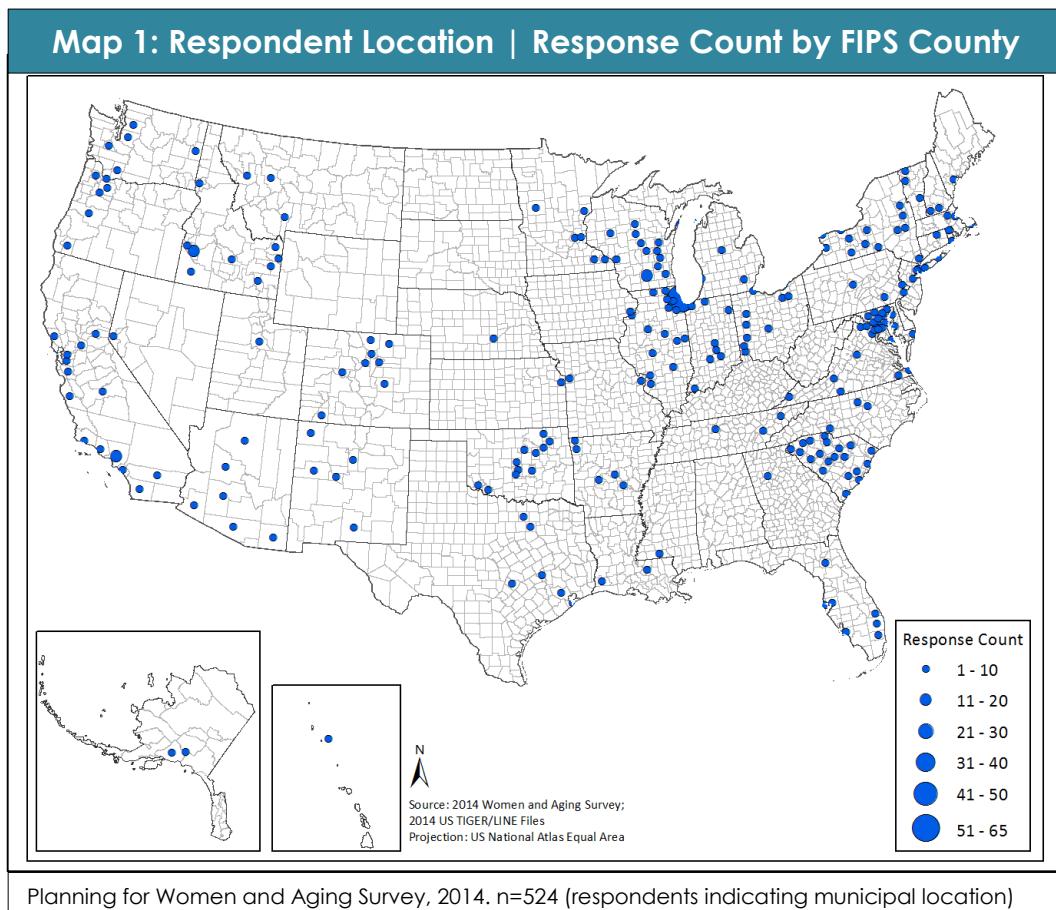


Image 1: 2014 Focus Group Participants, Atlanta, GA

The 2014 national survey asked questions about land use and zoning, transportation planning, comprehensive planning, public participation, community attitudes, planner attitudes and actions, and respondent characteristics. We categorized these questions by practices, attitudes and barriers. Questions about practices identified if and how planners are planning for women, while questions about attitudes gauged both planners' and communities' opinions about the importance of considering women and aging in planning. Questions about barriers explored the mechanisms that hinder planners from considering women and aging in their practices.

RESPONDENT CHARACTERISTICS

Six hundred and twenty four planners responded to our survey, representing 325 municipalities/counties across the country (Map 1, Table 1). In addition to municipal planners, respondents included 44 regional, 19 state and 3 federal planning agencies. Respondents were primarily practicing planners in the public sector (81%), but also included private (13%), and nonprofit (6%) planners. Fifty-five percent of respondents providing demographic information were between the ages of 30 and 50 years old; 66% were women (Table 2).



Of the 624 respondents, 340 completed the full survey. Survey respondents tended to drop off at the land use questions that required more detailed responses about zoning regulations in their communities. Each survey question is analyzed based on its full response rate.

Table 1: Respondent Communities

Population of Municipality Where Survey Respondents Work	No. of municipalities/counties	No. of respondents
Over 1,000,000	9	55
500,000-1,000,000	14	48
250,000-499,999	15	26
100,000-249,1,000	37	71
50,000-99,999	42	70
25,000-49,999	70	99
10,000-24,999	63	74
5,000-9,999	34	38
2,500-4,999	22	24
Under 2,500	19	19
Regional/State/Federal Planners	--	66
No jurisdiction given	--	34

Planning for Women and Aging Survey, 2014. n=624

Table 2: Respondent Characteristics

Survey Item	Number	Percent (%)
Age (n=333)		
Under 30	20	6
30 – 50	184	55
51 – 65	106	32
Over 65	23	7
Sex (n=332)		
Female	219	66
Male	113	34
Scope of Planning Practice (n=333)		
Local	264	79
Regional	51	15
State	14	4
Federal	4	1
Type of Planning Practice (n=333)		
Public	270	81
Private	44	13
Nonprofit	19	6
Years in Current Position (n=326)		
Less than 1	28	9
1 – 5	110	34
6 – 10	78	24
Greater than 10	110	34

Planning for Women and Aging Survey, 2014

RESULTS: PLANNERS' PRACTICES

Comprehensive Planning and Participation

In the first section of the survey, we asked about the inclusion or recognition of women's needs and the needs of an aging population in comprehensive plans, as well as participation in the planning process itself. Survey respondents indicated that 94% of their communities have a comprehensive plan, yet only 2% of those comprehensive plans pay specific attention to the needs of women, compared to 55% for aging (Table 3).

Table 3: Comprehensive Planning		
Survey Item	Yes (%)	No (%)
Does your community have a comprehensive plan? (n=624)	94	6
Does your community's comprehensive plan give specific attention to the needs of women? (n=464)	2	98
Does your community's comprehensive plan specifically address the needs of your community's aging population? (n=464)	55	45

Source: Planning for Women and Aging Survey, 2014

One possible explanation for the absence of specific language regarding women's needs in comprehensive plans is that historically men have dominated the real estate sector (Fainstein, 2001) and the planning field, designing and constructing cities and suburbs according to traditional views of appropriate gender and family relations (Fainstein & Servon, 2005; Hayden, 2002; Saegert, 1980). This results in a lack of attention to gender and family concerns, which has been documented in other national surveys of family friendly planning (Israel & Warner, 2008) and planning across generations (Choi & Warner, 2015).

This is not just a problem of lack of professional attention to gender issues. Women's participation also matters and has been shown to be key in helping planners address a broader array of concerns faced by women (Warner & Rukus, 2013). Lack of women's participation limits their influence on planning outcomes and contributes to the ignorance of planners regarding differing women's needs for housing, employment, safety, transit, childcare, and other forms of social support (Fainstein & Servon, 2005). Our survey measures women's level of attendance and engagement in community planning processes. We found that despite being equally represented in terms of numbers at community meetings (Table 4), the majority of survey respondents indicated that women are less likely to be engaged than men (Table 5).

On the other hand, our survey found that seniors are more engaged in community planning processes than any other age group. This is likely due to public meeting schedules conflicting with either work or home responsibilities, which may be less of a problem for seniors. Forty-eight percent of respondents indicated that their communities rarely held public meetings at multiple times of day to help alleviate such issues (Table 4). Planners also reported

that it is challenging to engage meaningful participation from a broad spectrum of residents (Table 5).

Table 4: Public Participation			
Survey Item	Always/Often (%)	Sometimes (%)	Rarely/Never (%)
Attendees at public meetings are representative of both genders. (n=433)	81	17	2
Attendees at public meetings are representative of all ages. (n=432)	48	33	19
Public meetings are offered at multiple times of day to allow constituents with different schedules to attend. (n=435)	22	30	48

Source: Planning for Women and Aging Survey, 2014

Table 5: Level of Engagement			
Survey Item	Agree (%)	Disagree (%)	Don't Know (%)
Women are more engaged in community planning processes than men. (n=432)	28	43	29
Seniors are more engaged in community planning processes than other age groups. (n=432)	63	22	15
It is challenging for planners to engage meaningful participation from a broad spectrum of residents. (n=434)	82	14	4

Source: Planning for Women and Aging Survey, 2014

Zoning

We next asked respondents about zoning regulations in their community. Of the respondents, 92% indicated that their communities utilize traditional zoning ordinances (or a hybrid form) to regulate land use in their community (n=391). Traditional zoning ordinances are those that separate and segregate incompatible land uses from one another and give preference to single-family detached residences as the highest and best use (Micklow & Warner, 2014). These types of ordinances, however, impact women and the aging population by limiting housing and employment options, reinforcing outdated family structures, failing to provide adequate support systems, constraining mobility, and affecting safety both inside and outside of the home. Each of these issues will be discussed in the following sections.

Housing

This section of the survey focused on the connection between zoning and housing in respondent communities. Affordable, safe, and inclusive housing is an issue for women as they account for the majority (56%) of individuals living in poverty, with female householder families twice as likely to be impoverished as their male counterparts. Older women are also more

likely to live in poverty due to factors such as more limited access to pensions and other sources of retirement income, lower lifetime earnings, and a greater need for long term care services at older ages (IWPR, 2015). Denying or limiting the conversion of accessory apartments and single-family houses inhibits women from supplementing their incomes as suppliers of this type of housing, limits low income women from residing in this type of affordable housing as tenants, and precludes alternative family and care arrangements (Markovich & Hendler, 2006; Hayden, 2002). Accessory apartments are also an important way to meet the needs for supportive housing for elders (Warner & Baran-Rees, 2012; Liebig et al., 2006). Thirty percent of survey respondents indicated that their communities permit accessory dwellings in single-family areas by right, 34% indicated the need for a special use permit, and 37% responded that such a use is prohibited (Table 6). A special use permit imposes an additional burden that is both costly and time consuming, with no guarantee of an outcome in the petitioner's favor.

Retrofitting single-family houses for more than one family is another way to provide affordable housing in established communities as well as enable seniors to age in place. This is one way to meet the needs of the rising number of multigenerational households (Ghazaleh et al., 2011). For example, a traditional three-bedroom house can be retrofitted into a three-unit structure by reconfiguring the interior space to create apartments with individual kitchens (Weisberg, 2005). However, the majority of communities responding to the survey do not permit this type of residential conversion (Table 6).

Table 6: Do the land use regulations in your community permit...			
Survey Item	By Right (%)	By Special Use Permit (%)	Not Permitted (%)
Accessory apartments in residential districts. (n=352)	30	34	37
Retrofitting single-family houses for more than one family. (n=341)	16	35	49

Source: Planning for Women and Aging Survey, 2014

Shared housing arrangements, informally known as “Golden Girls housing,” provide residents with private sleeping quarters while sharing public spaces such as kitchens and living rooms. This type of living arrangement generally involves financial support, assistance with household tasks, or both, in exchange for housing. Shared housing may provide an affordable housing option for working professionals, single parents, or residents who desire to age in place. It may also lessen the need for household and child/elder care services, as well as long-term institutional care for seniors (National Shared Housing Resource Center, 2015). Shared housing is also viewed more positively than retrofitting single-family homes, with 70% of respondent communities permitting such living arrangements (Table 7). This is likely due to the fact that shared housing does not require alterations to the exterior or interior of the home.

Family Structure [Composition]

We were interested in how many respondent communities still use traditional family definitions to regulate density and household composition. The ability of communities to regulate family structure is a major concern for women, as zoning policies favoring the traditional, nuclear family continue to remain in place regardless of the extent to which the family structure has changed (Ritzdorf, 1994). In 1960, 88% of children under 18 were living with two married parents, and only 8% in mother-only households. By 2014, just 64% were living in two-parent families and 24% in a mother-only household (US Census Bureau, 2011; 2014).

Despite this change in family structure, 63% of survey respondents indicated that their communities use a definition of family that regulates the number of unrelated people that may live together (Table 7). This means that nontraditional family types or caregiving structures may be illegal under many zoning ordinances.

Table 7: Family Structure		
Survey Item	Yes (%)	No (%)
Does your community use a definition of family that regulates the number of people that may live together? (n=369)	63	37
Does your community allow more than one unrelated family to reside in a single-family home? (n=320)	58	42
Does your community allow shared housing arrangements?	70	30

Source: Planning for Women and Aging Survey, 2014

Child, Elder Care, and Home-Based Work

We asked respondents about the ability to locate childcare and eldercare services in residential zones. Affordable, quality, and conveniently located childcare is a serious need for many families. Forty-six percent of respondents indicated that their communities allow childcare services by right, and 52% by special use permit in residential zones (Table 8). However, traditional zoning ordinances may condition this service. For example, Ritzdorf (1994) found zoning ordinances often restrict care services only to the principal structure, prohibit play equipment from front or side yards, or restrict the number of employees to those living in the residence. Zoning ordinances that limit employees to only those living in the residence are particularly problematic for those wishing to manage or utilize a larger childcare facility in a residential zone, as state laws generally mandate that a second caregiver be present if five or more children are present (Ritzdorf, 1994). Recent reports from the APA find progress in planners addressing childcare issues (Warner, 2007).

Elder care services, such as family day care homes, are regulated more stringently than childcare services with only 37% of survey respondents indicating that this type of use is

permitted by right in residential zones (Table 8). This difference in regulations will become more significant as the US population continues to age.

Table 8: Do the land use regulations in your community permit...			
Survey Item	By Right (%)	By Special Use Permit (%)	Not Permitted (%)
Childcare services in residential zones. (n=352)	46	52	3
Elder care services in residential zones. (n=339)	37	54	9
Other home-based businesses in residential zones. (n=352)	52	46	2

Source: Planning for Women and Aging Survey, 2014

We also asked respondents about how their communities regulated home-based businesses, beyond childcare or eldercare services. Permitting certain home-based businesses would benefit women by allowing closer integration of work and family responsibilities and eliminating some need for childcare outside of the home. Home-based work also creates an opportunity for those disproportionately impacted by traditional zoning practices, like divorced women, elderly, single mothers, and the carless, to engage in paid labor. Our survey finds that over 50% of respondent communities permit some home-based businesses by right in residential zones (Table 8).

Transportation

Table 9: Transportation			
Survey Item	Always/Often (%)	Sometimes (%)	Rarely/Never (%)
Transportation planning in your community addresses trip chaining. (n=347)	22	34	44
Transportation planning in your community addresses mobility management. (n=349)	35	38	27
Roads in your community are being built or redesigned with dedicated (or delineated) space for biking and walking. (n=356)	51	33	16
Design standards in your community ensure that public spaces allow all ages and genders to feel safe and welcome. (n=354)	50	34	16

Source: Planning for Women and Aging Survey, 2014

We asked respondents about transportation planning in their community, specifically to what extent plans address trip chaining. Trip chaining refers to multi-segmented trips that include both primary and secondary activities and begin and end at home (Primerano et al., 2008). Trip chaining and multi-tasking are key features of women's travel, and an inevitable result of women trying to combine their home and work duties within a spatially segregated

landscape. Incorporating trip chaining behavior into transportation plans and land use regulations could alleviate some of the burden facing women by reducing the number of trips, distance, or time spent commuting, which in turn would increase the time women (and men) can spend on household or leisure activities (Israel & Warner, 2008). However, only 22% of respondents report that their communities regularly address trip chaining in their transportation planning efforts (Table 9). We also asked respondents about mobility management in their transportation plans. Mobility management, like trip chaining, recognizes the different transportation needs of its users including older adults, single parents, children and individuals with lower incomes. The majority of respondents (65%) indicated that their communities do not address mobility management in their transportation planning efforts.

Safety

Safety issues are one place where planners are more aware of the needs of women and the aging population. This came out of the focus group discussions at the 2014 APA national conference as well the open-ended comments section in the survey, which asked respondents to share a program or planning element in their community that addresses the needs of women or the aging population. Multiple respondents shared programs that support domestic violence shelters, and complete street initiatives that promote safe and walkable communities. Eighty four percent of respondents indicated that design standards in their community ensure that public spaces are designed to allow all genders to feel safe and welcome (Table 9).

PLANNER AND COMMUNITY ATTITUDES

Only 58% of responding planners specifically consider how their work decisions may affect genders differently, compared to 91% for the aging population (Table 10). What might explain this difference? The larger communities and cultures in which planners work, create significant barriers to gender sensitive planning (Burgess, 2008).

Table 10: Planner Actions				
Survey Item	Often (%)	Sometimes (%)	Rarely (%)	Never (%)
I consider how my work decisions may affect genders differently. (n=332)	17	41	33	9
I consider how my work decisions may affect those of varying ages. (n=331)	52	39	7	2

Source: Planning for Women and Aging Survey, 2014

We asked planners about their communities' culture and attitudes of gender conscious planning, and found that communities, planning boards and developers are generally unaware of the needs of women (Table 11). Without the support or approval of the planning or zoning board, planners cannot pursue gender sensitive initiatives such as zoning or comprehensive plan amendments. By contrast, age conscious planning is much more common; 80% of respondents report that planning/zoning boards are aware of the needs of

this group, and 66% report developers are responsive to the needs of an aging population (Table 11). While 75% of respondents agreed that communities that give attention to gender issues are better able to meet the needs of an aging population (Table 11), in subsequent statistical analyses we find communities that give more attention to aging are more likely to give attention to women's issues as well. This suggests that attention to gender may benefit from attention to aging, and leveraging women's needs in communities would create more livable communities for all.

Table 11: Community Attitudes		
Survey Item	Agree (%)	Disagree (%)
There is a culture of gender conscious planning in your community. (n=270)	17	83
Planning/zoning board is aware of the different planning needs of women. (n=241)	13	87
Planning/zoning board is aware of the planning needs of an aging population. (n=294)	80	20
Developers are responsive to the special needs of women. (n=225)	7	93
Developers are responsive to the special needs of the aging population. (n=271)	66	34
Communities that give attention to gender issues are better able to meet the needs of an aging population. (n=321)	75	25

Source: Planning for Women and Aging Survey, 2014

One barrier to gender sensitive planning revealed in the open-ended comments section was planners' ignorance of gender as an issue. One respondent shared, "as a woman, I'm not sure what type of 'planning program' should be done specifically for women as a separate group." Other respondents found it difficult to understand what gender sensitive planning would mean in practice, "I am curious what it is that you think are the 'special needs of women.' [...] OK, women need more toilets in the bathrooms than men, but otherwise I don't see a difference." A few respondents revealed hostility towards considering women's needs in planning, "I'm a little tired of this stratification of people and attempts to define people's needs as 'special' or different based on race and gender and sexual orientation and every possible social and cultural difference." The open-ended comment section did not reveal the same regarding the aging population. Respondents provided many examples of housing, transportation, and community-wide programs to support aging residents.

CONCLUSION: PLANNING FOR GENDER CREATES INCLUSIVE COMMUNITIES

The 2014 Women and Aging survey results show that we are not giving significant attention to planning for women. While academic scholarship has been aware of the differing needs of women, planning practice has been slow to respond. Conventional forms of land use regulation constrain mobility and limit employment opportunities for women, reinforce outdated family structures as the norm, and provide inadequate support systems. The

limitation or prohibition of home-based work in many zoning ordinances denies women opportunities to engage in paid labor. Zoning ordinances that highly condition childcare services in residential zones put an added burden on women who need to access affordable childcare. Likewise, spatially segregated landscapes and transit plans that do not consider women's mobility needs further burden and isolate women. Affordable housing and neighborhood design that do not consider women's safety is shortsighted. It is clear that gender affects women's opportunities and choices, and planning has a role to play in promoting greater equity for women. We can look to recent shifts in planning practice for aging populations for guidance.



Image 2: 2015 APA National Conference's *Aging & Gender in Livable Communities* Session. Pictured Amanda Micklow, Anna Kitces, Mildred Warner.

Despite the large gap in planning practice, women's needs are beginning to pique planners' interests. A consistent theme arose in our research, debates, focus groups and survey: planning for women and aging populations is planning for everyone. Considering the impact of plans on women means that the needs of most people are also considered. Asking "Would a woman feel comfortable walking here at dusk?" and getting an affirmative response likely means that most people will feel comfortable using the space. Women can be used as a bellwether for safety, as well as other planning priorities. Regarding transportation planning, women

are choice riders: if more women ride transit, more people will ride. Older people and those with disabilities often depend more on public transit than the general population, therefore planning with women in mind will ensure that the needs of multiple groups are met.

While reporting the survey findings to a standing-room-only audience at the 2015 APA National Conference's 'Aging & Gender in Livable Communities' session, an audience member reflected, "I don't give much thought specially to women and the aged. I think they would be good to consider first, because if a project or plan is good for them, it is likely going to be better for everybody." Planners must champion planning for women and aging in order to create more equitable, inclusive, and livable communities for all.



Image 3: 2015 APA National Conference's *Aging & Gender in Livable Communities* Session. Standing-room-only audience.

IMAGE CREDITS

Image 1: Cornell Women's Planning Forum. (2014). Focus group. APA National Planning Conference. Atlanta, Georgia.

Image 2: Robinson, Rita R. (2015). Panel participants. APA National Conference Aging & Gender in Livable Communities Session. Seattle, Washington.

Image 3: Kancilia, E. (2015). Standing-room only. APA National Conference Aging & Gender in Livable Communities Session. Seattle, Washington.

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Appendix F

Financial Report

Planning and Women Division FY15 & FY16 Budgets and Financial Reports	
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Type	Funds Available 11/12/2014
Checking	\$4,623.64
Money Market	\$0.00
Other	\$0.00
TOTAL	\$4,623.64

REVENUE	Description	Proposed Budget FY15		FY15 FINAL as of 11.1.2015		Proposed Budget FY16		FY16 Actuals as of 11.1.2015		Comments
		REVENUE	Subtotal			REVENUE	Subtotal			
Previous FY Balance	Carry forward previous FY balance	2500.00		3,557.14		4623.64				
Rebates	Q4 (trf in November)	140.00				350.00				
	Q1 (trf in December)	350.00		376.25		350.00				
	FY13 Division Dues Grant	-				-				One-time payment of difference in dues not paid in FY13 quarters
	Q2 (trf Mar)	720.00		620.00		700.00				
	Q3 (trf August)	165.00		370.25		350.00				
	Rebate Revenue		1,375.00		1,366.50		1,750.00		-	
Webinar	APA-run webinar to take place in FY16	500.00				350.00				Webinar on topic TBD
Divisions Council Grant	Aging and Livable Communities research									
	Other Revenue		500.00		-		350.00		-	
	TOTAL REVENUE		\$ 4,375.00		\$ 4,923.64		\$ 6,723.64		\$ -	
EXPENSES	Description	EXPENSES	Subtotal	EXPENSES	Subtotal	EXPENSES	Subtotal	EXPENSES	Subtotal	
Payment to National Newsletter/Communication	Design	200.00		200.00		200.00				Stipend to recognize work of Newsletter Editor
	Printing	-				-				
	Handling	-				-				
	Postage	-				-				
	Distribution	-				-				
	Social Media	25.00				25.00				Facebook "promotion" pilot
	Newsletter Expense		225.00		200.00		225.00		-	
Annual Business Meeting	Refreshments	200.00								The Division intends to obtain a sponsor of the business meeting that covers the cost of refreshments
	Printing	45.00								
	Postage	-				-				
	Other	-				-				
Other (Seattle)	Co-sponsored Reception	800.00				1,000.00				
	Annual Meeting Expense		1,045.00		-		1,000.00		-	
Travel - Division Chair	National Planning Conference	800.00				800.00				
	Fall Leadership Meetings	200.00				200.00				
	Travel Expense		1,000.00		-		1,000.00		-	
Webinar	To APA	500.00								Fee to APA for running webinar
	CM provider annual fee	95.00				95.00				Fee for registration as CM provider
	1.5 CM credit	75.00				75.00				Cost to provide CM credit for webinar
Divisions Council Research	Student Stipend	-				-				
	Printing costs	-				-				
	To APA - Webinar	-				-				
	1.5 CM credit	-				-				
FAICP Nomination	Fee for nomination	-				-				
	Other Expenses		670.00		100.00		170.00			
	TOTAL EXPENSES		\$ 2,940.00		\$ 300.00		\$ 2,395.00		\$ -	

Revenue over (under) Expenses for reporting period	\$ 1,435.00	\$ 4,623.64	\$ 4,328.64	\$ -
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Submitted by: Breanne Rothstein, Planning and Women Division Treasurer
Updated 11.1.2015

Appendix G

Proposed Bylaw Revisions – Not yet adopted.

**Women and Planning Division
of the American Planning Association**

Division Bylaws
As amended by members: NEW DATE

1. GENERAL

Name

- 1.1. The name of this Division shall be the Women and Planning Division (hereafter the Division) of the American Planning Association (hereafter APA or the Association).
- 1.2. The Division has been authorized by and is subject to the Bylaws of the APA.

Mission

- 1.3. The mission of the Division is to provide a national network supporting women in the planning profession and to advocate for the needs of women in planning practice.

Purpose

- 1.4. The purpose of the Division shall be to:
 - a. Create a national network of planners actively promoting and addressing the issues of women in planning.
 - b. Promote the professional growth of women in the planning field.
 - c. Provide the planning profession with research and guidance to address the needs of women in planning practice.
 - d. Act as a resource to APA to advocate for legislation and planning policy that improves the welfare and status of women as members of a community and as planning professionals.
 - e. Facilitate connections with other Divisions, Chapters, and allied organizations addressing issues relevant to women in planning.

Nonprofit status

- 1.5. The Women and Planning Division is a subordinate entity under the nonprofit 501(c)(3) status of the American Planning Association.

Procedures

- 1.6. Executive, Committee and Business meetings of the Division shall be guided by the principles of basic parliamentary procedures.
- 1.7. It is encouraged that, wherever reasonably possible, decisions shall be reached by consensus.

2. MEMBERSHIP

- 2.1. Membership in the Division is open to all individuals and institutions who have an interest in the issues of women and planning. APA members can join the Division at any time by paying

dues. Institutional members would include governmental agencies, private firms, schools, libraries, not-for-profit organizations and others with an interest in the mission of the Division.

- 2.2. Individuals and institutions with an interest in the purposes of the Division who are not members of APA may become Division Affiliates by paying Non-APA-Member dues. Division Affiliates shall not be eligible to run for elected officers of the Executive Committee; however, they may participate in non-elected roles. Division Affiliates shall not represent themselves as members of APA.
- 2.3. Division membership begins upon receipt of annual Division dues and terminates upon failure to pay. Division dues are paid annually to APA.
- 2.4. The services that the Division shall provide to its members may include:
 - a. Holding events and programs, such as online seminars, conference sessions, and networking groups.
 - b. Communicating the news and activities of and related to the Division, through email, newsletters, and a Division website.
 - c. Preparing or supporting research papers for publication in APA or other professional or academic journals.
 - d. Recommending statements of policy that support the mission of the Division to APA for their consideration and adoption.
 - e. Preparing and making available to members an Annual Performance Report, Work Plan, and Budget.
 - f. Meeting annually with Division officers and members during the APA national conference.

3. DECISION MAKING

- 3.1. The Executive Committee shall make decisions by a majority of votes, except where specified otherwise in these bylaws.
- 3.2. The Executive Committee shall disseminate adequate notice of and information pertaining to decisions requiring a vote by membership, including by direct email to members and through the Division's website.
- 3.3. The Executive Committee shall strive for accessibility, accountability, and collaboration with membership about Division decisions.

4. EXECUTIVE COMMITTEE

- 4.1. The Executive Committee shall be comprised of the following officers: Chair, Vice Chair, Secretary Treasurer, Communications Director, Membership Director, Chapter Liaisons Director, Director of Student Engagement, and Past Chair.
- 4.2. Additional member leaders appointed at the discretion of the Officers may act in an advisory capacity to the Executive Committee.

- 4.3. The duties of the Executive Committee are to:
 - a. Manage the business and programs of the Division.
 - b. Communicate plans and decisions with membership, and provide clear channels of communication for members to engage with the Executive Committee.
 - c. Prepare, approve and submit to APA the Annual Performance Report, Work Plan, and Budget, following the requirements prescribed by APA's Divisions Council.
 - d. Authorize expenditures consistent with the annual budget and subject to consent by the Chair.
 - e. Prepare and facilitate the Division's by-right educational session(s) at the National Planning Conference, and other sessions as warranted.
- 4.4. Meetings of the Executive Committee shall be called by the Chair, or by a majority of voting Executive Committee members.
- 4.5. A majority of Executive Committee members with voting privileges shall constitute a quorum. Votes of the Executive Committee may be held during in-person meetings, by electronic poll, or by email.

5. OFFICERS

- 5.1. The **Chair** shall be elected to the office and shall:
 - a. Act as the presiding officer of the Division.
 - b. Preside over all Division meetings.
 - c. Be responsible for the Division's compliance with requirements in the APA corporate bylaws, current Division Performance Criteria, and Divisions Council policies and procedures.
 - d. Review and approve the Annual Performance Report, Work Plan, and Budget.
 - e. Authorize specific expenditures in accordance with the approved Budget.
 - f. Appoint Committees, Committee Chairs and other non-elected roles necessary to carry out the Division's annual work program, in consultation with the Executive Committee.
 - g. Make other delegations and decisions necessary to carry out the Mission and Purpose of the Division.
 - h. Serve on APA's Divisions Council.
- 5.2. The **Vice Chair** shall be elected to the office and shall:
 - a. Assist the Chair as directed in managing committee activities, special projects, planning efforts associated with APA's annual National Conference, the annual business meeting, and other activities necessary for the running of the Division.
 - b. In the absence, resignation, or termination of the Chair, assume all duties of the Chair.
 - c. Coordinate and assist other officers with Division programs.

- 5.3. The **Secretary Treasurer** shall be elected to the office and shall:
- a. Provide notice of and prepare minutes for all Executive Committee meetings and of the Division's annual business meeting.
 - b. Oversee preparation of the Annual Performance Report and Work Plan, for approval by the Executive Committee.
 - c. Manage the Division's record keeping and digital file storage and archive.
 - d. Coordinate the posting of appropriate Division records and files to the Division's website.
 - e. Fulfill all recordkeeping and reporting requirements stipulated by APA.
 - f. Submit proposed bylaw amendments to membership.
 - g. Oversee preparation of the annual Budget, for approval by the Executive Committee.
 - h. Manage Division funds and accounts, and provide regular reports to the Executive Committee on the status of the Division's finances.
 - i. Prepare an annual financial report to be presented to the Executive Committee in advance of and at the annual business meeting.
- 5.4. The **Past Chair shall**, at their option upon completion of an elected term, succeed as an ex-officio non-voting officer of the Executive Committee, and shall:
- a. Provide continuity and support to the Executive Committee.
 - b. Undertake such duties as assigned by the Chair.
 - c. Take a leadership role in submittal of award nominations or grant application.
 - d. Help to establish Division awards or stipends.
- 5.5. The **Communications Director** shall be elected to the office and shall:
- a. Manage all of the Division's external communications, including the Division's website, membership communications, social media, and an annual newsletter, and branding management.
 - b. At the discretion of the Chair, appoint and oversee Committees to execute communications efforts.
 - c. Ensure the Division's communications are consistently branded and relevant to members.
- 5.6. The **Membership Director** shall be elected to the office and shall:
- a. Advise the Executive Committee on membership demographics and trends.
 - b. Manage the Division's annual nominations to the College of Fellows of the American Institute of Certified Planners.
 - c. Welcome new members to the Division.
 - d. Provide guidance to the Executive Committee on programs and best practice to improve management and services to members.
 - e. Manage and update the Division's membership roster received from APA.
 - f. Respond to membership queries.
 - g. Develop and execute a survey of membership at a minimum of every two years.
 - h. Coordinate closely with the Communications Director to develop and manage efforts to increase membership, and ensure contact details are up-to-date and accurate.

- 5.7. The **Chapter Liaison Director** shall be elected to the office and shall:
- a. Manage a Chapters Liaison Committee of one representative from every APA Chapter.
 - b. Through the work of Chapter Liaisons, develop and facilitate programs and events at the Chapter level.
 - c. Coordinate closely with other Division programs to engage Chapters in the activities and mission of the Division.
 - d. Establish minimum and best practices for the Chapters Liaison Committee.
 - e. Represent the Chapter Liaisons Committee on the Executive Committee.
 - f. Not represent their own Chapter on the Chapter Liaisons Committee.
- 5.8. The **Director of Student Engagement** shall be elected to the office and shall:
- a. Manage a Student Liaison Committee comprised of one representative from every APA-registered Planning Student Organization.
 - b. Promote student involvement and engagement in the Division, act as a liaison between planning schools and the Division, and represent the Student Liaisons Committee on the Executive Committee.
 - c. Facilitate student events and programs, coordinate closely with other Division programs, and Chair regular meetings with the Student Liaison Committee.
 - d. Develop a program of best practices to guide the activities of the Student Liaison Committee.
 - e. Work with the Membership Director to recruit student members to join the Division.
 - f. Be a current student or within 3 years of graduation at the start of their elected term.
 - g. Not represent their own Planning Student Organization on the Student Liaisons Committee.

6. ELECTIONS

- 6.1. Elections will be held every two years. Newly elected officers will assume office on January 1st in odd-numbered years.
- 6.2. No Division member may serve more than two terms as Chair, whether consecutive or non-consecutive terms. All other elected officers may serve up to three terms in an individual officer position, whether consecutive or non-consecutive terms.
- 6.3. All officers must be current APA and Division members in good standing. Division Affiliates are not eligible to hold elected office.

Nominating Committee

- 6.4. A Nominating Committee will be appointed by the Chair in advance of each election period, and composed of at least three Division members in good standing. The Nominating Committee will issue a call for nominations from the Division membership and conduct an election. Nominating Committee members may not include members running for office.

- 6.5. The Nominating Committee will present an election schedule, which will include a call for nominations, submission of candidate material, and balloting window, for the Executive Committee's approval.
- 6.6. The Nominating Committee will allow a minimum of two weeks for nominations from Membership to be submitted.
- 6.7. Officers shall be elected by receiving a plurality of votes cast by the Division's membership.
- 6.8. In the case of a tie, the Nominating Committee shall submit a second ballot of the same candidates for only the tied officer role to membership, within 1 week of the completed first ballot. The Nominating Committee shall provide an explanation to the membership of the tie-break procedure. The candidates in question will be informed by the Nominating Committee of the tie-break procedure, but will not be granted an opportunity to submit additional or modified material in support of their campaign to membership. In the case of a second tie by ballots cast, the Nominating Committee Chair shall determine the winner by a random drawing.

Vacancies

- 6.9. In the absence or resignation of the Chair, the Vice Chair will assume the duties of the Chair, under the title of Acting Chair, until the term of the vacated Chair is complete. An Acting Chair's term will not count toward a Chair's two-term limit.
- 6.10. All other vacancies, including that of a Vice Chair who becomes an Acting Chair, shall be filled for the remainder of an unexpired term by a vote of the Executive Committee within two months of an officer vacancy. The Executive Committee may or may not call on membership for nominations to fill inter-term vacancies.
- 6.11. The Executive Committee has the authority, but is not obligated, to hold a special election if an officer vacancy will be for a period of 12 months or more.

Termination

- 6.12. In the event that a Division officer is unable to perform their duties or is not functioning within the guidelines of their elected position outlined by the APA and Division Bylaws and the Division Performance Criteria and Policies, the subject Division officer may be asked to resign or be terminated from their position by a majority vote of the Executive Committee.

7. NON-EXECUTIVE COMMITTEES

- 7.1. The Executive Committee may form and dissolve committees at any time of Division members in good standing to carry out the activities of the Division. The Division Chair shall specify each Committees' charge, budget, reporting time, and date of termination if applicable. The Division Chair shall appoint a Committee Chair for each Committee, unless otherwise specified in these bylaws. Committee Chairs may, at the discretion of the Executive Committee, serve as advisory members of the Executive Committee. Committee Chairs may be appointed to or removed from said position at the discretion of the Division Chair.

7.2. Chapter Liaison Committee

- a. There shall be a comprised of one representative from every APA Chapter. Chapter Liaisons will plan and facilitate programs and events within their Chapter's territory, and collaborate with groups that support the mission of the Division (such as existing women's networks, mentorship groups). Chapter Liaisons may develop sub-committees at their own discretion (such as event committees, young planners groups), with approval of the Director. Sub-committees may execute the work of or align with existing Chapter or Division committees. All Chapter Liaisons report to and are represented on the Executive Committee by the Chapter Liaison Director.
- b. Committee members must be members in good standing of the Division and of the Chapter they represent on the Committee. Committee members may not be members of the Division's Executive Committee, with the exception of the Past Chair. Committee members are not required to be members of their Chapter's Executive Committee.
- c. Committee members will be appointed by the Chapter Liaisons Director with approval of the Executive Committee, following an open call for nominations to all Division members.

7.3. Student Liaison Committee

- a. There shall be a Student Liaison Committee comprised of one representative from every APA-registered Planning Student Organization. The Committee will coordinate student and mentorship programs and activities at the local level, and develop best practice for the Division's student engagement. The Committee will coordinate closely with other programs and initiatives of the Division. All Student Liaisons report to and are represented on the Executive Committee by the Student Liaison Director.
- b. Committee members must be members in good standing of the Division and of the Planning Student Organization they represent on the Committee. Committee members may not be members of the Division's Executive Committee.
- c. Committee Members will be appointed by the Student Liaisons Director with approval of the Executive Committee, following an open call for nominations to all Division members.

8. FINANCE

- 8.1. Division dues shall be consistent with the APA division dues schedule for all categories. Dues are collected by APA and are rebated to the Division by APA's national office.
- 8.2. Subject to approval by the Executive Committee, the Division may accept contributions, donations, and grants. The Executive Committee may establish fees for publications or services to be offered to non-members or as special services to members, as long as such fees are consistent with charges determined by the APA Board.
- 8.3. The Division shall not enter into contracts or obligate the Division financially or in name if said obligation or contract exceeds \$500.00 USD and is not described and proposed in an approved annual Work Plan and Budget. All agreements, partnerships with outside organizations or

individuals, or previously unidentified expenses shall be submitted to APA prior to any action being taken.

Travel Reimbursement

- 8.4. Costs to the Chair or designated proxy for travel to and accommodation at required APA meetings will be reimbursed by the Division at (a) 100% of incurred cost, or (b) up to 35% of the Division's annual budget, whichever is the lesser amount.
- 8.5. To manage the Division's leadership travel expenses and focus financial resources on member services, leadership should travel as economically as is reasonably possible.
- 8.6. The following expenses are eligible for reimbursement for the approved traveller:
 - a. Round trip ground transportation from traveller's home to the point of departure (airport, train station). Expense can be for public transit, taxi, or mileage.
 - b. Primary transportation to the meeting location (airfare, train, or mileage/parking). The lowest refundable economy fare must be purchased.
 - c. Hotel for the night(s) of the Leadership Meetings (room rate and tax). Ancillary expenses incurred at the hotel (eg: room service, wifi) shall not be reimbursed by the Division.
 - d. If not staying in an APA-designated meeting hotel, accommodation expense cannot exceed the APA-designated hotel nightly fee.
 - e. Round trip ground transportation from the point of arrival (eg: airport, train station) to the hotel or place of accommodation (ie: public transit or taxi fare).

9. COMMUNICATIONS, WEBSITE, and BRANDING

Member Communications

- 9.1. The Executive Committee shall ensure a minimum of six digital bulletins or newsletters are disseminated to membership per year. The Executive Committee, at the discretion of the Chair, may choose to disseminate additional communications to members outside of a regular schedule, as special events or announcements arise.
- 9.2. A digital file of each bulletin or newsletter shall be posted on the Division's website.

Website

- 9.3. The Division shall maintain a website to provide information to members and to advertise the purposes of the Division. The Executive Committee will ensure the website provides up-to-date, timely, and relevant information.
- 9.4. The Executive Committee will ensure the website is updated at a minimum every quarter (every three months). These updates will be managed by the Director of Communications, and reported to the Executive Committee.
- 9.5. Executive Committee and annual business meeting minutes, the annual Performance Report and Workplan, as well as other Division business material at the discretion of the Executive Committee, shall be posted in a timely manner to the Division website.

Branding

- 9.6. The Division shall use developed APA branding, logos, and imagery for all publications and media produced by or for the Division. Division publications shall be identified with the Division's full name, as "a Division of the American Planning Association" with the uniform logotype of APA.

10. MEETINGS

- 10.1. The Division Chair, or a designated proxy, must attend APA's two annual meetings: the annual APA National Planning Conference and the annual APA Leadership Meeting. The Chair's proxy must be a sitting member of the Executive Committee or a Past Chair of the Division.
- 10.2. The Division shall hold an annual business meeting during the APA National Conference. Notice of the annual meeting shall be communicated by email to the Division membership and posted to the Division website at least 30 calendar days prior the meeting.
- 10.3. All officers shall attend all Executive Committee meetings, typically held once per month, or notify the Secretary Treasurer in advance of their required absence.
- 10.4. Minutes of regular Executive Committee meetings will be posted to the Division's website for review by all members.
- 10.5. Special meetings of members may be held as ordered by the Chair; Acting Chair; a majority vote of the Executive Committee; or by petition of 10 percent of Division members. Notice of special meetings shall be communicated by email to Division members and posted on the Division website at least 14 calendar days prior to the meeting.

11. PUBLIC POLICY

- 11.1. No member shall represent the Division on Division policy without obtaining the approval of the Executive Committee. No member shall represent APA without obtaining the approval of the Executive Committee and of the APA Executive Director.

12. RIGHT TO PRIVACY

- 12.1. All Division member anonymity shall be respected in undertaking Division activities, including billing. Division members will be provided the opportunity to opt out of inclusion in Division membership communications or directories.

13. AMENDMENT OF BYLAWS

- 13.1. The Division is free to amend or replace its bylaws at any time using the following procedure:
 - a. Amendments to the bylaws may be proposed by the Executive Committee or by a petition signed by at least ten Division members.
 - b. A copy of the proposed amendments shall be filed with APA for review before distribution to members for adoption. If no response is received from APA within 14 calendar days of submittal, the Division may proceed with its adoption of the proposed amendments or replacement bylaws as drafted.

- c. The Executive Committee shall submit proposed bylaw amendments to the membership for a period of review of no less than fourteen calendar days. A point of contact will be provided to whom Division members may submit feedback to the proposed amendments.
 - d. Bylaws may be amended by a plurality of the valid ballots received. Mail or electronic ballots may be used, at the discretion of the Executive Committee.
- 13.2. Approved bylaws shall be posted to the Division's website and submitted to APA.

Amended by a majority vote of members on NEW DATE.