







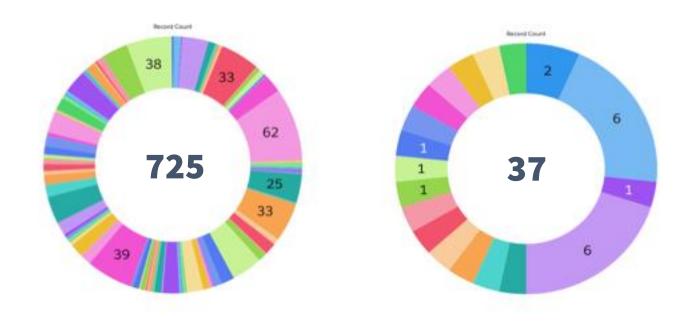
ISOCARP Constitution

"The Board shall adopt a strategic and financial plan and update both plans annually."





#### MEMBERSHIP DEVELOPMENT



- Individual (active) membership is growing towards 725 (+50) in 90 countries. Expecting to reach 750.
- 230 (+30) members paid for 3 or 5 years in advance.
- 29 (+4) members paid € 760 for Life Membership.
- The membership of 400 members has expired. When they all renew, we may reach + 1.000 members.
- On a regular basis we send out campaigns to remind members to renew their membership.
- We are proud to have 37 (+7) Institutional members. Expecting to reach 40.



#### WHAT'S ON THE BANK ACCOUNTS TODAY?

Zakelijke rekening	EUR
INT VER V STEDEBOUWKUNDIGENISOCA P/AIU/IGSRP NL64 INGB 0005 4158 33	R 24.282,72
Zakelijke spaarrekening	EUR
<b>Vermogen Spaarrekening</b> NL64 INGB 0005 4158 33	124.717,42

St ISOCARP, institute Center of Urban Excellence	10 207 / 1
NL12 INGB 0006 2677 50	10.297,41
St ISOCARP, institute Center of Urban Excellence	EQ 90/, 91
NL38 INGB 0008 4035 13	59.894,81

ISOCARP Society € 149.000 ISOCARP Institute € 144.630





- From budgeted loss @ € 17.380 towards expected positive result
   @ € + 2.700
- Positive result draft budget 2021-2022 @ € + 4.350
- Income from membership fees (individual and Institutional) need to stabilize and grow
- Incomes from 2021 and 2022 congresses remain unpredictable (due to COVID-19)
- Contributions ISOCARP Institute to Society: from donations in cash to contributions in kind (hours staff) and to pay the bills (rent) ...



#### IN SUMMARY: DEVELOPMENTS FOR 2020-2021 AND 2021-2022 (2)

Contributions ISOCARP Institute to Society: from donations in cash to contributions in kind (1.000 staff hours) and to pay the bills (rent) ... @ € 115.000 in 2020-2021

- Donations @ € 30.000 (2020-2021) and € 15.000 (2021-2022)
- 1.000 staff hours @ € 65 equals € 65.000 (2020-2021)
- Rent new office 90 m2 in The Hague 50% @ € 7.200 (March-June 2021)
- Rent new office 90 m2 in The Hague 50% @ € 21.600 (2021-2022)
- Improving website € 3.000 (2020-2021)
- Refurbishing of and removal to new office @ € 13.400 (2020-2021)



## DRAFT RESULTS 2020-2021 & DRAFT BUDGET 2021-2022 (1)

		,			
	Α	В	С	D	E
	Approved Result	Approved	HALF YEAR Result	EXPECTED Result	Updated DRAFT
	2019-2020	Budget	2020-2021	2020-2021	Budget
	per 30-06-2020	2020-2021	per 31-12-2020	per 30-06-2021	2021-2022
	€	€	€	€	€
Membership fees					
Membership fees	40.150,00	60.000,00	30.904,00	55.750,00	60.000,00
Fees previous years	1.394,00	-	-367,00	-313,00	-
Donations Members	4.300,00	-	2.820,00	2.932,00	-
Discount Multiple years	-3.762,00	-	-1.910,00	-5.996,00	-
	42.082,00	60.000,00	31.447,00	52.373,00	60.000,00
ISOCARP Projects/Activities					
Awards	4.706,65	7.920,00	7.980,00	6.452,35	8.000,00
Marketing	-1.441,31	-2.000,00	-37,98	-39,49	-2.000,00
Jakarta 55th Congress 2019 1	94.162,23	-	-	490,00	-
Virtual 56th Congress 2020 1	-	97.000,00	72.846,74	97.836,13	-
Doha 57th Congress 2021 1	-	-	-	-	119.000,00
Brussels 58th Congress 2022 1	-	25.000,00	-	-	50.000,00
Previous Congresses	1.375,00	-	-	-	-
YPP Kristiansand Norway 2018	-1.737,75	-	-	-	-
WUF 10 & WUF 11	-2.340,45	-	-	-	-5.000,00
EU Project Think Nature	-	-	1.517,99	1.517,99	-
EU Project Erasmus Co-land	-	-	-	4.155,17	-
UEF Partnership	-	-	-	2.500,00	3.500,00
Publications (Reviews)	-13.220,01	-13.389,29	-13.389,29	-13.406,35	-14.000,00
	81.504,36	114.530,71	68.917,46	99.505,80	159.500,00
-					
Other income/expenses					-
Donations Institute	25.000,00	30.000,00	30.000,00	30.000,00	15.000,00
COVID-19 Compensation	4.000,00	-	-	-	-
	29.000,00	30.000,00	30.000,00	30.000,00	15.000,00



#### DRAFT RESULTS 2020-2021 & DRAFT BUDGET 2021-2022 (2)

		,	4		
			i i		
	A	В	С	D	E
	Approved Result	Approved	HALF YEAR Result	EXPECTED Result	Updated DRAFT
	2019-2020	Budget	2020-2021	2020-2021	Budget
	per 30-06-2020	2020-2021	per 31-12-2020	per 30-06-2021	2021-2022
	€	€	€	€	€
Regional Activities	-	-5.000,00		-	-5.000,00
			l I		
<u>Operations</u>					
Salaries Gross	-150.599,33	-103.500,00	-52.259,57	-109.565,97	-110.000,00
Holiday allowances	-15.804,55	-8.300,00	-4.180,77	-8.720,37	-9.000,00
Absence Insurance	-5.548,17	-4.900,00	-2.134,88	-5.570,10	-6.000,00
Social Taxes	-33.676,61	-27.650,00	-11.130,57	-25.728,50	-26.000,00
Commuter Trafic	-2.204,05	-1.000,00	-	-624,00	-1.000,00
External advisors	-3.839,52	-3.000,00	-1.901,40	-3.138,07	-3.500,00
COVID-19 Salary Compensation	19.778,00	19.401,00	10.348,00	15.522,00	-
Office Manager	-	-10.000,00	-	-	-
Communications Assistant	-	-10.000,00	-	-	-
Travel-Hotel Staff	-825,23	-	-	-	-
Other staff costs	-237,72	-250,00	-2.371,52	-3.099,22	-250,00
Salaries charged to EU projects	60.544,50	-	1.649,58	1.649,58	-
	-132.412,68	-149.199,00	-61.981,13	-139.274,65	-155.750,00
Office rent	-11.948,44	-6.052,30	-6.052,30	-6.052,30	-



#### DRAFT RESULTS 2020-2021 & DRAFT BUDGET 2021-2022 (3)

	Α	В	С	D	E
	Approved Result	Approved	HALF YEAR Result	EXPECTED Result	Updated DRAFT
	2019-2020	Budget	2020-2021	2020-2021	Budget
	per 30-06-2020	2020-2021	per 31-12-2020	per 30-06-2021	2021-2022
	€	€	€	€	€
<u>Administration</u>					
Postage and Freight	-391,88	-2.700,00	-149,35	-307,46	-2.700,00
Phone	-213,66	-300,00	-110,00	-179,86	-300,00
Office supplies	-109,64	-750,00	-169,67	-193,07	-750,00
Office General	-344,13	-500,00	-24,93	-86,50	-500,00
Representation	-14,93	-100,00	-231,41	-231,41	-100,00
Automation	-4.254,24	-5.000,00	-3.101,87	-7.231,79	-5.000,00
Internet	-28.420,86	-15.000,00	-8.147,93	-16.289,92	-15.000,00
New Website / paperplatform	-	-10.000,00	-	-	-5.000,00
Auditor	-7.308,40	-9.259,53	-9.259,53	-9.259,53	-9.500,00
Insurance General	-2.644,60	-2.500,00	-140,30	-2.516,59	-2.500,00
	-43.702,34	-46.109,53	-21.334,99	-36.296,13	-41.350,00
ISOCARP Board					
BM/GA meetings	-2.495,89	-	-	-	-1.500,00
Allowances	-18.344,75	-5.000,00	-1.044,05	6.500,00	-15.000,00
Other costs	-602,22	-1.500,00	-1.257,00	-1.257,00	-2.500,00
	-21.442,86	-6.500,00	-2.301,05	5.243,00	-19.000,00
<u>Depreciation</u>	-350,34	-1.050,00	-520,62	-1.200,00	-1.050,00
Bank costs and interest	-2.583,76	-3.000,00	-1.257,00	-1.600,00	-3.000,00
Unforeseen Expenses	-	-5.000,00	-	-	-5.000,00
Result	-59.854,06	-17.380,12	36.917,37	2.698,72	4.350,00



### DRAFT RESULTS 2020-2021 & DRAFT BUDGET 2021-2022 (4)

		A Approved Result 2019-2020 per 30-06-2020	B Approved Budget 2020-2021	C HALF YEAR Result 2020-2021 per 31-12-2020	D EXPECTED Result 2020-2021 per 30-06-2021	E Updated DRAFT Budget 2021-2022
		€	€	€	€	€
Result		-59.854,06	-17.380,12	36.917,37	2.698,72	4.350,00
Appropriation of Result  Addition/withdrawl from		<u>30-06-2020</u>	<u>30-06-2021</u>			
Continuity reserve		-	17.380,12			
Capital and Surplus		-59.854,06	-17.380,12			
		-59.854,06	-			
<u>Specifications</u>						
Annual Congresses	1	Jakarta 2019	Virtual 2020	Virtual 2020	Virtual 2020	Doha 2021
General		-5.273,54	-2.000,00	-53,59	-53,59	-2.500,00
Internet/Web/Porti/Copy		-2.189,75	-3.500,00	-3.028,33	-3.005,89	-3.500,00
Bank Charges		-2.770,87	-1.000,00	-810,43	-832,43	-1.000,00
Marketing		-895,80	-1.000,00	-240,91	-251,96	-1.000,00
Congress Participation		82.910,82	28.500,00	25.980,00	25.980,00	45.000,00
Contribution host city		-	75.000,00	50.000,00	75.000,00	75.000,00
Sponsoring (Review)		27.389,08	1.000,00	1.000,00	1.000,00	10.000,00
Travel Staff		-5.007,71	-	-	-	-3.000,00
		94.162,23	97.000,00	72.846,74	97.836,13	119.000,00

#### **ISOCARP STRATEGIC PLAN 2021-2023**

#### ISOCARP Constitution

"The strategic plan prioritizes the activities to be performed by the association."





#### **ISOCARP VISION**

Making cities & regions inclusive, safe, healthy, resilient and sustainable through integrative participatory placemaking and urban & territorial planning

#### **ISOCARP MISSION**

Support communities and their planners making cities and territories more sustainable



#### **ISOCARP STRATEGIC PLAN 2021-2023**

#### **ISOCARP MISSION**

Support communities and their planners making cities and territories more sustainable by

Advocating <u>inclusive placemaking</u> and urban/territorial as precondition for <u>sustainable development</u> of cities and regions.

Promoting placemaking and planning profession, planning education and planning research, <u>accessible for all</u>

Enhancing public <u>awareness and understanding</u> of major planning issues at the global level

Representing and providing <u>networks and communication</u> <u>channels</u> for its members and partners.

Improving the planning practice through creating a global network of planning and placemaking practitioners.

Developing urban and regional <u>planning activities, services and</u> <u>resources</u>.

Creating and sharing knowledge through congresses, workshops, projects and publications.



#### ISOCARP STRATEGIC PLAN 2021-2023

**ISOCARP MISSION** 

Advocating inclusive placemaking and urban/territorial as precondition for <u>sustainable development</u> of cities and regions.

Promoting placemaking and planning profession, planning education and planning research, accessible for all

Enhancing public <u>awareness and understanding</u> of major



# CON DECADE OF >>> ACTION

Developing urban and regional planning activities, services and Creating and sharing knowledge through congresses, workshops, projects and publications.



#### Five Principles





#1 By the Members, for the Members

Membership **Open and Improved** Strengthen Member-tostrategic Relation members-only 'Planetary' member platforms partnerships Management planning (CRM) and activities and membership member-toclients growth planning services





#2 Knowledge for Better Cities & Regions

World
Planning
Congress &
World
Planning
Practices
Review

ISOCARP Planning Awards

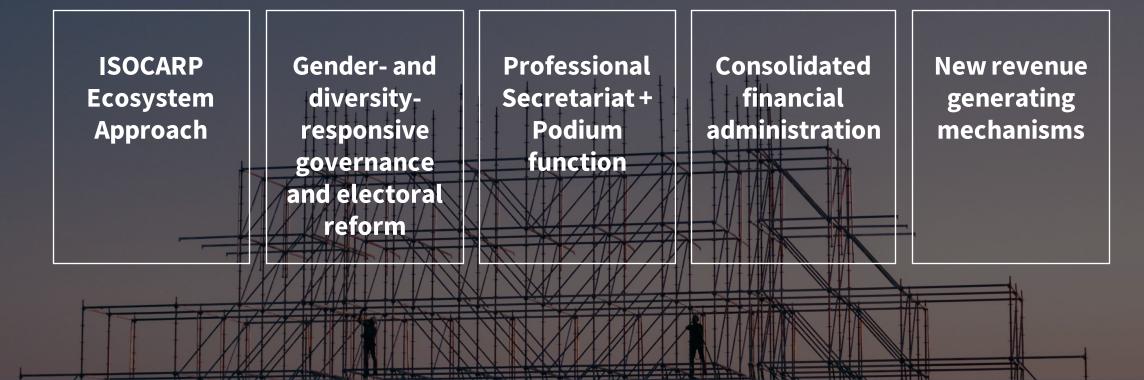
Establishing
Digital Paper
& Knowledge
Platform

Making optimal use of our Scientific Committee

Developing
ISOCARP
Institute as a
world-class
knowledgebank and think
tank



#3 Member Governance



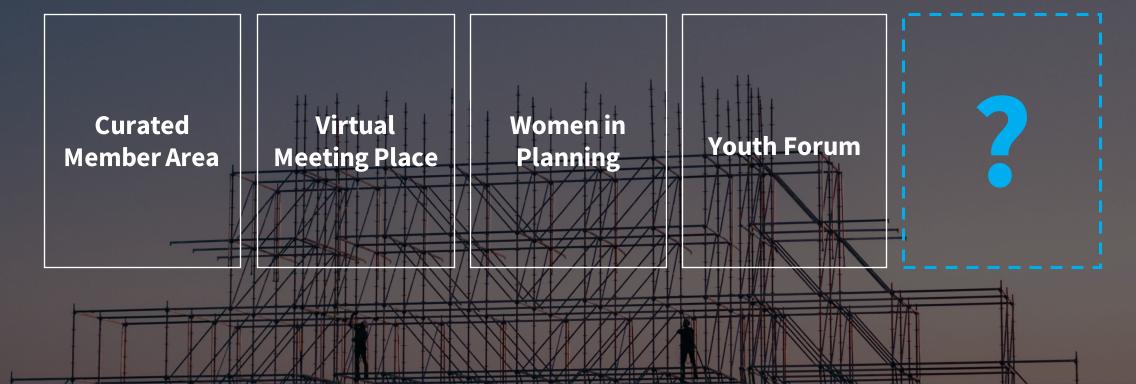


#4 Transform & Innovate



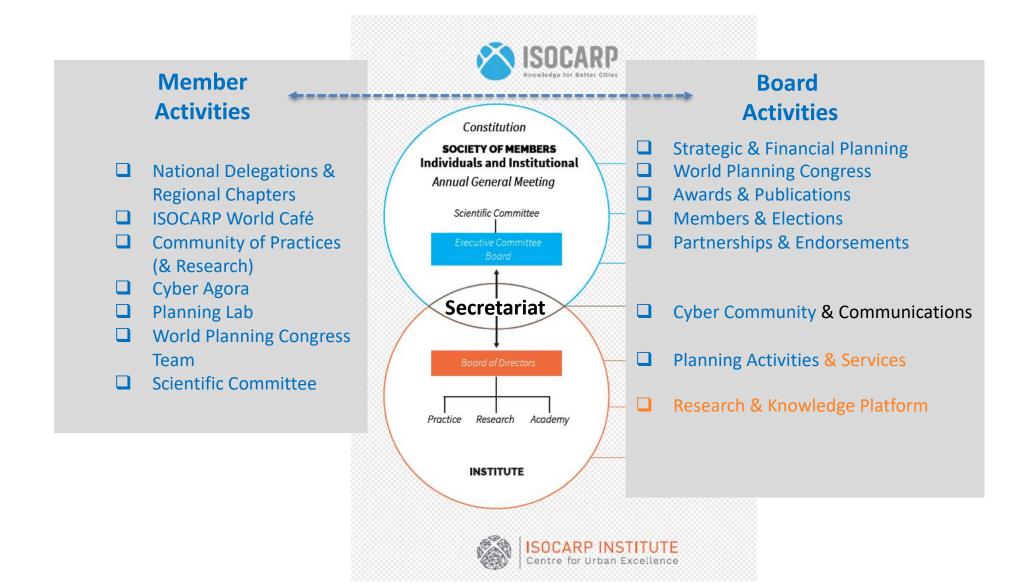


#5 Think with us!





### ISOCARP STRATEGIC PLAN 2021-2023 ISOCARP GOVERNANCE 2021-2023









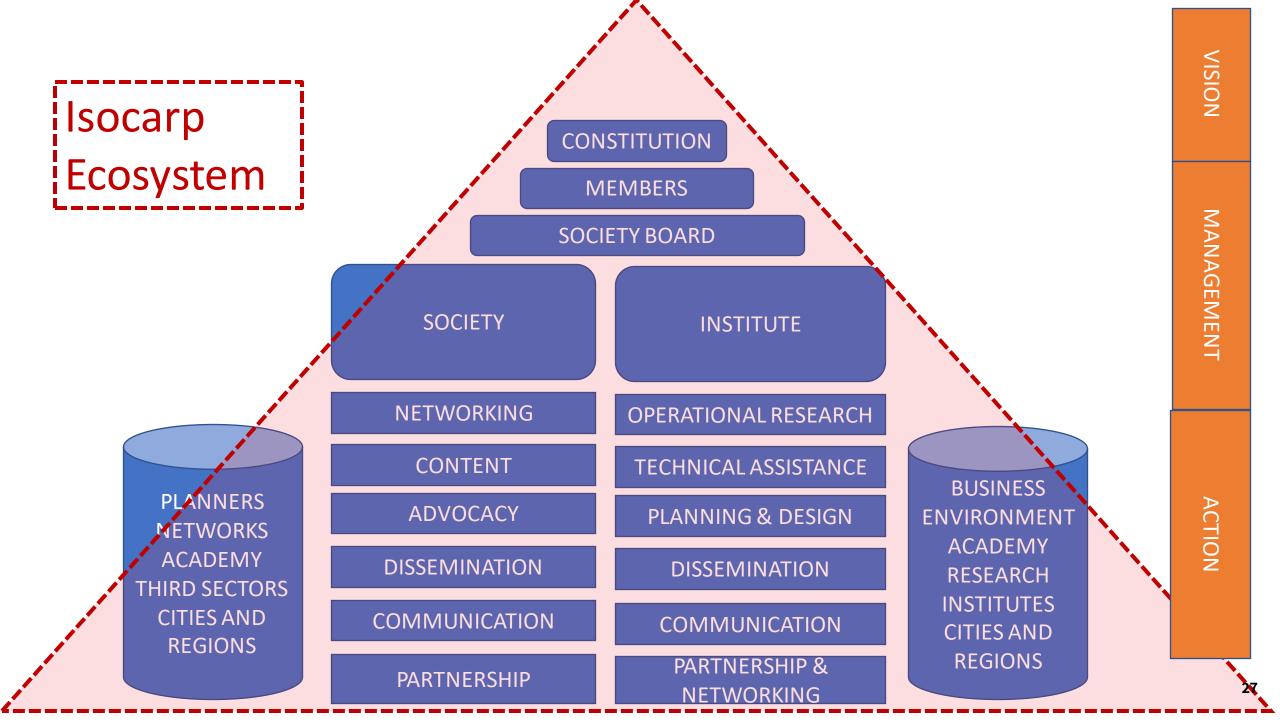




# IMPROVING ISOCARP SOCIETY & ISOCARP INSTITUTE GOVERNANCE

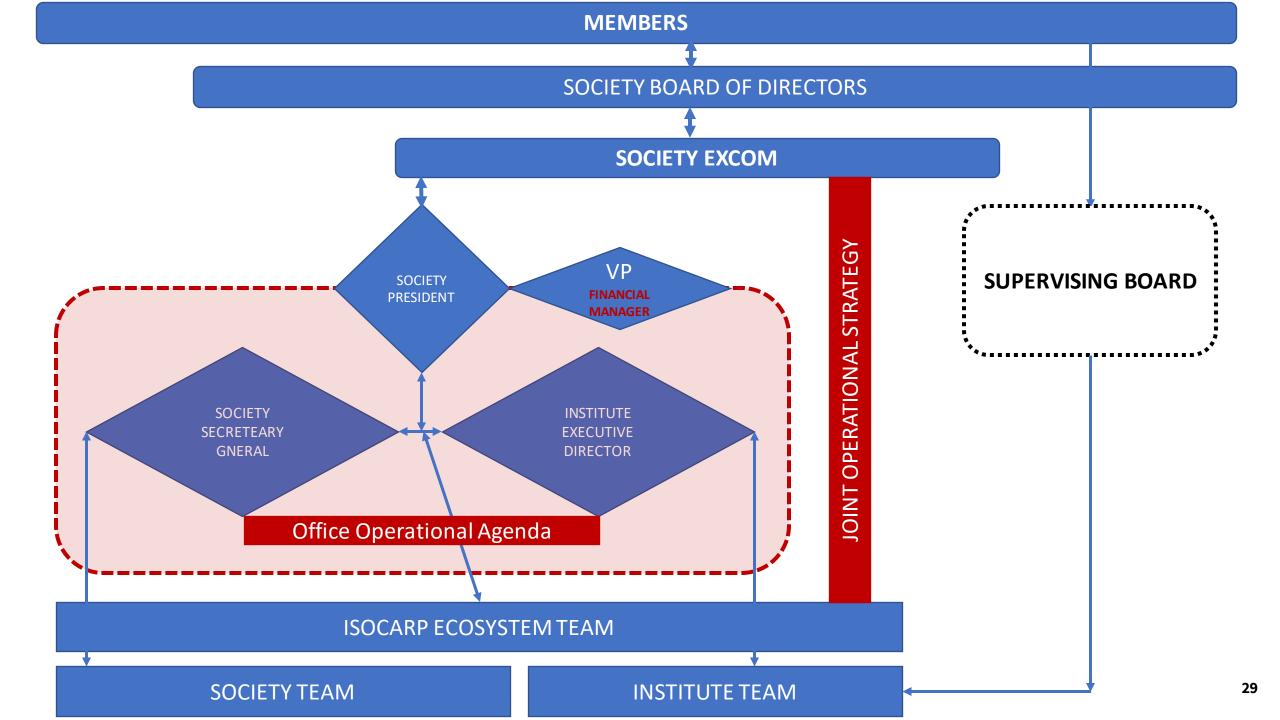
Pietro Elisei ISOCARP PRESIDENT ELECT "thin the management elephant"





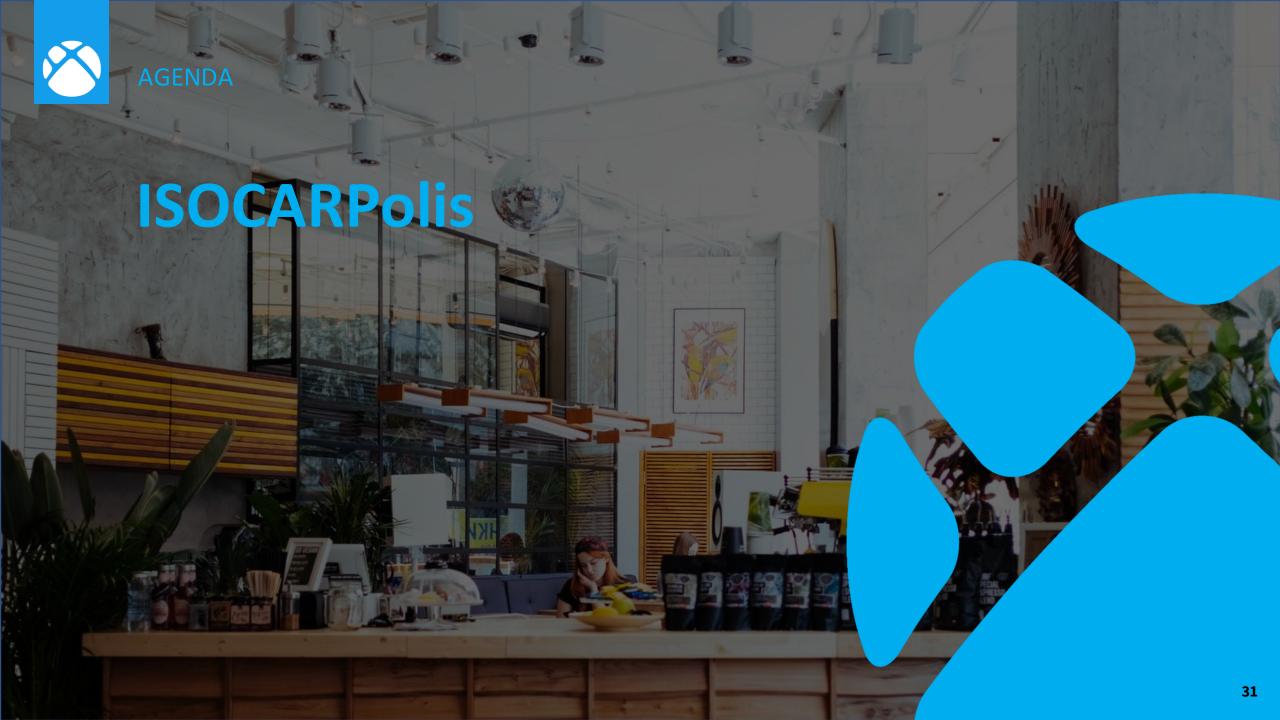
Right now, we need to build a new moment of unity within ISOCARP. This proposal aims at creating an ISOCARP Ecosystem, where the Society and Institute find a new way of relating that has the following characteristics:

- **1. Simplicity** in decision-making relationships (quick but thoughtful decisions).
- **2. Transparency** in the assignment and definition of contracts and fees both related to Society and Institute.
- **3.** A renewed dialogue with members and their greater involvement in the activities initiated by the ISOCARP Ecosystem.
- **4.** A primacy of the Society and its board in placing the new Ecosystem in the context of the content market (events, publications, congresses, symposia ...) and also in the definition of the strategic partnerships.
- **5.** To guarantee decision-making independence to the **Institute** management, but within a continuous dialogue with the Society.



# OPERATIONAL STEPS TO IMPLEMENT THE REPORT: QUICK ACTION PLAN TO DEFINE THE INTERNAL GOVERNANCE OF THE ISOCARP ECOSYSTEM In chronological order:

- 1. To modify and adapt the founding deed of Institute
- 2. To assess if consequently adaptation for the Statute of the Society have to be done (just if strictly necessary)
- 3. Dissolve the Institute's Board of Directors and re-elect it through a call addressed to all ISOCARP members.
- **4. Prepare and approve strictly operational internal regulations for the Society** (decision-making processes for contracts, payments, people to be employed and selection of curricula ... and other problems related to "day by day" management)
- **5. Prepare and approve strictly operational internal regulations for the Institute** (decision-making processes for contracts, payments, people to be employed and selection of curricula ... and other problems related to "day by day" management)
- **6. To elect a VP who, besides strengthening management processes, will also operate as financial manager** of the new ISOCARP (Society + Institute) system.
- **7. To nominate the supervising board** (including members)
- 8. To nominate an ad hoc mixed group for the design of the Ecosystem Joint Operational Strategy





#### Welcome to the ISOCARPolis!

Celebrating the ideas of community, agglomeration and collaboration:

A place about people coming together in one place to advance Knowledge for Better Cities and Regions ...

A digital value for membership in a global network by creating and sharing knowledge with and for our members.

#### **Communication NOW >**

Independent communication of Society/Institute through competing mediums – seperation or integration?

Dissemination rather than member engagement

- role of members and the ways of their

involvement?

Website - what and how do we want to communicate? Information pack or an interactive dialogue platform?

Increasing our outreach - <u>Open strategy or</u> <u>closed? Alternative ways of dialogue</u>

#### **Communication FUTURE >**

Clarifying the relation between Society and Institute communication channels

Improving the ways & content of internal & external communication (i.e. focus on a wider array of profiles – ageing, regions, multi-array activities & commitment, etc)

Fostering active member & community involvement

Fostering professional management (Communication & Web)

#### **Communication Strategy >**

Define active channels for knowledge sharing

Organise accessible communication and networking platforms, facilitating active opinion exchange

Put emphasis on accessibility of platforms

Emphasize the attention on communication between ISOCARP stakeholders

Strengthen the possibilities for contact and support between the Society and its members

#### **Communication FUTURE >**

Clarifying the relation between Society and Institute communication channels

Improving the ways & content of internal & external communication (i.e. focus on a wider array of profiles – ageing, regions, multi-array activities & commitment, etc)

Fostering active member & community involvement

Fostering professional management (Communication & Web)

<sup>\*</sup> Regards to Integrated Communication Strategy + Website ToR

Key arenas of action building on the notion of a Polis ...

**Cyber Agora** 

An inclusive open space for all

**Planner's Lab** 

A members-only space collaboration

CoP

Communities sharing a common concern and passion

**Spotlight** 

A public stage for members to share personal insights

Member's Area "the Planetary"





#### **#1 Cyber Agora**

An inclusive open space for all

Virtual
platform in the
true sense of
Agora – free,
democratic,
inclusive

Global knowledge-sharing and sparking ideas & discourse on global planning agenda

Outwardfacing to
increase
ISOCARP
visibility and
grow
membership

Four
thematically
focused online
discussions per
year

Rotating Curators -Open call for proposals and speakers



#### #2 Planner's Lab

A members-only space for collaboration

Build on the energy and ideas coming out CA for dialogue and expand knowledge

Actionoriented collaboration with SciCom and CoP Advance ideas to produce tangible and meaningful outputs Interaction
encouraging
Member
participation
adding value to
membership

Partner with Institutional Members for actionable outputs



#### **#3 Communities of Practice**

Communities sharing a common concern and passion

Member-led, thematically focused discussion and advisory groups Open to members and non-members

Urban Innovation

Urban Futures – Innovations Shaping our Cities MoU /UN-Habitat **Urban Health** 

Planning Resilient Cities for and with People Urban
Mobility

Affordable lowcarbon urban
mobility



### **#4 Spotlight**

A public stage for members to share personal insights

A monthly podcast for and by diverse ISOCARP members in paralel to PULSE

Voice and visibility to individual ISOCARP members

Thematically flexible and individually tailored to guest speakers

Exchange ideas about planning trends & promote projects





### Member's Area "The Planetary"

The 'connective tissue' and central (virtual) meeting place for members

A protected space

A private networking space with personal profiles

A discussion forum allowing thematic posting and commenting threads











# ISOCARPartners PARTNERSHIP LONG LIST

International & National Organizations	City-Networks	Professional Associations	Event Organisations	Funders for the Society	Urban Media Publishers	Institute Project
International	METREX/VDM	HPF	WUF	Private	CityMonitor	Lead
ECOSOC	UCLG	GPN (+ its	<u>WUC</u>	consultancy &	Public Space	Partners
UNECE	Metropolis	members)	<u>Urban October</u>	company (Space	Journal	Strelka
CoE	ICLEI	P4CA	World Urban	Syntax, AECOM,	City&Health	NTNU
<u>UN-Habitat</u>	C40	<u>GPEAN</u>	<u>Pavilion</u>	Arcadis, ARUP,	ĆityLab	
UNESCO	Covenant of	<u>ECTP</u>	<b>HABITAT IV</b>	WSP,	NextCity	
<u>Urban Economy</u>	Mayors	<u>ISUH</u>	COP/Climate	Doppelmayer,	Routledge	Other
<u>Forum</u>	Global Alliance	IFHP	COP/Biodiversity	Philips, There,	Publishers	Partners
<b>UNOPS</b> (Cities	of Cities for Kids	IFLA	HLPF / SDG	)	LSE Cities	
Alliance)		FIABCI	World Economic	Development Aid	Lincoln Institute	
UNEP	EUROCITIES	ITACUS	Forum	(Europaid, GiZ,		
WHO		Placemaking X	G20/T20	SwissAid, AFD,		
OECD		PPS	<b>World Cities</b>	DFID, USAID,		
WRI	•••	ICOMOS	Summit	JAICA,)		
Worldbank		INTA	<b>Ecocity Forum</b>	Development		
Save the		UIA	World Expo	Banks		
Children		ITDP	<u></u>	World Bank +		
National		UITP		regional banks		
organisations		<u>•••</u>		Philanthropy		
<u>National</u>				(Rockefeller,		
<u>Institute for</u>				BillGates, Ford,		
<u>Urban Affairs</u>				Bloomberg,		
<u>India</u>				Soros, Lincoln,		
Planning Aid				Lego, AgaKhan,		
<u>Scotland</u>				Bernard Van		
***				Leer,)		



## ISOCARPartners ESSENTIAL PARTNERSHIPS

1	2	3	4	5	6
ECOSOC	HPF	<u>UN-Habitat</u>	<u>Urban</u>	UNECE	Regional
UNESCO	GPN	(+WUC/WUF/UO /P4CA)	Economy Forum (+WUP)	Other regional chapters of	Development Banks
COP/Climate		<u>GPEAN</u>	<u>Planning Aid</u>	ECOSOC	Philanthropy
COP/Biodiversity		<u>ISUH</u>	Scotland (GPA)	[National Institute	(Rockefeller,
		<u>ECTP</u>		for Urban Affairs India]	BillGates, Ford, Bloomberg,
		UCLG/		<u>inula</u> j	Soros, Lincoln,
		Metropolis		CORP	Lego, AgaKhan,
				METREX+VDM/	Bernard Van
				Eurocities	Leer,)

- 1. Partners of global importance for our standing
- 2. Partners in support of our vision and policies
- 3. Partners to jointly provide content
- 4. Partners for project acquisition and fund-raising (Society only)
- 5. Partners to support our regionalization policy
- 6. Partners to support us financially



# ISOCARPartners **ESSENTIAL PARTNERSHIPS**

Organisation	Terms of Reference	Focal Point/Representative
ECOSOC	The Economic and Social Council (ECOSOC) is at the heart of the United Nations system to advance the three dimensions of sustainable development – economic, social and environmental. The UN Charter established ECOSOC in 1945 as one of the six main organs of the United Nations. It also is responsible for the follow-up to major UN conferences and summits. Our apparent ECOSOC accreditation (to be detected) is considered as the most valuable on the global level. We need to better follow up on global ECOSOC activities (eg on HLPF as the central platform for monitoring and reviewing the SDGs).	President/SG
COPClimate (UNFCCC)  COPBiodiversity (CBD)	The COPClimate is the supreme decision-making body on Climate Change. Our accreditation needs our urgent attention in case we aspire a meaningful contribution to COP26 (Nov 2021) and beyond, e.g. through our SciCom and by establishing a Climate Community of Practice.  The COPBiodiversity is the supreme decision-making body on Biological Diversity, equally important to Climate Change. We could aim for accreditation and contribute to COP15 (Oct 2021).  Joint 'planning-based' advocacy for both COPs could be achieved through GPN partnership.	SG/President/Daniele
<u>GPN</u>	The Global Planners Network (GPN) is a plurality of voices with diverse and relevant experience to advocate for effective planning. Member organizations work to advance inclusionary and sustainable planning practice worldwide. In 2020, ISOCARP became a full member and actively contributed to all meetings since then (4). We need to maintain our improved recognition as small but meaningful member.	SG/President
<u>HPF</u>	The Habitat Professionals Forum was founded in 1999 under the auspices of UN-HABITAT as an interdisciplinary partnership of Human Settlement Professionals and UN HABITAT. The Forum was established to promote the delivery of sustainable urbanization and equitable human settlements development. Since long, ISOCARP	Milena

