About CPI:

The Citizens Planning Institute (CPI) has been offering semi-annual classes since 2010 to educate Philadelphians about city planning and encourage residents to learn more about creating a more livable, green, and sustainable Philadelphia.

Successful graduates completing the 15 required hours of classes receive a Certificate of Completion as a Citizen Planner. To date, the 245 graduates represent 17 of the 18 planning districts of the city.

The CPI is the education & outreach component of Philadelphia’s Integrated Planning & Zoning Process, which was recognized with a 2013 “National Planning Excellence Award for a Best Practice” from the American Planning Association.
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Association (FNA) Zoning Committee, Faithful Laurentians Institute Board member
I had such a great experience and gained a wealth of knowledge. I will use your feedback to continue to work towards uniting my community.”

Michael Moody, Fall 2016
Introduction & Context for Strategic Planning

The mission of CPI is to empower interested and active citizens to be more effective advocates for planning positive neighborhood change and development at both neighborhood and city-wide levels. Its initial charge in 2010 was to enlighten current and emerging civic leaders about change that was likely to occur as the City updated its decades-old comprehensive plan and zoning code.

The mission is primarily accomplished through a semiannual course designed for individuals within neighborhood organizations- civic and business associations, who are motivated to engage in planning issues. The course consists of three “core” classes, three “elective” classes, and optional workshop and a required course project. Participants meeting all requirements receive recognition with a “Certificate of Completion as a Citizen Planner”. Graduates receive a minimum of 15 hours of instruction balanced with interactive group exercises.

To date, the CPI has:

- Received over 1,000 applications from across the city (30 selected for each course session);
- Trained 390 participants (“citizen planners”), representing over 400 organizations, over 125 neighborhoods, and 17 of the 18 planning districts;
- Relied on the talents of 118 volunteer instructors and panelists from the public, private and nonprofit sectors.
- Delivered other public trainings, conference presentations, and workshops to over 1,100 people.

CPI is the outreach and education entity of the Philadelphia City Planning Commission (PCPC). Today its staff are paid through the City of Philadelphia’s general fund, but for its first five-plus years it was wholly supported through a variety of grants and a modest amount of revenue generated by course fees. Funding sources have included the William Penn Foundation, the Philadelphia Office of Housing and Community Development, Delaware Valley Regional Planning Commission, the US Dept. of Energy’s Energy Efficiency and Conservation Block Grant program, and the Philadelphia Commerce Department.

CPI has received national recognition as a replicable model for citizen engagement. Due to great demand and the need for building neighborhood capacity, we are exploring possibilities for expanding the outreach and diversifying the programming.

In 2014, CPI released its first Strategic Vision, the product of a three-month strategic planning process led by the CPI Director and the participation of its Advisory Board members. In 2016, a Strategic Vision Update committee of the Advisory Board was initiated to review progress on the 2104 Strategic Vision and refresh its goals, strategies and actions given progress over the past two years and the significant change of financial support that occurred in 2015 and 2016, principally shifting from grants to City general funds for staffing.
Mission

The Citizens Planning Institute empowers citizens to take a more effective and active role in shaping the future of their neighborhoods and of Philadelphia, through a greater understanding of city planning and the steps involved in development projects.

Vision

Citizens throughout the City of Philadelphia are meaningfully engaged in planning for their communities and the City. CPI is the “front door” for grassroots planning and central hub for a wide reaching network of empowered community advocates.

Values

- Creating a friendly and supportive, high quality learning environment.
- Delivering information to encourage critical thinking which is consistent regardless of audience.
- Inspiring learners to connect with other like-minded community contributors.
- Collaborating with respected knowledge experts from public and private sectors.

Goals

**Goal 1**

Demonstrate continuous value through quality programming that ensures longevity.

**Goal 2**

Provide opportunities for alumni to participate in fundraising, recruitment and leadership roles.

**Goal 3**

Support smart, engaged citizen planners in every neighborhood.

**Goal 4**

Engage with a larger and more diverse audience.

**Goal 5**

Develop a diverse community of partners and sponsors.

**Goal 6**

Act as a national model for citizen engagement in the planning process.
Strategies to Meet the Goals

For the 2014 Strategic Vision, an online survey was distributed to about 350 stakeholders-graduates, instructors, affiliated organizations, and selected Planning Commission staff. Survey takers (120) were asked to rank the priority of nine strategies which had been formulated through previous course evaluations, focus groups and online surveys. Fifty of the respondents added more detailed commentary to back up their priority selections.

These initial strategies have now been streamlined to better reflect the overall goals of CPI and the contribution of CPI staff within the Planning Commission. Several of the previous strategies are now incorporated as “actions” within larger strategy categories. To achieve its stated goals, CPI will organize its efforts and activities around six strategies focused on coursework, fundraising, alumni, City Planning Commission support, expanded programming, and outreach.

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<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
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<tbody>
<tr>
<td>Strategy 1:</td>
<td>Coursework: Offer a curriculum of courses and electives to citizen planners from all corners of the city.</td>
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<td>Strategy 2:</td>
<td>Fundraising: Increase and diversify funding and other resources to grow the CPI’s impact.</td>
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<td>Strategy 3:</td>
<td>Alumni: Provide opportunities for alumni to stay engaged with the CPI, continue learning, and spread their knowledge.</td>
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<td>Strategy 4:</td>
<td>City Planning Commission Support: Lead the education and outreach efforts of the City Planning Commission and the Office of Planning and Development.</td>
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<td>Strategy 5:</td>
<td>Expanded Programming: Develop content and learning materials that support the curriculum and other CPI activities.</td>
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<td>Strategy 6:</td>
<td>Outreach &amp; Partnerships: Expand methods of promoting the program beyond the semiannual core curriculum.</td>
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The 2014 Strategic Vision identified Growth Scenarios of - “Flutter”, “Fly” and “Soar” (diagram below). With the hiring of a Program Associate in 2015, CPI is in the “Fly” stage of growth. The following pages identifying action items for each of the six Strategies reflect either metrics achieved to date or additional levels of implementation that could be achieved in a “Soar” scenario of additional staff consultants.
“The course was jam-packed with useful information and resources and it was great to hear from those who have done/are implementing changes in their own communities.”

Judy Walterson, Spring 2016

Graduates, Fall 2016
Strategy 1: Coursework: Offer a curriculum of core courses and electives to citizen planners from all corners of the city.

Continuing to offer a regularly scheduled series of core and elective courses to a broad range of interested citizens is the principal strategy for achieving the goals of CPI. This approach to training and educating current and emerging neighborhood leaders has been highly successful and should continue to be the “bread and butter” of CPI. As in the past several years, core classes should continue to be refined and new elective courses developed to reflect the interests of the applicants. The and the pool of applicants and faculty made broader and deeper.

Testimony from CPI Community:

- I walked away from each class feeling inspired to be a better neighbor and more connected to Philadelphia.
- The course was jam-packed with useful information and resources and it was great to hear from those who have done/are implementing changes in their own communities.
- This course has motivated me beyond what I thought it would. It has encouraged me to think higher and outside the box. The classes were well planned, fun, organized, engaging and very insightful.
- I simply didn’t know what I didn’t know. The CPI course opened my eyes to all the resources, data, and tools available to community groups.
- Since graduating from CPI, I have felt more confident in discussing planning issues and contributing to my community. It has actually inspired me to explore new careers in urban commercial development and has broadened my initial interest in my civic association… Thank you!”

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<th>Benchmarks &amp; Metrics</th>
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<tr>
<td>1a</td>
<td>Continue to offer semiannual courses, educating 30 citizen planners per round.</td>
<td>2010-2016 : 390 graduates 2010-2016 : 13 course semesters 2010-2016 : 75 individual classes 2 course series - 60 graduates per year</td>
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<td>1b</td>
<td>Continue to recruit faculty from public, nonprofit and private sectors.</td>
<td>2010-2016 : 118 instructors Track number + organizations represented</td>
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<td>1c</td>
<td>Increase participation of CPI graduates as faculty.</td>
<td>2010-2016 : 21 CPI grad presenters or panelists Expand participation each semester</td>
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<td>1d</td>
<td>Increase the number of applicants from under-represented neighborhoods.</td>
<td>125 ± neighborhoods represented; Increase # of those accepted from new and targeted neighborhoods</td>
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Expansion Opportunities:

The semiannual (spring and fall) course structure is unlikely to change and provides a now predictable window for applicants interested in the program. Each seven-week course is prefaced by a six-week long preparation and volunteer instructor search, a month-long application and selection period, and an annual large public event which includes a graduation recognition of spring and fall graduates.

Additional funding would enable the transcription of course presentations and development of more stand-alone materials, videos and other supporting educational tools to deeper the learning and expand the reach of the course content. Additional funding could also enable greater in-person outreach efforts at the neighborhood level.
Strategy 2: Fundraising: Increase and diversify funding and other resources to grow CPI’s impact.

CPI’s two staff positions are currently funded through the City’s operating budget, which is a recent and significant change. For the first five years of the program, CPI was wholly dependent on grant resources from outside City government. This transition to funding for CPI staff demonstrates a commitment by the City to the value of the CPI, and the ability of earlier grant funding to lay the foundation for building what is now seen as an essential program.

Continuing to obtain grant and additional City funds, and diversifying the resources that support CPI are crucial to growing its impact.

Testimony from the CPI Community:

- “having revenue is obviously very important to allow this GREAT program to continue…However, I think it’s important to stay as neutrally affiliated as possible.”
- “Developing training services with different fee structures sounds like a good idea, but I think the City should fund the programming overall, it should be a priority.”
- “diversifying revenue can help CPI live on!”
- “To lose this vital program due to a lack of funding would be detrimental to all.”
- “…sustainability of the program is essential.”

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| 2a | Maintain City funding to support Director and Program Associate positions. | • 2010-2014: 1 grant funded position  
• 2015: 1 City funded position, 1 part-time grant funded position  
• 2016: 2 City funded positions for a total of $135,000 in city general funds to support CPI staffing costs  
• 2017: continue to support 2 staff positions  
• 2018: advocate for 1 additional staff position |
| 2b | Continue to seek out sponsorships for CPI events and activities. | • 2015/16: Obtained $6,000 in sponsorships for each PCPC annual progress & CPI graduation celebration (Jan ’15 and Jan ’16).  
• 2017: Identify & reach out to 2 potential sponsors.  
• 2017+: Continued hosting of public event: PCPC annual progress & Citizen Planner graduation celebration (see Action 4c) |
| 2c | Identify and encourage potential sponsors to provide financial aid and scholarships for accepted applicants. | • Advisory Board identify & correspond with at least 3 potential sponsors.  
• Increase in number of scholarships provided |
| 2d | Identify CPI program activities that suit regional grant-makers’ objectives | • 3 appropriate regional grant-makers identified for targeted ask |
| 2e | Develop marketing materials to support resource-development efforts. | • Develop marketing packet |
| 2f | Secure non-city funding for specific CPI programs and initiatives. | • 2015: $7,000 grant awarded by the Mayor’s Fund for Philadelphia’s Innovation Fund for Citizens Toolkit |
### Expansion Opportunities

Currently, funding from the City only covers staffing costs. CPI requires $14,000 in additional funding per year to cover operational costs, which include catering and materials for the semi-annual courses, the annual PCPC public event, and website/promotional expenses. Approximately $6,000 annually is collected through course fees.

Funding beyond covering annual expenses would allow for expansion in activating and growing the CPI alumni network (the “change agents” of CPI), building on the seminal Citizens Toolkit publication, expanding the outreach for the course as well as the way course materials reach Philadelphians, and more. See Strategies 1, 3-6 for details.

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<tr>
<th>Priority</th>
<th>Opportunity</th>
<th>Details</th>
<th>Cost</th>
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<tbody>
<tr>
<td>1</td>
<td>Sponsorship of Spring and Fall course offerings</td>
<td>Currently, funding from the City only covers staffing costs. CPI requires $14,000 in additional funding per year to cover operational costs, which include catering and materials for the semi-annual courses, the annual PCPC public event, and website/promotional expenses. Approximately $6,000 annually is collected through course fees.</td>
<td>$8,000/year</td>
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<td>2</td>
<td>Sponsorship of scholarships as financial aid for accepted applicants.</td>
<td>CPI offers a partial ($50) scholarship to any participants who request it (total minimum course fee=$100). An average of 10 (30%) of participants per course request the scholarship. Sponsorship would help off-set this cost. (Applicants can also select a “champion” level which pays for one scholarship.)</td>
<td>$1000/year</td>
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<td>3</td>
<td>Underwriting cost of publishing and printing hard copy version of Citizens Toolkit online content</td>
<td>The Citizens Toolkit was launched online in July 2016, and is fully printable. CPI would like to continue to grow this resource and have it professionally printed so it can be used by those without regular computer access and distributed at neighborhood meetings.</td>
<td>$2000</td>
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<tr>
<td>Priority</td>
<td>Opportunity</td>
<td>Details</td>
<td>Cost</td>
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<td>4</td>
<td>Build on Neighbors Helping Neighbors pilot with periodic learning exchanges</td>
<td>The seminal Neighbors Helping Neighbors exchanges are an opportunity for longtime neighborhood leaders from across the city to share their successes in tackling challenges in their neighborhoods. Funding would cover food, venue and consultant services.</td>
<td>$5000</td>
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<td>5</td>
<td>Event Sponsorship of annual PCPC celebration and CPI Graduation of Spring &amp; Fall</td>
<td>Annual event marks progress on Phila2035 citywide vision recommendations and CPI spring and fall cohort graduation. Attracts a diverse audience since 2013 of between 200-300 people.</td>
<td>$6000</td>
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<td>6</td>
<td>Strengthening alumni support and connections</td>
<td>Funding beyond covering annual expenses would allow for expansion in activating and growing the CPI alumni network (the “change agents” of CPI).</td>
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<td>7</td>
<td>Develop content for courses or workshops to address needs as requested by new audiences</td>
<td>CPI’s services have also been requested for new projects and collaborations. These projects would be a way to reach new audiences and to customize CPI materials to meet new needs. CPI would require funding for an additional staff person to spearhead such projects and/or to support current operations to free up staff time for such projects.</td>
<td>$40K for part-time consultant</td>
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Strategy 3: Alumni: Provide opportunities for alumni to stay engaged with CPI, to continue learning, and to spread their knowledge.

Engaging Citizen Planners or “alumni” is central to the success of CPI and to ensuring that it continues to make positive impact on neighborhoods across Philadelphia. Alumni are the ones who ultimately make a difference in their communities with the knowledge they gain through CPI. Ensuring that alumni stay engaged, network with each other, learn new skills, connect with resources and relevant job opportunities, and promote CPI is a key strategy going forward.

Testimony from CPI Community:

• “Meeting and talking with other interested citizens from so many different neighborhoods was one of the most enjoyable and inspiring aspects of CPI classes….productive to encourage alumni to reconnect…”
• “supports my notion that the value of CPI is the people and opportunities to connect.”
• “The relationships I built in CPI was the #1 most important factor in implementing – in 10 days! – a project I’d hoped to accomplish in a year!
• "having opportunities for people to apply concepts in real time, learn what’s happening in communities other than their own may spark new supportive relationships and/or understanding of how to lead change in their neighborhoods.”
• “it takes some time for all that we have learned at CPI to ‘percolate’ and I think everyone would benefit from hearing about others’ experiences post-CPI classes.”

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<td>3a</td>
<td>Continue to host semi-annual “orientation” event for new course cohort combined with networking/social event for alumni.</td>
<td>• 2014-2016: 4 orientation/networking events held</td>
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<td>3b</td>
<td>Build on Neighbors Helping Neighbors pilot with periodic learning exchanges to refresh the Citizens Toolkit’s content.</td>
<td>• 2015: 15 long-time neighborhood leaders participated in pilot</td>
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<td>• 2017: engage 30 new and returning participants in Neighbors Helping Neighbors exchanges</td>
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<td>3c</td>
<td>Continue to host and grow private CPI Community Facebook group.</td>
<td>• 2016: Participation increased from 40 to 150</td>
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<td>• 2017: Increase participation to 200</td>
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<td>3d</td>
<td>Establish an alumni committee to plan alumni programming.</td>
<td>• Reach out to other organizations with high-functioning alumni committees</td>
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<td></td>
<td>• Assemble alumni committee and foster its growth and independence</td>
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<td>3e</td>
<td>Partner with Citizen Planners’ organizations to host events in different parts of the city.</td>
<td>• Coordinate 2 events per year with Citizen Planners’ organizations</td>
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<tr>
<td>3f</td>
<td>Conduct focus groups with recent alumni to review their CPI course experiences and identify their interests and ability to stay involved going forward.</td>
<td>• 2010-2016: 5 focus groups conducted</td>
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<td>• 2017: lead focus group after each biannual course</td>
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<td>3g</td>
<td>Publish more Citizen Planner in Action stories, which convey alumni updates, promote the program, and inspire and connect alumni across cohorts.</td>
<td>• 2015-16: Published 18 new stories (doubling the number of stories published 2011 – 2014)</td>
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<td>• 2017+: Publish at least 20 Citizen Planner in Action stories/year</td>
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### Expansion Opportunities

CPI staff currently connect CPI alumni in a few ways: when Citizen Planners reach out to CPI for assistance; promoting Citizen Planners’ accomplishments on social media; growing the CPI Community private Facebook group; and when reviewing the current cohorts’ final projects, they may be connected with Citizen Planners who have proposed or achieved similar projects elsewhere in the City.

CPI staff also connect Citizen Planners to valuable resources, such as grant and other funding applications, relevant urban planning and Philadelphia-based news, job opportunities in planning and community development-related fields, training opportunities from partners, and discounts for Citizen Planners at such trainings. This is done primarily through social media, with selected information included in the new CPI quarterly e-newsletter.

Many Citizen Planners have said that one of the most important parts of CPI are the relationships they build during the course with their fellow Citizen Planners. CPI currently represents a network of 390 Citizen Planners and 118 instructors from across Philadelphia. Bringing them together is crucial for catalyzing neighborhood change and avoiding reinventing the wheel.

**Additional funding would allow for the activation and growth the CPI alumni network**, who are the “change agents” of CPI. More funding for staff time would allow CPI to form a formal Alumni Committee and curate more alumni events to keep the CPI community actively sharing knowledge and collaborating. CPI would also be able to build on the seminal Neighbors Helping Neighbors exchanges and resulting Citizens Toolkit publication, both of which share learnings and document the impact of Citizen Planners across the city.
Strategy 4: City Planning Commission Support: Lead the education and outreach efforts of the City Planning Commission and the Department of Planning and Development.

CPI is considered the “education and outreach arm” of the Philadelphia City Planning Commission (PCPC). Over the years its reach and responsibilities have expanded to lead and support a variety of efforts of the PCPC and the recently created Department of Planning & Development, from public outreach related to Philadelphia2035 to educating the City’s growing roster of RCOs (Registered Community Organizations). These efforts constitute an important strategy for CPI to reach broader audiences and have an impact on a variety of ongoing, important planning activities across the City.

Testimony from CPI Community:

- Definitely empowering! When average citizens know how things work, they can be an effective part of the process.
- The thing I learned at CPI that really hit home for me was the fact that the City is really accessible to us, and that the perspective of the City is that it really values its citizens as coworkers.
- Gave me new “hope for the city” to be in such a great program and meet, learn from so many caring citizens and dynamic professional city workers.
- …some of the real-world examples of projects initiatives and organizations that are currently active in the City provided by the guest speakers is immensely valuable in both learning about what people are doing to improve their communities in Philly, as well as showing that as ordinary citizens we can make an impact in our own communities…

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<tr>
<td>4a</td>
<td>Continue to support public-outreach activities related to Philadelphia2035 district plans and beyond, including public-meeting organization and facilitation.</td>
<td>2011-now: Assist with 3 public meetings/ District plan; average 6 meetings annually</td>
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<tr>
<td>4b</td>
<td>Continue to leverage the planning constituency created by CPI, Citizen Planners, during the district planning process and beyond.</td>
<td>2011-now: Outreach to Citizen Planners in each District to recruit Steering Committee members and increase awareness of engagement opportunities</td>
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<tr>
<td>4c</td>
<td>Continue to organize annual PCPC public event which combines progress report on Phila2035 and CPI graduation (since 2013)</td>
<td>2013-2016: Annual event open to the general public to celebrate PCPC accomplishments and expand constituency for planning; 300 attendees in 2016</td>
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| 4d | Continue to conduct annual training related to RCO (Registered Community Organizations) registration process. | Feb/Jun 2014: 6 RCO clinics  
June 2015: 2 RCO workshops  
June 2016: 2 RCO workshops |
| 4e | Offer additional training opportunities for RCOs during the year, outside of the registration process. | Organizational development, best practices, and outreach cited as needs by many RCOs.  
Development of workshops for individual RCOs or by general invitation |
| 4f | Partner with nonprofit organizations to build capacity in volunteer-based organizations. | Pilot this idea by partnering with a nonprofit to assist a volunteer org. |
Participation in CPI has prompted many participants to become involved in the activities of the Planning Commission and to seek assistance from staff with neighborhood planning and zoning issues. Besides being active in their neighborhood, past participants are active by attending district planning meetings, rezoning meetings, and have assisted with facilitation at public meetings.

CPI staff is embedded in the various activities of the City Planning Commission and the position of Director and Program Associate are likely to continue to be supported through the departmental budget. As additional staff for CPI within the Planning Commission budget will be highly unlikely, expansion of CPI’s contributions would require grant funding to hire outside consultants. Additional staff would be needed to expand RCO training and support and additional funding and/or staff could enable broader participation in the planning process through online engagement tools or more neighborhood level technical assistance.

### Expansion Opportunities

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<td>4g</td>
<td>Work with City Planning Commission staff to identify needs for organizational-development assistance to civic organizations and follow through as appropriate.</td>
<td>Start a tracking sheet by planning district to identify neighborhood organizations and potential outreach needs</td>
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Strategy 5: Expanded Programming: Develop content and learning materials that support the curriculum and other CPI activities.

Expanding and refining CPI’s course content and other materials intended for various audiences is an important strategy to ensure CPI stays most relevant and addresses the diverse needs of its participants. Content should be tailored as best as possible to existing and new audiences, and for a wide range of methods for getting the word out about CPI, its purpose and impact (see Strategy 6: Outreach and Partnerships).

Testimony from CPI Community:

• The subject matter that was taught during the courses should be provided city-wide, meaning, I believe that any citizen of Philadelphia would benefit from the knowledge I learned in the last six weeks.
• I met many people passionately working on projects to strengthen their neighborhoods and willing to share resources to make all of our projects better than if we kept working in isolation.
• I feel that this program is critical for our future as a City (and as a community, and as a community of communities), so I want to do my part in ensuring its continuation and success… It would be an understatement to say that I feel empowered now… we were provided with tools, people, connections and other resources to guide us. Citizens need to be less reactive and more proactive, especially in a world that is growing ever smaller. And knowledge is power.

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| 5a | Add to the Citizens Toolkit, which aggregates learnings from Neighbors Helping Neighbors workshops, and create a professionally printed version | 2016: Created and launched online version of Citizens Toolkit  
2017: Add to Toolkit content and secure funding to create print version |
| 5b | Develop stand-alone materials from core courses and electives, and make those materials available outside of the classroom. | 2010-now: “Neighborhood Planning Workbook” developed and posted on website  
2012: RCO training materials available on PCPC website  
2014: Class One “primer on planning” developed and sent to participants prior to class; posted on website  
2016: prioritize list of collateral materials requested by participants. |
| 5c | Develop content for workshops and training on more-general topics such as meeting facilitation, dialogue techniques or capacity building, as examples. | 2010-now: numerous requests, mostly related to RCOs and youth training  
Track number of requests, organizations consulted to plan & design; number of workshops/training and attendees, outcomes |
| 5d | Develop curriculum for younger audience that could be replicated in other neighborhoods. (Choice Neighborhoods and Promise Zone) | 2016: awarded consultant contract ($34,000) to develop & deliver youth planning program in North Central (Choice Neighborhoods)  
2015-2016: AmeriCorp VISTA project initiated a new Youth Advisory Committee (Promise Zone);  
Track # of attendees, workshops, outcomes |
| 5e | Offer additional training opportunities for RCOs during the year, outside of the registration process. | Organizational development, best practices, and outreach cited as needs by many RCOs.  
Development of workshops for individual RCOs or by general invitation |
Expansion Opportunities

Expansion into the development of curriculum for youth was made possible through Choice Neighborhoods city matching funds, which led to a one-year AmeriCorps VISTA service position. While city general funds will be available to continue the youth program into 2017, CPI will need additional resources to develop stand-alone materials to increase the outreach of CPI.

As part of the North Central Choice Neighborhoods Implementation Plan, CPI is partnering with Temple University’s College of Education, the Norris Homes Residents Council, and Rebecca Fabiano Consulting Services Inc. to implement a youth planning program. The program, which ran through the summer and fall of 2016 and will continue into 2017, is engaging with young people in the Norris Homes to teach them hands-on about the power of planning.

As part of the initial summer session, about 30 youth aged nine to thirteen years old in the Norris Homes Summer Camp worked with Rebecca and her staff of energetic artists and educators on projects that reflect the young people’s relationships with the apartment complex they call home. The overarching theme was “community asset mapping” and parents and caregivers attended an open house to learn how they can help support the work. The fall after-school session built on the theme of community assets by having the students imagine their ideal peaceful community.

In the 2017 spring session, students will set their sights on planning their own improvements to the Norris Homes’ public realm. The program will then partner with local stakeholders to see their ideas implemented.
Strategy 6: Outreach & Partnerships: Reaching new audiences & disseminating content in new ways

Expanding the ways that CPI’s information is shared beyond the course, and well as reaching new participants for the course, helps ensure that CPI fulfills its mission. This expansion is targeted to new audiences in the city and beyond, through use of the media, on-the-ground outreach, partnerships on new projects, participation in conferences and “consulting” with other institutions and jurisdictions.

Testimony from CPI Community:

• “…strategic partnerships with organizations who are already doing these things to strengthen and elevate the work of all partners.”
• “This class was great. It definitely broadened my perspective of what is important to residents in their neighborhoods and how all these neighborhood activities can weave together for “city-wide” improvement.”
• “You truly must expand to other cities that are less privileged and could use some empowerment.”
• “CPI is an important door to public involvement in planning in Philadelphia. Whatever strategies need to be pursued to keep it going…should be looked at.”

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Benchmarks &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a</td>
<td>Continue to use the CPI’s website and social media accounts to promote its work beyond the core curriculum, and start a newsletter.</td>
<td>• 2015: $21K in grant funds used for complete website redesign and relaunch  • 2016: 40% increase in Facebook page “likes”  • 2016: Substantial increases in overall “reach,” comments, post likes, and shares over previous year  • 2016: First CPI 2 quarterly newsletters  • 2017: Grow to 1500 Facebook “likes”  • 2017: Increase average post “reach” to 500  • 2017+: Continue to curate CPI Facebook to be a hub for grant and other funding opportunities, training sessions available from partners, jobs in the fields of planning and community development, etc.</td>
</tr>
<tr>
<td>6b</td>
<td>Continue to promote the CPI to other jurisdictions and at conferences.</td>
<td>• 2010-2016: Visited 2-3 jurisdictions annually to speak on CPI, including: Pittsburgh, Omaha, San Antonio  • 2012-2016: Spoke at multiple local and state conferences including PA- APA.  • 2014: Director receives “Planning Leadership Award for a Planning Professional” at PA- APA state conference.  • 2017+: Continue to speak on and promote CPI to other jurisdictions and at conferences</td>
</tr>
<tr>
<td>#</td>
<td>Actions</td>
<td>Benchmarks &amp; Metrics</td>
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<tr>
<td>---</td>
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</tbody>
</table>
| 6c | Partner with other programs and organizations (e.g., City Council) and develop content for courses or workshops to address their needs and deliver services to new audiences | • 2016: 30 youth participated in planning-focused summer program run in partnership with Philadelphia Office of Housing & Community Development in the HUD Choice Neighborhood in North Central Phila.  
• 2015: 15 neighborhood leaders participated in Neighbors Helping Neighbors special project, leading to the innovative Citizens Toolkit guide  
• 2017: engage 30 new and returning participants in Neighbors Helping Neighbors exchanges  
• 2017+: Create additional partnerships and grow CPI’s special projects |
| 6d | Look into opportunities to partner with media outlets to expand the reach of the CPI. | • 2010-2016: CPI featured widely in local press when course application period is open  
• 2016: Solicit press coverage for Citizens Toolkit  
• 2016: Potential for a special partnership with PlanPhilly about the Citizens Toolkit kshops, outcomes |

**Expansion Opportunities**

CPI has become a nationally recognized model for citizen planning education. The program receives a steady flow of requests from other municipalities to present to their staff about CPI and provide guidance in starting their own citizen planning programs.

CPI’s services have also been requested for several special projects, including the HUD Choice Neighborhoods North Central Transformation Plan, and Neighbors Helping Neighbors. These special projects have both been a way to reach new audiences and to customize and transform CPI materials to meet new needs. However, these collaborations were only made possible by a temporary additional staff member—an AmeriCorps VISTA whose term has since ended.

To continue to participate and enhance innovative new projects and collaborations, CPI would require funding for an additional staff person to spearhead such projects and/or to support current operations to free up staff time for such projects.
“The thing I learned at CPI that really hit home for me was the fact that the City is really accessible to us, and that the perspective of the City is that it really values its citizens as coworkers.”

Julie Stapleton Carroll, Fall 2014
2010
Organization Formation
Preservation Alliance Neighborhood
Conference
Fall Pilot Classes

2011
Planning & Phila2035 poster contest
Graduation & Phila2035 Celebration
Spring Course
Graduation & Phila2035 Presentation to Teachers
Preservation Commission Presentation

Organization Formation
Preservation Alliance Neighborhood Conference
Fall Pilot Classes
Planning & Phila2035 poster contest
Graduation & Phila2035 Celebration
Spring Course
Graduation & Phila2035 Presentation to Teachers
Preservation Commission Presentation
January - September
Public Participation Task Force
Graduation & District Plan Celebration
U.S. Conference of Mayors Award
Zoning Code Community Workshops
Bloomburg Mayor’s Challenge Finalist
Block Captain’s Forum
National Survey Forum
Fall Course

January
Graduation & District Plan Celebration
U.S. Conference of Mayors Award
Zoning Code Community Workshops
Bloomburg Mayor’s Challenge Finalist
Block Captain’s Forum
National Survey Forum
Fall Course

February
U.S. Conference of Mayors Award
Zoning Code Community Workshops
Bloomburg Mayor’s Challenge Finalist
Block Captain’s Forum
National Survey Forum
Fall Course

March - December
Zoning Code Community Workshops
Bloomburg Mayor’s Challenge Finalist
Block Captain’s Forum
National Survey Forum
Fall Course

April/May
Spring Course Training
Graduation & Greenworks Progress Report
Held at Academy of Natural Sciences
150+ attendees

June
Graduation & Greenworks Progress Report
Held at Academy of Natural Sciences
150+ attendees

July/August
Zoning Code Community Workshops
Held in East Falls, River Wards, Mill Creek; hosted by CPI graduates
162 attendees

July
Bloomburg Mayor’s Challenge Finalist
Held at Barnes Museum; presentation to panel
30 attendees

August
Block Captain’s Forum
Held at §o’s ¥atiQ of Phila. Charter; West Phila. CPI and district planning session
30 attendees

September
National Survey Selection
CPI is 1 of 5 citizen planning academies selected
63 respondents out of 114

October/November
Fall Course Selection
Continued...

23
<table>
<thead>
<tr>
<th>Event</th>
<th>Month</th>
<th>Participation Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation &amp; Phila2035 Calendar</td>
<td>January</td>
<td>120+ attendees</td>
</tr>
<tr>
<td>Launch CPI Advisory Board</td>
<td>March</td>
<td>15 members, 55 applied, 30 accepted, 18 instructors</td>
</tr>
<tr>
<td>Spring Course</td>
<td>April</td>
<td>100+ attendees</td>
</tr>
<tr>
<td>National APA Award</td>
<td>June</td>
<td>124 attendees</td>
</tr>
<tr>
<td>Graduation &amp; Metropolitan Center Celebration</td>
<td>June</td>
<td>62 applied, 32 accepted, 16 instructors</td>
</tr>
<tr>
<td>1-year Zoning Code Review</td>
<td>June/July</td>
<td>20 attendees</td>
</tr>
<tr>
<td>Building Neighborhood Capacity Stakeholder</td>
<td>October, November</td>
<td>12 attendees</td>
</tr>
<tr>
<td>PA APA Conference</td>
<td>October</td>
<td></td>
</tr>
<tr>
<td>Americorps Orientation</td>
<td>December</td>
<td></td>
</tr>
<tr>
<td>“The Future is Now” event and progress report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Held at the Center for Architecture;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accepted at Chicago APA Conference;</td>
<td></td>
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<tr>
<td>Excellence Award for Best Practice for PCPC’s Integrated Planning and Zoning Process</td>
<td></td>
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<tr>
<td>Held at the Center for Architecture;</td>
<td></td>
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<tr>
<td>Held at PCPC and LISC; stakeholder and core convener</td>
<td></td>
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<tr>
<td>Held in Harrisburg; session presenter</td>
<td></td>
<td></td>
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<tr>
<td>Held at the PCPC and online; public feedback sessions and survey</td>
<td></td>
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<tr>
<td>Held at Mantua by LISC</td>
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</tr>
</tbody>
</table>
200 attendees

81 attendees

8 attendees

40+ attendees

85 applied, 32 accepted, 14 instructors

70+ attendees

1 researcher

25 attendees

77 applied, 33 accepted, 17 instructors

200+ attendees, state-wide press

Continued...
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation &amp; Power of the Plan for All</td>
<td>January</td>
<td>Held at South Philly &quot;best&quot; neighborhood meeting</td>
</tr>
<tr>
<td>Philly Rising Table</td>
<td>March</td>
<td>200+ attendees</td>
</tr>
<tr>
<td>Spring 2015 Course &amp; Social Event</td>
<td>April/May</td>
<td>Held at RFP issued by The Mayor’s Fund</td>
</tr>
<tr>
<td>Program Associate Hired</td>
<td>June</td>
<td>Held at RCO Workshops(2)</td>
</tr>
<tr>
<td>Consulting Reports</td>
<td>June</td>
<td>Held at 100 Degree Consulting Reports Planning Department</td>
</tr>
<tr>
<td>Consulting with Charlotte-Mecklenburg Coordinator Hired</td>
<td>July</td>
<td>Held at Americorps Vista Project Coordinator Hired</td>
</tr>
<tr>
<td>WHYY Radio Interview</td>
<td>September</td>
<td>Held at Citizens Planning Institute</td>
</tr>
<tr>
<td>200+ attendees</td>
<td>April/May</td>
<td>63 applied, 31 accepted, 15 instructors</td>
</tr>
<tr>
<td>Spring 2015 Course &amp; Social Event</td>
<td>April/May</td>
<td>2 Workshop, 105 Attendees</td>
</tr>
<tr>
<td>Program Associate Hired</td>
<td>June</td>
<td>Presentation to staff</td>
</tr>
<tr>
<td>Consulting Reports</td>
<td>June</td>
<td>1 planner/researcher</td>
</tr>
<tr>
<td>Consulting with Charlotte-Mecklenburg Coordinator Hired</td>
<td>July</td>
<td>First PCPC VISTA position</td>
</tr>
<tr>
<td>WHYY Radio Interview</td>
<td>September</td>
<td>Cited as &quot;how you found out&quot; on application</td>
</tr>
<tr>
<td>200+ attendees</td>
<td>April/May</td>
<td>30 attendees</td>
</tr>
<tr>
<td>Spring 2015 Course &amp; Social Event</td>
<td>April/May</td>
<td>New part-time consultant position</td>
</tr>
<tr>
<td>Program Associate Hired</td>
<td>June</td>
<td>RCP Haverford College teams report on CPI metrics and marketing</td>
</tr>
<tr>
<td>Consulting Reports</td>
<td>June</td>
<td>Held at 100 Degree Consulting Reports Planning Department</td>
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<tr>
<td>200+ attendees</td>
<td>April/May</td>
<td>30 attendees</td>
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</tbody>
</table>
120 applied, 32 accepted, 17 instructors

40 attendees at panel

3 applications, 1 successful

1 researcher (national)

34 attendees

5 attendees

National recognition for PCPC

April

National APA Conference

Award to PCPC

Spring 2016 Course

May

Harrisburg Presentation Panel

Award of Choice Neighborhoods Consultant

June

Interview with Graduate Researcher

RCO Workshops (2)

Group Meeting

April/May

Spring 2016 Focus

PCPC public meeting

Held in Cornell City and Regional Planning

research on innovative low-tech civic engagement

Planning and Regional Planning

conference.

National Planning Excellence Award for planning agency in Phoenix, AZ

National recognition for PCPC

To develop and deliver youth planning curriculum

3 applications, 1 successful

1 researcher (national)

34 attendees

5 attendees

2016
Whether you are a seasoned neighborhood leader or a new resident eager to be more resident engaged in the community, CPI will help you envision the necessary steps to create and follow through on a plan.

**Launch of Choice Neighborhoods Youth Summer Program**
- **July**
- 25 children aged 9-13
- PHA Norris Homes residents
- Travel to Pittsburgh and presentations

**Neighbors Helping Neighbors workshops**
- **August**
- 300+ attendees
- 130 applied, 24 accepted, 19 instructors
- Held at PCPC, happy hour at Smokin’ Betty’s
- Civic activities: resource for new website
- Stakeholders and staff: 20 stakeholders and staff

**Citizens Toolkit**
- **August**
- New website resource for civic activists

**Graduation & Planning & Growing Together**
- **Jan 12**
- Held at WHYY Media Commons; Progress report and celebration and graduation
- 130 applied, 24 accepted, 19 instructors
- 25 children aged 9-13

**Neighbors Helping Neighbors workshops**
- **July**
- 300+ attendees
- 130 applied, 24 accepted, 19 instructors
- Held at PCPC, happy hour at Smokin’ Betty’s
- Civic activities: resource for new website
- Stakeholders and staff: 20 stakeholders and staff
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<th>Goals to get to &quot;Soar&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total for Strategy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1a</td>
<td>Continue to offer semiannual courses (spring and fall), graduating 60 citizen planners per year.</td>
<td>600+ total attendees 20 courses 124 classes</td>
<td>★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b</td>
<td>Continue to recruit faculty from public, nonprofit and private sectors.</td>
<td>199 faculty; 44 taught multiple classes</td>
<td>★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c</td>
<td>Increase participation of CPI graduates as presenters.</td>
<td>46 CPI graduate presenters since 2012</td>
<td>★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1d</td>
<td>Increase the number of applicants from under-represented neighborhoods.</td>
<td>50% of participants from high-poverty census tracts</td>
<td>∞</td>
<td></td>
<td>Reach new audiences through contacts in other city agencies and more direct outreach in neighborhoods</td>
</tr>
</tbody>
</table>

Strategy 1: **Coursework:** Offer a semi-annual course for emerging and current neighborhood leaders.

(metrics include Fall 2020)
### Strategy 2:

**Fundraising: Increase and diversify funding to grow CPI's impact.**

<table>
<thead>
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<tr>
<td><strong>Total for Strategy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2a</strong> Maintain City funding to support Director and Program Manager positions. (since 2015)</td>
<td>DPD budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2b</strong> Continue to seek out sponsorships for CPI events, activities, and scholarships. Previous fundraising includes redesign of website, annual event since 2013, Neighbors Helping Neighbors &amp; Citizens Toolkit, Neighborhood Exchange, honorariums</td>
<td>List of funders compiled (internal)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2c</strong> Develop marketing materials to support existing and new fundraising efforts.</td>
<td>1-pager developed with menu of funding options</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **2d** Promote existing methods for individuals to make financial contributions to CPI through Mayor’s Fund website and through “champion” level course fees option ($50 contribution to pay for scholarship) (course fees greatly reduced for fall 2020) | [78] champions-fr 2014  
[90] scholarships- fr 2014  
Kyle Shenandoah Memorial fund- 2019 |               |     |

**Goals to get to “Soar”**

- Funding to expand scope of activities, such as neighborhood modules.
- Develop materials to show CPI story and options for funding.
- Develop campaign strategies to promote donation options.
## Strategy 3: Alumni
Provide opportunities for alumni to stay engaged with CPI and with each other.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3a</td>
<td>Invite alumni to return to take special topic classes.</td>
<td>Average 30-40 register for special topic classes</td>
<td>★</td>
</tr>
<tr>
<td>3b</td>
<td>Host alumni social events such as annual celebration and happy hours.</td>
<td>(8) Graduation events since 2010; (9) happy hours since spring 2015</td>
<td>★</td>
</tr>
<tr>
<td>3c</td>
<td>Expand engagement and connect alumni through social media, newsletter, and Citizen Planners in Action (CPIA) stories</td>
<td>(11) newsletters since fall 2016; expanded social media since 2015; 50+ CPIA stories</td>
<td>★</td>
</tr>
<tr>
<td>3d</td>
<td>Build on Neighbors Helping Neighbors pilot with periodic learning exchanges to refresh the Citizens Toolkit content.</td>
<td>Knight Foundation grant for Neighborhood Exchange summer ‘17 and developing content on website</td>
<td>★</td>
</tr>
<tr>
<td>3e</td>
<td>Establish an alumni committee to plan alumni programming.</td>
<td>Alumni committee started June 2017; 6 meetings; 27 alumni attendees; 7 alumni events</td>
<td>★</td>
</tr>
<tr>
<td>3f</td>
<td>Conduct focus groups with recent alumni to review their CPI course experiences and identify their interests and ability to stay involved going forward.</td>
<td>Focus groups &amp; surveys used since spring 2013</td>
<td>★</td>
</tr>
</tbody>
</table>

**GAP**

**Goals to get to “Soar”**

- Increase opportunities for social networking
- Expand capacity to create & update CPIAs
- Staff to find funding, develop additional programming
- Increase staff time to support alumni committee
## Action Legend:

- **Done**: ★
- **Ongoing**: ∞
- **Not started**: 🎯

### Strategy 4:

**Lead the education and outreach efforts for the Philadelphia City Planning Commission.**

<table>
<thead>
<tr>
<th>#</th>
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<th>GAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a</td>
<td>Continue to support public-outreach activities related to Philadelphia 2035 district plans and beyond, including public meeting organization and facilitation.</td>
<td>Completed- 2010-2018</td>
<td>★</td>
<td>Increase opportunities for alumni to be engaged</td>
</tr>
<tr>
<td>4b</td>
<td>Continue to leverage the planning constituency created by CPI, for ongoing outreach efforts by the Department/ PCPC.</td>
<td>Public meetings and promotion of Citizen Planners</td>
<td>∞</td>
<td>Opportunity to Increase staff time to offer more training sessions &amp; more resources</td>
</tr>
<tr>
<td>4c</td>
<td>Continue to organize annual PCPC event which combines progress report on Phila2035 and CPI graduation</td>
<td>Delivered since 2013</td>
<td>★</td>
<td>Staff to develop structure of delivery, content development, and oversight</td>
</tr>
<tr>
<td>4d</td>
<td>Continue to conduct annual training related to RCO (Registered Community Organizations) registration process. [tied to Strategy 5]</td>
<td>From 2012 to now-100-150 attendees / year</td>
<td>★</td>
<td>Leverage work/programs of other service organizations</td>
</tr>
<tr>
<td>4e</td>
<td>Offer additional training opportunities for RCOs during the year, outside of the registration process. [tied to Strategy 5]</td>
<td>?</td>
<td>?</td>
<td>Staff time to develop needs assessment and content &amp; delivery of assistance</td>
</tr>
<tr>
<td>4f</td>
<td>Partner with nonprofit organizations to build capacity in volunteer-based organizations.</td>
<td>?</td>
<td>?</td>
<td></td>
</tr>
<tr>
<td>4g</td>
<td>Work with City Planning Commission staff to identify needs for organizational-development assistance to civic organizations and follow through as appropriate. [tied to Strategy 5]</td>
<td>?</td>
<td>?</td>
<td></td>
</tr>
</tbody>
</table>

CPI Strategic Vision 2020 Update
### Strategy 5: Expanded Programming: Develop content & learning materials to reach new audiences.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>5a</td>
<td>Add to the Citizens Toolkit, which aggregates learnings from Neighbors Helping Neighbors workshops, and create a professionally printed version.</td>
<td>2016 launch of content on website; Knight F. funding for print version (500 copies)</td>
<td>![Green Star]</td>
<td>★</td>
<td>Create a version 2.0? Or update current?</td>
</tr>
<tr>
<td>5b</td>
<td>Develop stand-alone materials from core courses and electives, and make those materials &amp; resource guides available outside of the classroom</td>
<td>Neighborhood Planning Workbook, RCO training mtls on website, Class 1 Primer</td>
<td>![Infinity Symbol]</td>
<td>∞</td>
<td>Expand resource guides beyond Citizens Toolkit &amp; RCO training to address specific needs</td>
</tr>
<tr>
<td>5c</td>
<td>Develop content for workshops and training for different audiences: City Council, community groups, and youth.</td>
<td>Research ongoing; resources include other cities contacted, surveys, focus groups, past projects</td>
<td>![Infinity Symbol]</td>
<td>∞</td>
<td>Staff to develop content &amp; delivery methods for each targeted audience</td>
</tr>
<tr>
<td>5d</td>
<td>Develop curriculum for younger audience that could be replicated in other neighborhoods. (Choice Neighborhoods and Promise Zone- AmeriCorp VISTA Youth Advisory Committee)</td>
<td>$80K spent for Choice Neighborhoods youth programming- 2016-'17</td>
<td>![Green Star]</td>
<td>★</td>
<td></td>
</tr>
<tr>
<td>5e</td>
<td>Create a “CPI in a box” that can be used by alumni to promote CPI to their organizations and to relay information learned</td>
<td>(Center for Urban Pedagogy example)</td>
<td>![Question Mark]</td>
<td>?</td>
<td>Staff to design and develop content to support alumni</td>
</tr>
</tbody>
</table>
## Strategy 6: Outreach & Partnerships: Reaching new audiences & disseminating content in new ways

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Accomplished</th>
<th>Action Status</th>
<th>GAP</th>
<th>Goals to get to &quot;Soar&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a</td>
<td>Continue to use CPI's website and social media accounts to promote its work beyond the core curriculum and start a newsletter.</td>
<td>Complete website redesign &amp; launch; increase in social media reach; curation of private FB group; newsletter since fall 2016</td>
<td>GAP</td>
<td>Proactively propose sessions in addition to presentations tailored to audience on request</td>
<td></td>
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<tr>
<td>6b</td>
<td>Make presentations on request at universities and conferences. Continue to promote CPI to other jurisdictions and at conferences.</td>
<td>33 conferences, classes and workshops</td>
<td>GAP</td>
<td>Free up more Director time to develop guidelines and lessons learned to assist city planning entities in other cities &amp; states.</td>
<td></td>
</tr>
<tr>
<td>6c</td>
<td>Respond to requests from other municipalities and organizations about how to replicate the CPI model. Partner with other programs and organizations (e.g., City Council) and develop content for courses or workshops to address their needs and deliver services to new audiences.</td>
<td>San Antonio, Nashville, Omaha, Charlotte Mecklenburg, Pittsburgh, Baltimore, Boston, Detroit, Miami, Providence, Indianapolis</td>
<td>GAP</td>
<td>Free up more Director time to develop a menu of types of assistance; “package” guidelines to assist in consulting</td>
<td></td>
</tr>
<tr>
<td>6d</td>
<td>Look into opportunities to partner with media outlets to expand the reach of CPI.</td>
<td>Partnered with Plan Philly for 2017 graduation event</td>
<td>GAP</td>
<td>Staff to identify media outlets and plan outreach strategy.</td>
<td></td>
</tr>
<tr>
<td>6e</td>
<td>Provide assistance to other city agencies on meeting design &amp; facilitation and training materials. (NEW action item, but part of Director’s job for several years)</td>
<td>Vision Zero; Sustainability; Water; DHCD; Revenue; HP Task Force; Health &amp; Human Services</td>
<td>GAP</td>
<td>Free up more Director time to develop a menu of types of assistance; “package” guidelines to assist in consulting</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Vision Update 2020

Mission
The Citizens Planning Institute empowers citizens to take a more effective and active role in shaping the future of their neighborhoods and of Philadelphia.

Vision
Citizens throughout the City of Philadelphia are meaningfully engaged in planning for their communities and the City. CPI is the “front door” for grassroots planning and central hub for a wide-reaching network of empowered community advocates.

Values
• Creating a friendly and supportive, high quality learning environment.
• Delivering information to encourage critical thinking which is consistent regardless of audience.
• Inspiring learners to connect with other like-minded community contributors.
• Collaborating with respected knowledge experts from public and private sectors.

Goal 1
Create a citywide network of like-minded Philadelphians with a shared sense of civic duty to make a positive difference in their neighborhoods.

Goal 2
Provide residents with the tools to take informed action to improve where they live across all neighborhoods of the city

Goal 3
Build a diverse and engaged constituency for planning that can be tapped by all city agencies to help promote programs and initiatives