Message from APA President

To all young and emerging professionals out there – Congratulations on your decision to join the YPG movement and thank you for your contributions to the organization and the planning profession.

This is an exciting time to be part of APA, as we are taking critical steps to meet your needs, design programming specifically for you, and support the programs that are developed at the YPG level. I can’t tell you how happy it makes me when I learn about new and innovative programs at the national and chapter levels, such as mentoring, job shadowing, social events, and pro-bono community outreach. The possibilities are endless!

As you transition through your career, I strongly encourage you to make the most of the networks that you create through your YPGs. Creating these connections is more important than ever and will last a lifetime.

I look forward to our work together to make YPGs stronger and ensure that you and other young leaders are involved with APA in a meaningful way. Please continue to share your ideas and feedback with us.

I am so pleased that you are a part of our APA community.

Carol Rhea, FAICP
APA President

APA National YPG Mission Statement

APA realizes the importance of cultivating and inspiring the next generation of leaders and innovators for the organization and the planning field. Young Planners Groups play a critical role in doing this and APA provides support, training, and opportunities for knowledge exchange among YPGs across our chapters.
Message from Young Planners

The YPG movement began in 2007, when APA appointed a Young Planners Group Task Force to address the growing needs of new planners. The universal goal was to reach out and offer resources and support to the future leaders of both the planning profession and APA. Today, roughly half of APA’s 47 chapters have established YPGs, which also go by other names such as Emerging Planning Professionals or EPPs. This Guide to Young Planners Groups 2.0 is an updated version of the 2009 guide prepared by young planners in California. It incorporates best practices and lessons learned from YPGs throughout the U.S. and is intended to be a resource for APA members on how to create new and maintain established YPGs.

Moving forward, we know there is still work to be done. The fact remains that APA loses a high percentage of student members in the first few years after graduation. How we function as a young planners group plays an important role in reversing this trend. For starters, we can help to form YPGs and keep them active, which helps bridge the transition from academic life to a professional career. APA is also launching more and more initiatives that will better serve emerging professionals such as collecting age-related data to better track the number of APA members that fall into the YPG category. Targeting our cohort will allow us to sponsor national e-surveys in efforts to meet the needs of young planners.

How do we institutionalize or formalize a process by which APA can consult with YPGs? How can we have an active voice within the APA organization to address the needs of young planners? How do we recognize and award outstanding YPGs, programs, and individuals that inspire others to develop good programming for their YPG members? How best do we create a common YPG brand among chapter and sections, given the variety of names that are currently being used?

APA is looking to us, as the next generation of planners and APA leaders, to provide further guidance in answering these and other questions. A draft of this Guide to Young Planners Groups 2.0 was shared with leadership at the 2014 National APA Conference during the YPG Ideas Exchange. APA intends to share this resource with chapters on an ongoing basis.

As young planners throughout the nation, we look forward to the continued collaboration with APA to create successful strategies that advance the goals of YPGs.
Acknowledgments

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A current list of YPGs can be found at www.planning.org/ep/resources/groups/
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“Make no little plans; they have no magic to stir men’s blood... Make big plans; aim high in hope and work.”

—Daniel Burnham | Architect and Urban Planner (1846-1912)
PART I - YPG FOUNDATIONS

YPG History – How Did the YPG Movement Get Started?

The YPG movement began in 2007, when APA appointed a group of 15 APA members to the Young Planners Group Task Force to address the growing needs of young planners within the profession and provide a forum for young planners to be a resource to the organization. The goals of the Task Force were to investigate the next generation of planners in order to offer services to these members and cultivate a new generation of leaders. The Task Force conducted research and made findings and recommendations on demographic shifts within the profession, what APA can do for young planners, and what young planners can do for APA.

The efforts of the Task Force culminated at the 2008 APA National Conference in Las Vegas, where Task Force members presented their findings to the APA Board of Directors. The Task Force also conducted a young planners session called “The Next Generation of Planners.” At the same time, the APA California, Sacramento Valley Section moved ahead in organizing its own young planners group program, which would become the first YPG in the nation.

During the remainder of 2008, the Young Planners Task Force began conducting research and evaluation to help APA offer support to young planners. Interest in YPGs increased quickly throughout APA chapters and sections. In order to address the growing demand for information about starting a YPG, in 2009 the APA California, Sacramento Valley YPG prepared and published the first Guide to Young Planners Groups.

At the 2009 APA National Conference, the Task Force and APA California, Sacramento Valley YPG members presented the second Task Force Report, Blueprint for Change and the Guide to Young Planners Groups to the APA Board of Directors at the APA National Conference in Minneapolis.
PART I - YPG FOUNDATIONS

Blueprint for Change presented organizational recommendations and suggested long-term next steps for the development of YPGs within the existing structure of APA. Below is a summary of the recommendations from Blueprint for Change:

1. Create a Young Planners Interest Group to address the needs and issues of young planners and to encourage online communication, collaboration, and networking.

2. Integrate the voice of young planners at multiple organizational levels.

3. Enhance the APA webpage to provide more resources geared toward young planners.

4. Continue to provide APA marketing and outreach to students at universities to engage young planners before entering or re-entering the workforce.

5. Provide ongoing and expanded training and education to meet the needs of new professionals.

6. Encourage the participation and recruitment of young planners at networking events at the chapter, section, and national levels.

7. Encourage or facilitate a variety of mentorship program activities to foster mentor relationships among its members.

8. Create opportunities for young planners’ involvement at the national, chapter, section, and division level.

9. Create education opportunities and publications that are relevant and appealing to young planners.

YPGs quickly began springing up in APA chapters and sections as young planning professionals and local APA leadership recognized the benefits of providing programs and services to emerging planners. Today, roughly 30 chapters and sections have established YPGs, also known as “Emerging Planning Professionals (EPPs),” “Emerging Professionals (EPs),” and other names.

Activities include mentoring programs, volunteering, professional development workshops, tours, social and networking events, and outreach through social media and other means.

YPGs in APA – Where Are We Now?
In response to the recommendations put forth in the Young Planners Task Force Report, Blueprint for Change, APA has moved forward with several initiatives meant to better serve and engage the next generation of APA leaders. A major part of the support from APA was the creation of a full time staff position to oversee its programs and services for the EP member population.

Some of the initiatives carried forward by APA National include supporting the development of YPGs across the country, redesigning and improving APA’s Early Career Program membership, creating distinctively designed EP educational and professional development opportunities, improving student outreach and leadership opportunities, and developing a unique web portal and social media sites for EPs.

Supporting the development of YPGs across the country by…

- Emphasizing the importance of YPGs to APA leadership so that there is a common understanding within the organization about what YPGs are, what role they play in member retention and engagement, and how to make them successful.
- Conducting targeted outreach to chapters who express an interest in establishing a YPG and encouraging the exchange of best practices and ideas.
- Hosting a 2012 webinar series with two sessions: “Creating Young Planners Groups” and “Mentoring and Student Outreach.”
- Hosting an Ideas Exchange at the National Planning Conference.

Young Planners or Emerging Professionals are members who are students, recent graduates, or anyone in the early stages of their professional career.
Redesigning and improving APA’s five year Early Career Membership Program by...

• Targeting young planners and increasing the program’s flexibility, cost effectiveness, and list of benefits. In the past, APA has struggled to retain student members post-graduation.
• Bringing recent graduates into APA’s general community and provide them with the resources, support, and programming they need during the first critical years of their career. The goal is then to encourage life-long membership with APA and promote the path to AICP.
• Embarking on a new communications campaign to retain student members as they enter the workforce so that they understand what APA is and what the continued membership benefits are, and all the opportunities for professional and personal growth available at the national, chapter, section, and division levels.
• Launching significant outreach with university faculty, program administrators, and planning students to ensure that APA membership is promoted at the school level.
• Creating a stronger and more informed student membership that will join their local YPGs and continue their APA membership.

Creating distinctively designed EP educational and professional development opportunities by...

• Building an emerging professionals track of sessions at the APA National Planning Conferences, including the Emerging Professionals Institute, the Mentor Match Program, Career Reality Speed Networking, and a variety of other networking and career events.

Improving student outreach and leadership opportunities by...

• Strengthening the relationship and communication with student leaders via the APA Planning Student Organizations (i.e., campus groups of planning students) and APA Students Representatives Council (SRC).
• Reaching out to local planning schools for the development of meaningful relationships and opportunities for leadership. For example, many chapters and YPGs have student and faculty positions on their boards, created campus liaison groups, engaged with local Planning Student Organizations, and served on career and networking panels.

Developing a unique web portal and social media sites for EPs...

www.planning.org/ep
YPG Identity - What are YPGs and Who Do They Serve?

U.S. News & World Report in 2008 ranked the planning profession as a rising profession with strong outlooks and high job satisfaction. Like other professions, planning is seeing a demographic shift as the Baby Boomer generation has begun to reach retirement age, making it more important than ever for the APA to provide professional support to the next generation of planners.

Generally speaking, emerging professionals are looking for work-life balance, regularly multitask to get the job done, and stay flexible in the process to attain the career advancement they want.

What is a YPG?

APA does not have formal guidelines for YPGs; however, this Guide 2.0 provides guidance and best practices to start a YPG or make changes to existing YPG frameworks. YPGs focus on helping young professional planners establish social and professional relationships with their peers and experienced planning professionals through career-building programs, social events, and mentoring opportunities.

YPGs cultivate the minds of young planning professionals through educational programs on the issues and trends that are relevant to planning the communities of tomorrow.

YPGs across the country take many shapes; some act as an ad-hoc group of young professionals and students who get together to network, while others are formal committees of their state chapter or local sections and have a set organizational structure.

Defining the Young Planners’ Cohort

Young planners represent students in planning or planning-related programs and a range of young professionals (definitions vary by YPG, but commonly used definitions include “under 35” or “under 10 years of experience”). YPGs may also represent those that are new to the planning profession as a second (or third) career.

Members include those from local governments (e.g., cities and counties), private consulting firms, nonprofit organizations, and other Federal, state, and local agencies.

While emerging professionals become involved in YPGs for similar reasons, the various cohorts may play different roles and have dissimilar relationships to each other and to the APA organization.

Those young planners that are not already an APA member are strongly encouraged to join the APA National and their state chapters (and local sections, if applicable) and divisions in order to take advantage of everything that APA has to offer including the Early Career Membership Program.
**Planning Students**

Planning students are generally the newest generation entering the planning profession. APA student members tend to be in the last two years of an undergraduate or graduate planning or planning-related program such as geography, public administration, law, landscape architecture, or other allied programs. Student members tend to be in their early twenties; however, some graduate students may be entering the planning profession as a second career and therefore are toward the end of the YPG spectrum.

Students may be leaders of YPGs and typically are an integral cohort to helping provide the energy needed to make YPGs successful. Student members are generally looking for networking and mentoring opportunities with established planners gaining experience through partnerships and seeking advice on entering the profession.

Planning students are the future of the profession and after graduation they help to keep YPGs energized and active, whether they stay with the YPG they started with as students, or move to another area and become involved in a different YPG.

**Recent Graduates/New Professionals**

Recent graduates and new professionals are just beginning their careers, having only worked in the field for a handful of years. Most new professionals are usually in their early twenties to early thirties and have graduated from an undergraduate or graduate program in planning. They will look to the established young planners to learn what it is like to be a new planner and to experienced planners for potential job leads, advice on how to best enter the profession, and becoming AICP certified.

### Type of Young Planner

<table>
<thead>
<tr>
<th>Type of Young Planner</th>
<th>General level of professional experience (years)</th>
<th>What they contribute to YPGs</th>
<th>What they’re looking for in a YPG</th>
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</thead>
<tbody>
<tr>
<td>Planning Students</td>
<td>0</td>
<td>• Energy and enthusiasm</td>
<td>• Advice on entering the profession (e.g. internships, entry-level jobs)</td>
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<tr>
<td></td>
<td></td>
<td>• Knowledge of latest planning practices from university courses</td>
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<tr>
<td></td>
<td></td>
<td>• Often possess advanced software skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Well-versed with social media</td>
<td></td>
</tr>
<tr>
<td>Recent Graduates/New Professionals</td>
<td>&lt; 7</td>
<td>• Ability to “bridge the gap” between planning students and the more established planners</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Provide job search advice to students and those new to the profession</td>
<td></td>
</tr>
<tr>
<td>Established Young Planners</td>
<td>7 - 10</td>
<td>• Next chapter and national leaders</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Guidance on AICP certification</td>
<td></td>
</tr>
<tr>
<td>New to the Planning Profession</td>
<td>Varies</td>
<td>• Perspective from a different field via prior career</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Often possess contacts with other professional organizations</td>
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PART I - YPG FOUNDATIONS

Guide to Young Planners Group | planning.org/ep/resources/groups
Recent graduates and new professionals are generally looking for networking and mentoring opportunities with colleagues and established professionals. They provide energy and leadership for YPGs and help to “bridge the gap” between planning students and the more established young planners.

Established Young Planners
Established young planners are those that have been in the planning profession for 7-10 years or more, are often AICP-certified, and tend to be in their late twenties to mid-thirties. They are most likely the leaders of a YPG and often see themselves as mentors to the younger generation, offering advice on job searches, what to expect as an entry level planner, and how to prepare for the AICP exam.

Established young planners look for opportunities to become more involved with APA and to make an impact on the new generation of planners. As such, this cohort is typically looking for the next YPG cohort of leaders to take over as they “age out” or move on to other leadership positions at the chapter and national levels. Establishing a succession plan for future YPG leadership is critical to the success and longevity of your group.

New to the Planning Profession
Members that are new to the planning profession generally do not fall within the other cohorts. These planners will generally be older, beginning their second (or third) career, but will find involvement with YPGs valuable for many of the same reasons as recent graduates and new professionals.

This cohort may be looking for networking opportunities with other professionals and may want to get involved with state chapters and local sections and their YPGs.

Unifying a Range of YPG Cohorts
The key to a robust YPG is finding a way to unify all the YPG cohorts to keep the groups energized and active. Each cohort can learn from the other and brings a unique and valued perspective to the group. It is important to have as much diversity as possible to ensure an engaged group.

The best way to unify the cohorts is to keep an open membership policy and give each cohort ways to get involved with YPGs. With that said, the new professionals may be more interested in talking to others in similar situations as themselves, while the planning students may be more interested in learning about the profession and potential internships and job opportunities. Be flexible with YPG activities and you’ll find the balance.

While it is vital for YPGs to integrate students into their groups in order to create a natural progression of leadership, YPG leaders shouldn’t forget that some planning students may be heading to a different APA state chapter or local section following graduation. Remember to talk to your student membership and find out what their plans are so that you can plan your YPG leadership accordingly.
Engaging and Involving Experienced Professionals in YPG Activities

Experienced professionals provide important input into YPG activities and can help to ensure a YPG's success even though they may not be directly involved with a YPG. These professionals often are involved with section, chapter, or national leadership; employed as supervisors and planning directors; and will be sought out by younger planners for career advice, especially when it comes to job searches and career advancement.

They can assist YPG leaders with ideas for events, are usually willing to be speakers at YPG events, and play a very important mentoring role for all cohorts of YPGs. Finally, experienced planners can encourage their peers to have continued involvement with YPGs and APA at all levels.

It is important to note that for YPG leaders, reaching out to their chapter leadership is a significant step to assuring that the next generation of planners is represented in chapter matters. Since many chapter leadership positions are often held by experienced professional planners, YPGs must contact these experienced planners and communicate that YPGs want a "seat at the table," guaranteeing a succession of the next generation of planning leaders.
“When planning for a year, plant corn. When planning for a decade, plant trees. When planning for life, train and educate people.”

—Chinese proverb
PART II - YPG TOOLS AND TECHNIQUES

Structuring Your YPG – Are You a Part of a Chapter or Section?

The reality is that each APA state board (or section, if applicable) has its own culture and processes and YPGs must find the relationship that works best for their particular situation. But in general, the more interaction YPG leaders have with their chapter or section boards the better. It is crucial that the board leadership understands and appreciates the purposes and goals of YPGs and is aware of their planned activities.

How should your YPG leadership be represented on the state or section board? There are several structures worth considering, but most YPGs have established themselves as subcommittees of the chapter or the section, with the YPG chair(s) having a standing seat on the chapter or section board. This is the preferred model for a variety of reasons.

First, a broader understanding of YPG can make it easier for YPG to receive the financial and volunteer support necessary to run successful programs and attract new members. Second, YPGs can provide the chapter or section with feedback as events and activities are planned. Last, but not least, having YPG chair(s) sit on the chapter or section board creates a pipeline for secession leadership.

Many, if not all, chapters (and sections) are in constant need of members with both the desire and skill set to take on leadership roles. This need is met when young planners can begin participating in chapter or section leadership early in their careers.

Because the structure varies widely from one chapter or section to another, the YPG position on the board can be either voting or non-voting and elected or appointed. For example, if sitting on a chapter’s board is not desired by either the chapter or YPG itself, then at the very least the YPG leadership needs to make a concerted effort to keep the chapter board apprised of the YPG’s activities on a regular basis. This can be accomplished through a written report back to the board or adding a standing agenda item to the board’s agenda.

If your state chapter has individual sections, you will need to decide whether it’s a better fit to have one statewide YPG that represents all areas or designate the YPGs by the separate sections, or both.
PART II - YPG TOOLS AND TECHNIQUES

Below are three real world examples of YPG structures to consider:

1. APA Florida has created one statewide YPG. Each section is encouraged to have representation in the statewide YPG and to form YPG subcommittees within each section.

2. APA California has created a system of YPGs on a section by section basis and appointed a YPG representative on the chapter board. Each YPG is a subcommittee of the section board leadership.

3. APA Washington has created a YPG for one of its six sections. The APA Washington, Puget Sound YPG exists as a subcommittee of the Puget Sound Section.

Get Out There - What Do YPGs Do?
Established YPGs have fulfilled their goals by covering a range of initiatives and have achieved success by organizing their group into either a subcommittee structure or a program based structure. In practice, subcommittee structures have worked well as a part of larger chapters; whereas, program based YPGs tend to work well for smaller YPGs or those groups that are newly forming. Either way, both of these structures effectively distribute responsibilities and allow members to get involved in programs of interest. Drilling down even further, YPGs can then organize into topical groups that plan and carry out events and activities. Don’t forget as you are planning YPG events, the larger APA membership is sponsoring.

Communicating with and Planning for YPG Members: How Do You Keep It Fresh and Engaging?
Activating young planning professionals can be difficult as there is no one-size-fits-all option. The best advice for beginning and maintaining a YPG is to try everything, keep what works, and change what doesn’t. Try reaching people in different ways including email, websites, social media, and attending other events. Variety and persistence are the keys!

Adding something to your chapter or section’s newsletter is a good way to get the first word out. YPGs can also use the chapter or section’s electronic mailing list for emails specifically about YPG events.

Additionally, chapter (or section) specific social media outlets can be an effective tool to reach younger professionals. Attending chapter/section events and related allied organization events allows those organizing a YPG to reach out directly to potential YPG members and let them know about the variety of events targeted particular at their demographic.

Allied organizations often have special programming for young professionals and are facing the same challenges as YPGs. These allied relationships can grow organically, whether by meeting a member of the organization at another social event or working with a college, classmate, or having a friend to introduce the two organizations to one another.

Over time, it’s good to develop a contact list of people who have attended events or expressed an interest in YPG. Often, reaching out to new members can most effectively be done through your full chapter or section’s mailing list or newsletter.

Graduate and undergraduate planning programs can help connect YPGs with graduating students who will be entering the field as young planners. Many university departments have student planning associations or other student-run groups that can provide good contacts.
PART II - YPG TOOLS AND TECHNIQUES

Professional Development Opportunities
Professional development opportunities through APA are focused on building the careers of YPG members. Based on the interests of YPG members, young planners organize programs that link experienced professionals with YPG members primarily through mentoring activities. YPGs can also sponsor resume clinics, job interviewing speed networking, Pecha Kucha sessions, or AICP prep workshops through the chapter and local sections.

YPGs can also plan programs and events that will increase participation and visibility of young planners at National and State APA Conferences. Experienced professionals should act as a link between the Conference Committees and the YPGs to assist with young planners efforts. Possible conference program opportunities can include arranging professional development sessions, social and networking events to connect young planners and experienced planners, and volunteer opportunities. For example, the APA National Conference includes hosting and participating in the Young Planners Ideas Exchange.

Once you have contact information, it's important to plan and execute events and activities that are of interest to young planners in your area. This is where persistence comes into play. Young planners are busy and often balancing a number of priorities. There is not one type of event that will garnish the attention of all young planners. So be flexible and creative! Your YPG subcommittee can help bring different perspectives and interests together.

The following offers examples of tools and techniques that will help you establish and keep YPGs fresh and engaging.

Social and Networking Events
Social and networking events are an easy way to help YPG members meet their peers and more experienced planning professionals in a relaxed environment. These events foster networking and peer-to-peer relationship building.

Social and networking events often include happy hours, either with a brief presentation followed by social time or begin with an icebreaker activity. Seasonal or outdoor activities such as picnics with group activities are also popular social events.

Other successful ideas include speed networking. Some YPGs have found other types of like-minded groups to partner with for social and networking events, such as a planning directors group and a consulting planners group in Massachusetts.

Educational Programs
Coordinated educational programs can use the knowledge and experience of YPG members and experienced planners to expose and educate members on a range of planning topics. These learning opportunities can also be approved for CM credits through APA. Types of events that appeal to both those seeking CM credits and those who are not, include topical brown bag lunches or evening programs.

For example, the APA EPP group in Denver hosted a well-attended Current Events Presentation on environmental planning following catastrophic flooding in the region. The event included a meet and greet, panel of experts, followed by questions and answers and a happy hour. Educational programming is also a good opportunity to partner with other allied organizations, such as the local ULI District Council Young Leaders Group (YLG), and co-sponsor a special session or event.

A crucial step in starting a successful YPG is compiling an initial list of contacts.

Part III, Step 3
Site Visits/Project Tours
Site visits and project tours are an engaging and useful way to supplement the other professional development opportunities being offered by YPGs. Small group tours of jobs under construction or recently completed projects are an ideal way to get YPG members behind the scenes and learning first-hand about project details from professionals. YPGs have partnered with a local design or construction firm for the tour, which includes questions and answers from young planners directed at the project team, followed by a networking social hour. In general, tours are a way to increase the visibility of the YPG and have its young planner members interact with other professionals in the public, private, and nonprofit sectors.

Legislative Updates
Legislative updates and policy programs keep YPG members up-to-date on pending and new legislation on planning and other related professions, such as environmental and transportation issues. YPGs may choose to designate a young planner legislative liaison to their subcommittee that organizes and hosts a legislation-related annual event, such as Planners Day at the Capitol, followed by a networking event to continue to connect with participants.

Mentorship Programs
Mentorship programs provide opportunities for YPG members to connect with experienced planning professionals to gain valuable career insights, experiences, and professional contacts. There are some great examples of unique mentoring programs from YPGs across the U.S., such as:

- APA California Chapter, Los Angeles YPG
- APA California Chapter, Orange County YPG
- APA California Chapter, Northern YPG
- APA California Chapter, Sacramento Valley YPG
- APA California Chapter, San Diego YPG
- APA Illinois Chapter YPG
- APA New York Metro Chapter YPG
- APA Washington Chapter YPG

Additionally, some YPGs have chosen to replicate the APA National Mentor Match Program, which connects mentors and mentees during the annual APA National Conference.

The Mentor Match Program is an example of how a mentorship program can be formatted without requiring significant time commitment from the mentors or mentees.

APA’s Mentor Match Program
Creating connections serving the next generation of planners.

For more info visit:
www.planning.org/ep/mentormatch
YPG members are also becoming mentors to high school and college student cohorts. For example, a successful and unique youth mentorship program funded by the New York Metro Chapter YPG connects young planners with high school students through the yearlong Youth in Planning (YiP) program. YiP started in 2010 and engages students in an after-school style setting where they receive participation credits from their schools, and learn valuable on-the-job experience with actual planning projects in their communities. Planners, graduate students, and other professionals from the Chapter volunteer to coordinate the program and work with the student teams.

In 2011, Youth in Planning received an APA Chapter Presidents Council grant to expand the curriculum and program models so it could be adapted by other Chapters. The Hunter College Urban Affairs and Planning program offers a dedicated home and computer lab for the program. A free Google Apps for Education account was obtained which allows students to work in collaborative, business like settings with a range of useful cloud-based software. A growing number of public high schools around New York City sign each year. Each project culminates with a student presentation typically for an actual client, and the students work is then hosted on the YiP website.

**Communications**
Communications among YPGs is critical in getting the message out and making sure that young planners know what events and activities you have planned. An online newsletter, whether it be YPG specific or at the chapter or section level, is a good communication tool. Most importantly, however, is an active presence on a web-based platform (i.e., website or webpage) and social media (e.g., Facebook or LinkedIn group).

When looking for guidance, ask your YPG members to evaluate existing YPG programs. Develop a survey via email or other established communication tools such as Survey Monkey and Doodle to gauge the needs and interests of YPG members about different worthwhile activities, events, and programs.

**Marketing and Promotion**
Utilize national, chapter, and local section web pages for YPG marketing materials, in addition to partnering with allied organizations. Seek inclusion of YPG branding in advertisements for conference, chapter, and section materials. Then, target YPG promotion at undergraduate and graduate universities with planning programs.

**Membership Recruitment**
Membership recruitment and outreach is an essential tool to engage undergraduate and graduate planning programs, promote the benefits of being active in APA, and encourage participation in APA and YPG programs and events.

**Fundraising**
YPGs can set certain sponsorship quotas for themselves for social events or can partner with allied organizations or other groups for donations to support YPG events and programs.

**Community Service and Volunteering**
Volunteer events through local community service organizations is a great way to give back to not only your local community but to the planning profession as a whole. An energizing example is organizing a group to participate in a Habitat for Humanity local housing project on a one-or two-day build. Invite an allied organization to partner. It’s a great way to meet new young professionals in a hands-on, team building, and collaborative setting.

**International Planning**
Forming an International Planning team to identify best practices in the planning field from around the globe to share information with YPG members may be of interest as part of your YPG subcommittee. This group can provide YPG members with various publications and web-based resources related to international planning and can host a local event that coincides with World Town Planning Day.

**Innovation**
A YPG innovation group helps ensure that YPG members are informed of emerging trends in planning while providing opportunities for members to showcase their creative strengths.
Financing Your YPG – Where’s the Money?
YPG programs and events do not need to be costly, but they do require funding. First you should check with your chapter or section board to see if funding is available in the annual budget to allocate to YPG. If immediately available, great. If not, request a YPG allocation for the following year.

How much money will we need? This varies based on what your YPG would like to accomplish each year. The following provides some general financial YPG guidelines:

1. Decide if you want to develop an annual budget or ask for funding on an ad hoc basis.

2. The chapter or section board may want to start out by providing funding on a request-by-request basis and then move to developing an annual YPG budget once necessary expenses have been established based on YPG activities.

3. A chapter or section board could start out by setting aside a YPG budget and allow the YPG to work within that amount. For example, APA California, Los Angeles YPG is given $1,500 per year. This expense allocation is based on a budget for each event and projects an overall FY budget at the beginning of the year.

4. Draft a sample one year schedule of activities and estimate how much each activity will cost. For example, the APA California, Los Angeles YPG has offered a mentorship series that costs approximately $150 per session, attracting 10-15 attendees each. The YPG paid for the appetizers at approximately a budget of $10/person and attendees provided their own funds for drinks (non-alcoholic and alcoholic).

Variety and experimentation are an important element of creating and sustaining YPGs. While it’s tempting to try and schedule a large number of events, make sure that you, as the organizers, are considering your schedules and funding sources. It is important to take precautions against high costs and YPG member burnout.

Here are some practical tips for organizing fun events, while keeping costs to a minimum:

- Make sure to schedule events and programs far enough in advance for people to mark their calendars. Generally, one month in advance is preferable. If your event is planned further out than one month, first, send out a “save the date,” then, email communicate reminders several times leading up to the event.

- Getting together on a monthly basis may not be possible when first starting a YPG. Be realistic about your goals and be flexible if needed.

- As a YPG develops and a core membership is established, some YPGs have had success holding regularly scheduled monthly events. Young planners automatically know that there will be a YPG event at a particular time (e.g., Third Thursday Planners Pint Night).

- Should YPG events be free of charge? It’s often preferable, but sometimes charging a small fee ($5-$10) can lead to higher participation and can help defray costs. People are often more committed to attend an event if they paid in advance.

- Providing appetizers or other food is a common practice to encourage attendance. Offering a drink ticket is also an option (when budget and age of participants allows), but is by no means necessary.
Whenever possible, seek out sponsorships or partnerships for events to help with venue, food and beverage, and other miscellaneous costs. Local consulting firms and allied organizations may be interested in co-sponsoring or supporting YPG activities. A company or other organization can provide a room, staff, refreshments, printing, or pens. Additionally, bars and restaurants may be willing to provide free food if guaranteed that a certain number of people will attend and buy drinks. It’s most likely to work on an off-night or other time that the bar or restaurant is less crowded.

Remember to check with your chapter or section board as they may already have an event on the calendar that could conflict with a YPG event. Ask board members to encourage and support YPG events by reaching out to the larger APA membership to find volunteer speakers or participants, and let people know the event is occurring.

Finally, to increase participation in sometimes costly national, chapter, or section activities, YPGs should ask board members at all levels to offer discounted registration fees or other rebates for young planners and students. For example, reduced YPG fees for the Chapter and APA National Conferences have been provided to encourage participation by young planning professionals.
“Coming together is a beginning; keeping together is progress; working together is a success!”

—Henry Ford, American Industrialist (1863-1947)
PART III - STARTING A YPG

Ten Steps to Starting a YPG in Your Chapter or Section

The following 10-step approach sets out a simple strategy to start a YPG in your APA chapter or section. The steps may or may not be followed in this order depending upon the particular context in which your YPG is initiated. It may be helpful to contact your chapter or section leadership before embarking on any of the steps to ensure that your individual efforts are coordinated from the outset with other local interested APA individuals and parties, if applicable.

Step 1. Gather interested individuals

Anyone else out there?
The first step in starting a YPG is finding other interested young planning professionals and students. Contact your local chapter or section board members to obtain a mailing list or find out where you can best get your message across to other young planners and students. Once messages are sent out, meet with your group of interested individuals. Don't worry if you only start with three to four people because having a close knit working team at this stage that trusts and helps each other is a major bonus. Discuss what you would like to do and set out a rough work plan for next steps. Use the strategic plans and other best practice examples from Part V (Sample YPG Documents) to aid in developing your vision, mission, and other start up programming materials for the YPG. Appoint one or two people to be the leader(s) or chair(s) of the new subcommittee.

Step 2. Meet with your local Chapter or Section Board

Can I get a little help from my friends?
Prior to promoting your YPG or gathering new members, meet with your local chapter or section board members. It is important to make sure that your local chapter or section is aware that you would like to start a YPG and to have their support for the program. These leaders have a wealth of knowledge and can help you through their access to key APA and other resources. Present to the Board your vision, mission, and ideas for YPG programming. Describe the composition of your YPG subcommittee and ideas for next steps. Gather key information from the Board on the following topics:

- **Organization:** How do they see the YPG working within the existing chapter or section framework? What structure would they suggest? How should the YPG communicate within the APA organization?
- **Promotion:** Who is responsible for marketing the YPG and getting the word out via promotional activities? What is the protocol for sending new information to board members to help promote the YPG?
- **Finances:** What costs are associated with running a chapter or section board that would also translate to the YPG? What funding, if any, could the chapter or section board provide for a YPG startup? Is it possible to provide funding to support the YPG on an annual basis?

Step 3. Setting up the network

All on board!
A crucial step in starting a successful YPG is compiling an initial list of contacts to be the base for communication heading forward. Before holding any events or meetings, gather a comprehensive list of contacts from the following stakeholder groups:

- APA members with a targeted age range or years of experience including students (can typically be obtained from chapter or section administration).
- Local managers and directors from public, private, and city and county planning agencies (try to find the key local superstars who have a connection with everyone).
- Other organizations associated with the planning field or young professional groups.

Step 4. Prepare outreach materials and web presence

Follow us on...
It should go without saying, but developing a strong web presence is the key to external and internal group communication. Get together with your YPG subcommittee individuals and develop the following outreach materials:

- Website or webpage: Establish a central place for YPG documents, events, and news and provide an avenue to gather interested individuals contact information (e.g., email address). This does not have to be overly technical, but it does help to have someone in your group who is well-versed and can set up a strong web-based framework. Possible
interfaces could include a page on the APA chapter or section website, Facebook or LinkedIn group, or developing a standalone website through a service like WordPress.

- Branding: Create an image or logo, tagline, and establish a color scheme for all of your marketing materials. Note that all chapters have an assigned color-associated APA logo. Consider consistency with the chapter branding and design. Event flyers, emails, and web content will be some of the first marketing items your group creates. Be sure to incorporate your YPG design concepts into outreach materials and templates at the beginning stages of your YPG preparation to start building your signature brand. See Part V for branding examples.

**Step 5. Hold a kickoff event**

*Let the games begin.*
The first major action of a new YPG is to carry out a kickoff event to celebrate the start of the YPG chapter or section program. This should be a social event at a local gathering place (e.g., restaurant, art space, or brewery) that is well known, has the capacity to hold a large number of people, and can facilitate group discussion.

Advertise the event with flyers, emails, and web postings. Use the previously compiled contact list along with other local promotional avenues, such as your newspaper’s online event calendar, to spread the word. Over order on the food and drinks to make this a no lose scenario. Remember, first impressions are lasting, and you only get one shot.

At the event, the group leadership (i.e., chair(s)) should be prepared to give a 10 minute briefing about the new YPG and how interested individuals can stay in touch and get involved. Direct those in attendance to your communication center (i.e., webpage or website) for upcoming events and informational sessions.

**Step 6. Follow up with interested members**

*Be involved, stay involved.*
After your initial kickoff event, follow up with interested individuals (e.g., email and web posting) and let them know how they can get involved in the group and provide information on the first YPG meeting.

**Step 7. Hold an informational YPG meeting and organize**

*Are your ducks in a row?*
Hold an informational gathering for interested individuals to discuss what you’ve heard from those who attended the kick-off; input for your local APA chapter or section board; and the general vision, mission, and work plan set forth by your initial subcommittee sessions. Review organizational models and types of programming from other YPGs.

Continue to build and organize a core group or subcommittee of interested individuals to refine the goals and responsibilities of your YPG. As a group, set out a clear strategy for what you would like to do to start the YPG and how you envision it will operate.

**Step 8. Solidify the YPG with your local APA Board or Chapter**

*Cooperation is the key!*
Present your YPG plan to your local APA chapter or section board. Discuss their views on your proposed work plan and how you will operate in coordination and within the existing framework. Remember that the board members can aid with those activities that every organization must tackle outlined under Step 2 (organization, promotion, and finances). Try to get a YPG
representative to attend the chapter or section board meetings to keep the YPG voice in the mix and to provide input from your subcommittee. Stay engaged with the board level programming so that YPGs may aid in these activities and not provide a conflict with event schedules.

**Step 9. Begin holding regular YPG meetings and carrying out programs and events**

*Have the host mentality.*
Now that the YPG is established with a core group or subcommittee of members and a clear vision, mission, and work plan begin holding regular meetings to address any outstanding startup issues and plan YPG events and programs for the future. If you are still developing your core group an easy first step would be to hold quarterly social gatherings until enough capacity is built to host more regular monthly events. Keep in mind it’s very important to keep your chapter or section board in the loop on what occurs at your meetings and any upcoming programs and events you’re planning.

**Step 10. Have fun!**

*Work hard, play hard.*
Starting a YPG is fun and exciting, but it is also challenging and time-consuming. Remember to have fun and enjoy the early stages of forming the group and organizing people around a common vision. Before long you’ll see your YPG taking on a life of its own.

Website content should include intuitive links such as upcoming events, resources, and contacts.

*Part V, Sample YPG Documents*
“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

—Dwight D. Eisenhower, 34th President of the United States (1890-1969)
PART IV - ALLIED ORGANIZATIONS

Many of APA’s allied organizations have similar YPG-type groups. The following information provides a snapshot of five such examples: the Urban Land Institute (ULI), U.S. Green Building Council (USGBC), American Institute of Architects (AIA), American Society of Landscape Architects (ASLA), and Royal Town Planning Institute (RTPI).

Urban Land Institute YLG
To attract young professionals, ULI (www.uli.org) launched the Young Leaders Group (YLG) program in 2001. The YLGs fall under the umbrella of the local District Councils which are geographically designated membership footprints, similar to APA’s Chapters. YLGs have an age restriction of 35 and under and proof of age is required when becoming a member. Membership dues are discounted for YLGs from the standard ULI membership rates.

A key structural attribute of the YLGs is their autonomy. YLGs design their own programming and fill their own leadership positions. This allows young professionals the opportunity to tailor the focus of the YLG to real estate topics that are pertinent to their interests. It also allows the organization to be nimble and align the programming with trends in their particular locality or region to stimulate membership. This self-governance model also provides alluring leadership opportunities for motivated young professionals.

Another critical draw for the YLGs is the exposure that ULI provides their young professionals to senior members. These actions offer a clear path to involvement and serve a motivator for participation. In addition, ULI has recently started to selectively tap notably active YLG members for positions on nationwide Product Councils. These invite-only councils focus on specific niche components of the real estate industry such as a particular building asset-class or innovative urban design trends. Historically, these prestigious councils have been filled by senior-level industry leaders only. Opening this opportunity to YLGs is a major draw for younger professionals looking to make a name in the field.
PART IV - ALLIED ORGANIZATIONS

U.S. Green Building Council EP
The Emerging Professionals (EP) (www.usgbc.org/community/chapters/emerging-professionals) sub-organization of USGBC was started in 2003 and is made up of young professionals in the green building field. Most EP members are out of school and are younger than 30 years old; however, there is no set age maximum. The sub-organization is also open to “seasoned professionals who are new to the green building industry.” EP groups operate as committees of local USGBC chapters and are directly represented at the national level by the EP National Committee. Membership dues for EPs are discounted from the standard individual membership rates.

Programming for the EP groups is designed and organized both locally and nationally. The local events tend to focus on community volunteerism, networking, and LEED exam preparation. Examples of the volunteer events include on-site home weatherization projects for low-income families, tree-plantings, and participating in Carbon-Free sponsored activities.

Programming is also organized for EPs at the national level by the EP National Committee. One of the longest running national events is the Natural Talent Design Competition, which allows students and emerging professionals to gain experience designing to LEED standards. The competition also provides valuable exposure to senior professionals in the green building field. Another nationally sponsored program for young members is the Emerging Professionals Leadership Academy. The six-month application-only program is structured around webcast lectures, a weekend studio retreat, and a chapter-level program development project. The Leadership Academy not only provides an excellent opportunity for EPs to grow in the field and boost their resumes, it also builds organizational capacity within USGBC and strengthens the relationship between the emerging professionals and the parent organization.

American Institute of Architects YAF
The AIA Young Architects Forum (YAF) (www.aia.org/careerstages/resources/AIAS075198) is organized to address issues of particular importance to recently licensed architects, licensed 10 years or fewer. The YAF Advisory Committee provides national programs and events throughout the year, which are geared towards young architects including sponsoring several continuing education seminars for the annual AIA National Convention. Research roundtables, conducted in several cities around the nation, have yielded many key issues of interest.

Topics mentioned most often are:

• Career advancement
• Starting a firm
• Moving up within an existing firm (leadership/early career development)
• Career alternatives (both within and beyond a traditional practice)
• Balancing professional and personal life

The YAF Connection is a bimonthly publication that is the official e-magazine for young architects that contains articles on leadership, mentorship, and fellowship as well as book reviews by young architects. The YAF has three overriding goals:

1. To encourage professional growth and leadership development among recently licensed architects through interaction and collaboration within the AIA and allied groups.

2. To build a national network and serve as a collective voice for young architects by working to ensure that issues of particular relevance to young architects are appropriately addressed by the Institute.

3. To make AIA membership valuable to young architects and develop the future leadership of the profession.

YAF believes in the values of promoting leadership, mentorship, and fellowship for the future of the profession.

Leadership. Leadership is the practice of actively engage recently licensed Architects to affect positive change for the betterment of other members, their firms, their AIA Components, and the Institute overall.

Mentorship. Mentorship is the developmental partnership through which a seasoned Architect
PART IV - ALLIED ORGANIZATIONS

(mentor) shares knowledge, skills, information and perspective with an Intern Architect or a recently licensed Architect (mentee) in order to developing specific skills and knowledge that will enhance the young person's professional and personal growth.

**Fellowship.** Fellowship is the condition of sharing similar interests, ideals, or experiences with other recently licensed Architects or more experienced Architects in a congenial, collegial atmosphere on equal terms.

**American Society of Landscape Architects EP**
The ASLA Emerging Professionals (EP) ([www.asla.org/emerging.aspx](http://www.asla.org/emerging.aspx)) are graduates from accredited landscape architecture programs or a program recognized by ASLA and have less than three years professional experience. These EPs are eligible for Associate ASLA Membership. The EP Committee’s primary goals are to:

1. Advise the membership and staff on ASLA EPs including Associate, Student, and Student Affiliate Member programs and services;
2. Facilitate communication with and among all ASLA EP groups;
3. Promote the benefits of membership and encourage member recruitment at all levels;
4. Communicate with faculty and chapters about ALSA programs and benefits pertaining to Students and Associate Members;
5. Promote, encourage, and assist ASLA chapter leaders to increase professional interaction with EP members; and
6. Improve the effectiveness of Student Affiliate Member interaction.

**Royal Town Planning Institute YPN**
The RTPI Young Planners Network (YPN) ([www.rtpi.org.uk/knowledge/networks/young-planners](http://www.rtpi.org.uk/knowledge/networks/young-planners)) aims to address the needs and encourage the involvement of young planners in the UK by organizing conferences and events that appeal to planners who are in the early stages of their planning career. The network is made up of regional groups that organize programming for young planners in their areas. Each regional group is part of the YPN. Membership seems to vary by region, but most common criteria include under 10 years of planning experience or under 35. The YPN organizes an annual National Young Planners’ Network Conference. The location changes each year and is mainly organized by the local regional group. For example, the 2013 Young Planners Conference was held in Leeds and organized by the YORnet Yorkshire Young Planners. The 2014 Young Planners Conference will be held in Bristol in October, organized by the South West Young Planners. The conference seems to be sponsored and draws a few hundreds of participants.

Other programming examples include:
- Electronic newsletters
- A Young Planner of the Year award
- Professionals development events
- Social mixers

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**Great opportunities are out there with allied organizations to partner and co-sponsor a special session, project tour, or educational programming event. With a little research, you’ll find local allied organizations near you and experience how fun and easy it is to team up.**

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Part II, Tools and Techniques
“There is no logic that can be superimposed on the city; people make it, and it is to them, not buildings, that we must fit our plans.”

—Jane Jacobs; journalist, author, and urban theorist (1916-2006)
PART V - SAMPLE YPG DOCUMENTS

When starting out, a little help from your friends can go a long way. APA National has built a framework to share resources and provide a helpful head start to YPGs when forming a new group or giving fresh ideas for established programs. The following section offers a sampling of best practices, while many more examples of YPG resources, documents, and other information can be found at [www.planning.org/ep/resources/groups](http://www.planning.org/ep/resources/groups).

Work Plans

APA Illinois Chapter YPG

The Work Plan for the APA Illinois Chapter YPG summarizes the overall vision and purpose and outlines the YPG focus, goals, and event planning ideas for the year. At right is a sampling of the Work Plan.

Section 3: Proposed Events

There are three categories of proposed events that YPG will host during 2013:

1. Professional Roundtable Discussions (2 total events)

   Approximately twice a year, YPG will host a roundtable discussion featuring three or five experienced planners discussing a planning issue and inviting insight into their own planning careers. Topics may include broad subjects such as transportation, the environment, and the discussions may have a Chicago-area focus with partners. Each discussion will last approximately 90 minutes including introductions and closing questions/answers. The YPG Leadership Committee will moderate the discussion.

2. Social Networking Events (6 total events)

   Hosting social events throughout the year is one way YPGs can foster professional networking. Approximately four times a year, YPG will host social networking happy hours. The event will not have a strong formal tone, but rather a social tone and is co-hosted by another professional group.

   The first social networking event will be in early February at Jack's Tap (1018 W. Jackson Blvd, Chicago). This event will be co-hosted with the Chicago Metro Section of the Illinois Chapter of APA (APA-IL).

3. AICP Exam Preparation/Study Sessions (potentially collaborative/assistance with APA-IL Professional Development activities)

   There is potential for collaboration with APA-IL Professional Development to help organize events that focus on preparing for the AICP Exam. Meeting with Professional Development Officer Katrina Bouder will be an important step in coordinating efforts. YPG could serve to help spread-the-word about AICP exam preparation events by reaching out to young planners. YPG could also help organize exam-related events as necessary.

Section 4: Communication Modes

The YPG Leadership Committee will spread the word about events and make important announcements through several modes of communication:

- Email loops (YPG email address is yp@ilapa.org)
- Website (http://www.planning.org/groups/ypa) and APA-IL website
- Direct correspondence with the Urban Planning and Policy Student Association Leadership at UIC and other higher education institutions with urban planning related programs
- Facebook and LinkedIn Groups

Section 5: Budget

Insight from the Board will be especially needed on this issue. It is anticipated that the YPG will receive a small amount of funding from the APA's General Fund to host the events described in this work plan. For example, in the past, a roundtable discussion was held at a local planning firm due to its generous support of the event. However, it is anticipated that there may be operating costs to host events such as rental space, refreshments, and any potential PR costs. The budget may be operated by the YPG leadership and/or the APA-IL Professional Development Committee as necessary. The budget may be used to cover any remaining costs after the event.

One proposed way to fund the YPG could be to get together reimbursed through the Chicago Metro Section of APA-IL. The YPG should work directly with the APA-IL Treasurer, Jill Zinnmeyer, in any case, having a budget is critical in allowing the YPG to plan events. Coordinating with Bob and CMS Treasurer, Brandon Nolt, will be important in this funding request.

Welcome! Come find us, we’re here!
APA Florida Chapter YPG

The purpose of the APA Florida Chapter YPG is to provide young planners with guidance, resources, and professional development opportunities so that they can excel individually and lead collectively in the field of planning, and the mission is to create opportunities for young planners’ involvement at the national, chapter, and section level. The mission is accomplished through the following goals:

- Identify and address the unique needs for young planners;
- Connect young planners with more experienced planners for mentorship;
- Strengthen the connection and facilitate the transition between the academic and professional planning environment;
- Provide educational opportunities tailored to young planners;
- Foster social and professional relationships with peers and experienced planning professionals through career building programs, social events, and mentoring opportunities;
- Add value to APA membership for young planners; and
- Tap into the energy, enthusiasm and fresh ideas of young planners to further the goals of APA Florida.

The APA Florida YPG Work Plan (at right) has seven objectives that drive the actions to be taken by the YPG throughout the year to fulfill the goals.

**Work Plan for 2012-2013:**

**Objective #1:** Promote the Young Planners Group and recruit members.

Task 1.1: Organize a kickoff event for the 2012 APA Florida Conference.

Task 1.2: Develop Young Planners Group page on APA Florida website.

Task 1.3: Explore creation of Young Planners Group social media sites.

Task 1.4: Solicit interest through electronic communications (email and social media) and outreach at chapter and section events.

Task 1.5: Coordinate with 2013 Conference Committee to integrate the Young Planners Group into conference planning and programming, including but not limited to a Young Planners Group social event.

**Objective #2:** Identify membership.

Task 2.1: Create and maintain a membership roster.

**Objective #3:** Identify the needs of young planners in APA Florida.

Task 3.1: Create and distribute an online survey for young planners.

**Objective #4:** Create a unique brand for the Young Planners Group consistent with the National APA and APA Florida Brand.

Task 4.1: Develop a logo for the Young Planners Group.

Task 4.2: Utilize consistent branding on all Young Planners Group materials and sites.

**Objective #5:** Contribute to the attainment of the chapter’s goals and objectives.

Task 5.1: Coordinate with the Chapter President and Executive Director to identify and fulfill tasks on the 2013 APA Florida Chapter Strategic Operational Plan, as assigned.

**Objective #6:** Foster communication between young planners and the APA Florida Executive Committee.

Task 6.1: Provide a quarterly update to the chapter President on the status of the Young Planners Group. (This update should be made available prior to the Executive Committee meeting in order to inform the Executive Committee members.)

**Objective #7:** Procure funding to support Young Planners Group activities.

Task 7.1: Develop budgets for 2013 and 2014 in consultation with the Executive Director and Chapter Treasurer.
American Planning Association
Washington State Chapter
Puget Sound Young Planners Group

1. GENERAL

1.1 General Name. The name of the Group shall be the American Planning Association Washington State Chapter Puget Sound Young Planners Group (APA WA PSYPG). The Group is referred herein after as the Young Planners Group - Puget Sound (YPG PS).

1.2 General Group Area. The area served by the Group consists of three (3) Puget Sound Counties in the State of Washington: King, Snohomish and Pierce.

1.3 General Mission. The mission of the Group is to:

- Promote career development of members by providing networking, mentoring, leadership, and educational opportunities
- Engage with the larger Puget Sound community through volunteerism, outreach, and cross-discipline activities
- Support and collaborate with any other Young Planner Groups in other APA WA State Sections
- Build and develop a community of emerging planning professionals in the Puget Sound region

1.4 General: The American Planning Association Washington State Chapter. This group is an integral part of the American Planning Association Washington State Chapter referred to in these Bylaws as the APA WA.

1.5 General: Publication of the Group. A ‘Publication of the Group’ shall mean any publication or document available to all Group members without special charge via regular mail, e-mail, posting on the Group’s website, or any combination of the above.

1.6 General: Parliamentary Procedure. Membership, Executive Committee, and Board meetings shall be governed by Robert’s Rules of Order. (The President may designate pertinent and applicable rules).

2. MEMBERS

2.1. Members: Eligibility. All APA WA members whose addresses of record are within the Group area are automatically Group members so long as they meet the following Group requirements: members must be ‘young’. ‘Young’ is defined as either thirty-five (35) years of age or under and or having less than 5 years ‘experience’ in the field and/or a student currently enrolled in a planning or planning related program. ‘Supervisor’ must qualify for AICP accreditation. APA WA members outside the Group area may join the group by notifying the YPG PS President. Non-APA WA members may become non-voting Group members.

2.2. Members: Annual Meeting. The Group shall conduct an Annual Meeting for the membership in each calendar year to be held at a location within the Group area unless otherwise designated by the Executive Committee. The Executive Committee shall determine the specific location, date and time of each Annual Meeting.

2.3. Members: Notice of Annual Meeting. The Secretary shall notify the membership of the place, date and time of the Annual Meeting in a notice or publication of the Group, or by another communication, such as posting to the Group website, emailed, and/or mailed via postal services to each member at least one (1) month before the meeting.

2.4. Members: Special Meetings. A Special Meeting of the members may be called by the President, by the Executive Committee, or by a petition signed by a quorum of the members of the Group. The President shall set the place, date and time at a location in the Group area. Notice of a Special Meeting shall be given to members as in Section 2.3 and shall include a statement of the purpose of the Special Meeting.

2.5. Members: Quorum Requirements. The quorum for Annual and Special Meetings and electronic ballots, shall be a majority of the Group membership if the total YPG PS membership is less than thirty (30) members. If the total YPG PS membership is thirty (30) members or greater, then the quorum shall be either fifteen (15) members or five percent (5%) of the Group membership, whichever is greater.

2.6. Members: Termination and Reinstatement. Group membership will be terminated upon termination of APA WA membership. Group membership may be reinstated upon payment of APA WA membership dues.

3. EXECUTIVE COMMITTEE/OFFICERS

3.1. Executive Committee: Composition and Eligibility. The Executive Committee shall be composed of the Group Officers. The Executive Committee shall formulate and monitor the Group budget on a regular basis. The Executive Committee shall meet in person, via conference call, or electronically as called by the President and shall have the authority to conduct Group business when action by the Board is made impossible by timing or other urgent factors. The Executive Committee members must be both APA WA and Group members in good standing.
PART V - SAMPLE YPG DOCUMENTS

Event Flyers

APA California Chapter, San Diego YPG
An example event flyer with bright colors, a street map-based design, and URL registration link included that is advertising a Planner’s Night Out & YPG joint social.

APA Illinois Chapter, Chicago Metro YPG
An example event flyer with an aerial backdrop design evoking an urban area feel, and in this case, it’s downtown Chicago where the program is being hosted by a local planning firm.

APA Florida Chapter YPG
An example of a statewide program flyer which highlights month-long happy hour events happening across Florida in various cities, on various, and bar/restaurant locations.
I. INTRODUCTION TO THE YPG MENTORSHIP PROGRAM

The Young Planners Group (YPG) Mentorship Subcommittee, working with the New York Metro Chapter of the American Planning Association (APA), has developed and continues to develop an annual Mentorship Program. This program enables experienced practitioners to share their professional experience with new planners, creating partnerships that allow participants to discuss the planning profession on an informal, ongoing basis. Overall, the program aims to benefit participants, the YPG, and the APA by:

1. Assisting new planners transition into the profession through the creation of a professional network; and
2. Providing a professional development opportunity for practicing planners via the mentoring process and other related opportunities.

In addition to these two objectives, the YPG Mentorship Program will also address other general APA goals, such as:

• Encouraging the growth of the profession and advancing the principles of APA;
• Creating and enhancing a network of contacts in the planning profession;
• Sharing of knowledge and ideas among professional planners;
• Increasing the awareness of APA and recruiting opportunities; and
• Facilitating the dissemination of information on emerging trends and issues.

II. HOW THE MENTORSHIP PROGRAM WORKS

To keep the program informal yet structured, the YPG Mentorship Subcommittee has developed the following system:

1. A “pool” of available mentors is updated annually

Practitioners are contacted on an annual basis through the APA New York Metro Chapter’s various listservs and mailings to recruit interested mentors. Potential mentors are asked to complete an online Mentor Survey and submit a current resume so that they can be matched with a suitable mentee.

2. Mentees apply to participate

Potential mentees new to the urban planning field are notified through various methods, including announcements at APA New York Metro Chapter events and email notices to Metro Chapter listservs and local graduate planning programs. Mentee candidates are required to complete the online Mentee Survey and submit a current resume so the YPG Mentorship Subcommittee can assess their suitability for participation in the program and place them with an appropriate mentor.

3. Ongoing Mentorship Program Recruitment

In addition to the targeted recruitment noted above, the Mentorship Subcommittee periodically provides an overview of the program at APA and/or YPG events. At this time, potential candidates for upcoming programs can give their contact information to a Subcommittee member so they can be informed of the next opportunity to participate in the Mentorship Program.


The YPG Mentorship Subcommittee places great importance on thoughtfully matching mentors and mentees. The key to the Mentorship Program’s success is ensuring the mentors and mentees are matched using more than one criterion. Subcommittee members create pairings based on a variety of elements, including—but not limited to—specific interests in the planning field, as well as preferred format and frequency of communication.

• Prior to a kick-off event at which the mentor and mentee pairs will formally meet, the Subcommittee provides notification of the match via email.
• After the email introductions, mentors and/or mentees may contact each other to establish communication prior to the kick-off event. The kick-off is hosted by the Subcommittee to provide an informal opportunity for an initial face-to-face meeting, but attendance is not mandatory.
• The Subcommittee appreciates the fact that mentors are generously donating their time and experience to participate in the Mentorship Program, and we try to respect the requests of mentors with regard to frequency of communication when establishing partnerships.

5. Mentorship Plans

After the initial introduction by the YPG Mentorship Subcommittee, it is up to the mentor/mentee pairs to establish the parameters of their mentorship arrangement, including frequency and means of communication, although we expect the pairs to meet at least once each month for the six-month program.

Following the kick-off event, all mentor/mentee pairs are asked to submit a Mentorship Plan to the Subcommittee in order to outline their specific goals and quantifiable action items for the duration of the program. A sample Mentorship Plan is included below as a template.
APA California Chapter, San Diego YPG

The SDAPA Mentorship Program Participant Guide reviews the mission, goal, and objectives of the program; outlines the program benefits; and has a mentor/protégé agreement with commitment, communication, program elements, issue resolution, and evaluation guidance.

PROGRAM OVERVIEW

Mission Statement
Foster an exchange of professional expertise and innovative planning practice in an effort to enhance both personal and professional skills while creating mutually beneficial relationships and friendships between students, young planning professionals and experienced planning professionals in the industry.

Program Goal
The goal of the Mentorship & Education Program is to successfully match YPG members and students (Protégés) with experienced planners (Mentors) for guidance and support, while offering mentors an opportunity to strengthen ties with our future leaders of the planning community and APA.

Objectives
- Recognize APAs commitment to professional and technical development;
- Accelerate and enhance career and professional development of participants;
- Increase knowledge of the technical and/or organizational aspects of planning;
- Make friends and develop long-lasting relationships between participants

PROGRAM PARTICIPANTS

Who We Are
Program participants are comprised of the following:

1. Protégés - Protégés are planning students and YPG members who are less experienced in the profession or who are interested in learning more about the profession from more senior-level planners in the field. There are no restrictions on who can participate or how long they should be matched with a mentor. All students and YPG members are encouraged to participate!

2. Mentors - Mentors are practicing planners with significant experience and first-hand knowledge of planning issues and the profession. Mentors have a range of experience and can provide technical assistance, direction, guidance, support, and feedback, and serve as an advocate for the Protégés.

Mentor Contributions
Mentors can contribute to the Program in a variety of ways, including the following:
- Be a Mentor or lead a Mentorship Team
- One-time interview for newsletter or YPG website
- 2-hour job shadow
- Case Study Presentation or Site Visit
- Career Development Sessions or Lunch & Learns
- Resume Workshops
- Mock Interviews
- Career Advice

PROGRAM BENEFITS

Benefits to Protégés
Protégés can benefit from the Program in the following ways:
- Gaining fresh perspectives and new experiences;
- Obtain valuable networking and recruiting opportunities;
- Increase self-awareness of personal and professional capabilities;
- Further refine professional and personal goals
- Enhance planning skills and improve job performance
- Diversify understanding of the discipline
- Strengthen ties with the planning community and APA

Benefits to Mentors
Mentors can benefit from the Program in the following ways:
- Enhance coaching and mentoring skills
- Gain satisfaction in being able to contribute back to the profession
- Gain new perspective on emerging trends in various fields of planning
- Expand professional network and professional contacts

Benefits to SDAPA
Mentors can benefit from the Program in the following ways:
- Recruit volunteers for personal/organizational projects and events (Protégés are asked to volunteer for at least 2 planning related events per year)
- Make a difference in the lives of young professionals by contributing to the success and growth of protégés.
- Promote companies and organizations to the participants of the Young Planners Group
APA California Chapter, Sacramento Valley YPG

The Sacramento Valley Section PLAN (Planning + Leadership + Advancement + Networking) Sac Valley Mentoring Program had the honor of being awarded the Chapter Presidents Council 2013 Karen B. Smith Award for Outstanding Service to Members.

The nine-month program begins with a kickoff gathering, and then offers one-on-one mentoring, networking, large group programs/curriculum, and a community group project, among other activities, and ends with a catapult (or graduation) party as illustrated by the Calendar at a Glance each mentor and mentee receives at the beginning of the program.

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PLAN 2013/2014 PROGRAM – CALENDAR AT A GLANCE

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<td>Kick-Off Gathering</td>
<td>October 23</td>
<td>5:30pm-8:00pm</td>
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<td>Mentors Connect</td>
<td>October 16</td>
<td>5:30pm-7:00pm</td>
<td>Mentor-Only Check-in</td>
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<td>Networking Mixer</td>
<td>November 6</td>
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<td>January 22</td>
<td>5:30pm-8:00pm</td>
<td>Tips for your professional toolkit</td>
<td>March 26</td>
<td>5:30pm-8:00pm</td>
<td>Professional Development Workshop</td>
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<td>Large Group Programs/ Curriculum</td>
<td>November 20</td>
<td>5:30pm-8:00pm</td>
<td>The present and future of the planning profession</td>
<td>February 26</td>
<td>5:30pm-8:00pm</td>
<td>Planning in the public, private, non-profit, and academic sectors</td>
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<tr>
<td>Professional Development (PD)</td>
<td>Begin</td>
<td>Goal Setting</td>
<td>PLAN Provides PD Book</td>
<td>Now Discover Your Strengths</td>
<td>Goal Check In/Time Capsule</td>
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<tr>
<td>One-on-One Mentoring</td>
<td>Connect at Kick-Off</td>
<td>Determined by Mentor/Mentee</td>
<td>Determined by Mentor/Mentee</td>
<td>Determined by Mentor/Mentee</td>
<td>Determined by Mentor/Mentee</td>
<td>Determined by Mentor/Mentee</td>
<td>Connect at Catapult Party!</td>
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<td>Holiday Party</td>
<td>December 12</td>
<td>5:30pm-8:00pm</td>
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<td>Sac Valley Section Awards Night</td>
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<td>January 16</td>
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<td>Community Group Project</td>
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<td>Group Planning</td>
<td>Project</td>
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<td>Catapult Party!</td>
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PART V - SAMPLE YPG DOCUMENTS

Websites

APA Georgia Chapter YPG
ypg.georgiaplanning.org

Example website includes clear and clean homepage layout with intuitive links to News & Events, Committees, how to Join, Resources, Quick Links, and Contacts.

APA California Chapter, San Diego YPG
www.sdapa.org/go/about-2/young-planners-group

Example website includes homepage description of the YPG, an events calendar, how to find them on Facebook, job posts, and other resources.

APA Colorado Chapter EPP
www.apacolorado.org/committee/emerging-planning-professionals-committee

Example website includes link to stay connected via an online form-based tool to include your name, email, and interests; minutes from past meetings; upcoming events; and an area that rotates the logos of supporting sponsors.
Branding Examples

Although APA recognizes that there are many YPG brands that have already been created since 2007, APA recommends that YPGs consider the following guidelines as they move forward with creating or redesigning their branded materials. Doing so will help us create a common brand behind the YPG movement. APA staff can provide more one-on-one guidance with branding, if needed.

**APA Virginia Chapter YPG**
The APA Virginia YPG logo design is an example of common branding with APA National.

American Planning Association
Virginia Chapter
Young Planners Group

Making Great Communities Happen

The following offers four other sample logo layouts for use on YPG websites, banners, flyers, and other marketing materials:

American Planning Association
New York Metro Chapter
Young Planners Group

Making Great Communities Happen

American Planning Association
South Carolina Chapter
Young Planners Group

Making Great Communities Happen

American Planning Association
Massachusetts Chapter
Young Planners Group

Making Great Communities Happen

American Planning Association
Young Planners Group

Making Great Communities Happen
APA YPG Chapters and Sections get you involved close to home. They’re your local source for networking and professional development.

YPGs give you opportunities to share experiences with colleagues and experienced professionals that will broaden your perspective.