



INTERNAL DISCUSSION DRAFT

California Chapter for the American Planning Association

Strategic Plan 2018-2019

The California Chapter of the American Planning Association (the Chapter) bylaws require the Chapter's strategic plan to be updated as necessary. While the content of the strategic plan is not specifically called out in the bylaws, past strategic plans have described the vision, values, the objectives, and the responsibilities of the elected and appointed board officers and the chapter affiliates in meeting these objectives in support of the Chapter's Mission Statement.

MISSION STATEMENT

The Mission of APA California: Making great communities happen through good planning.

Toward that end, APA California will:

- Provide the ***Vision and Leadership*** that fosters better planning for California;
- Build public and political ***Support*** for sound planning; and
- Provide its members with the ***Tools, Services and Support*** that advance the art and science of planning.

The Chapter's 2019-20 Strategic Plan focuses has three objectives:

- (1) Define the vision and values of the organization and use them to guide our decisions
- (2) Identify both short and long term goals and actions to achieve those outcomes
- (3) Define activities that can be accomplished in the during the time frame of the plan that either achieve our short term objectives or advance our long term goals.

ORGANIZATIONAL AND PROFESSIONAL VALUES

What do we stand for as a profession and as an organization?

As the organization representing professional planners, National APA broadly defines the values of our profession through national initiatives, the AICP Code of Ethics, and its requirements for chapters. As the California Chapter, we are responsible for sharing those values with our members and the public. However, we also have a responsibility to our members to create a space to discuss their values and integrate them into the both the national and state organization and the practice of the profession. In the Chapter we do this through our documents: mission statement, Chapter Bylaws, the Strategic Plan; and our initiatives and actions: Young Planners Group (YPG), our section and state awards, the Diversity Summit and our section activities. We also reflect our values in the structure of our organization and how we allocate our resources. For example, we have the most robust lobbying/policy program of any of the state chapters. Our board includes Coordinator positions for Membership Inclusion, University Liaison, and Young Planners. We have Chapter Historians. and maintain an historical archive. We have several affiliated organizations formed to address specific organization values which include the California Planning Foundation, the California Planning Roundtable and the Planner Emeritus Network.

Our values and priorities are also shaped by the world around us; a context that has changed dramatically since our last comprehensive strategic plan in 2013-2014. As disruptive as these changes may seem now, their impacts will be even greater in the future. While we cannot predict the exact impacts, we must be sensitive to these changes and consider their potential impact on the future of the profession. The below reflects the professional and organization values of the Chapter and creates the framework for the strategic plan's goals and actions. They also define a roadmap for how we sustain the profession into the future.

Strategic Plan Guiding Values and Objectives

Inclusion and Diversity

We must work to Increase the diversity of the planning profession, and the membership and leadership of our organization, to reflect the communities we serve. In our community engagement and planning efforts, we need to develop techniques to more effectively engage marginalized and under represented groups in the processes that impact their lives.

Social and Environmental Justice

Our activities as planners impact how communities develop, and the services and opportunities they offer their residents, ultimately affecting their quality of life. We must work to integrate equity into all we do and become advocates and educators both at the state and local level for policy makers and community residents.

Great Communities Are Healthy Communities

The relationship between environmental and personal health and planning is historic. Because of the increasing emphasis on social and environmental justice, the relationship between health and planning has heated up again. Planners have embarked on a rapidly growing relationship with partners in the public health field to support the health of our communities and their residents.

Constant Improvement of Our Planning Skills

The APA through its certification program, AICP, is committed to maintaining the highest level of professionalism, ethical behavior and skill. With rapid innovation, especially in the technical sector, APA must dedicate itself to providing opportunities for our members to maintain and expand their skills and knowledge of planning issues, related fields, and tools.

American Planning Association California Chapter

Strategic Plan 2019-2020

Strategic Plan Goals

- Expand our effectiveness in creating great communities, supporting good planning policy, and building support for the profession by working with allied affiliates, and educating and building relationships with policy makers and advocates who share our values and objectives at the local/section level, as well as the state level.
- Build our membership strategically by targeting groups that can increase our long-term sustainability and effectiveness as an organization, such as students, academics, young planners, and mid-career planners by provide meaningful membership services and engagement opportunities that give value to membership at all levels of our members' careers into retirement.
- Deepen the diversity of our membership and Chapter and Section leadership, and educate planners and decision makers about the embedded inequities that impact the lives of so many in our state.
- Develop strategies so that the Sections and Chapter better collaborate to serve our members, and implement the goals and objectives of this Strategic Plan.
- Increase Chapter Influence with APA National.
- Promote organizational stability by diversifying revenue sources to invest in improving membership services and increasing value for membership.
- Analyze our current structure to see if it supports our values, our long and short term goals, our financial stability and our continued relevance and sustainability as an organization.

Initiative	Benchmarks	Board Lead	Cross Cut
<p>1. Finding our Voice: Speaking Up for Planning</p> <p>1.1 Nurture the next generation of APA and Community Leaders.</p> <p>1.2 Advocate statewide and nationally for diversity and inclusion in our organization and the planning process.</p> <p>1.3 Support our members in local, regional, state advocacy.</p> <p>1.4 Clearly articulate our values and the purpose and impact of planning on the quality of people's lives.</p> <p>1.5 Continue to provide a strong voice for good planning policy at the state level.</p> <p>1.6 Provide leadership at the National level by supporting other chapters in developing legislative programs.</p>	<ul style="list-style-type: none"> • Establish YPG in every section. • Establish mentorship programs in every section. • Increase outreach and engagement to elementary, middle and high schools. • Develop Planning Commissioner Certificate Program. • Build stronger relationships with Universities and professors potentially funding research. (APA organization survey) • Develop tools and programming that supports sections in local advocacy efforts and in building relationships with local policy makers and local advocacy groups. • Develop clear Chapter Policy Document and hand out materials. • Develop a state lobbying day- on partnership with other like organizations/CPR. • Create online material or webinars for other chapters looking to establish advocacy programs. 		<ul style="list-style-type: none"> • Networks • Membership • Diversity • Policy & Leg • Chapter/ Section • National • University Liaison

<p>2. Building Strong Relationships to Make Great Communities Happen</p> <p>2.1 Identify organizations that share our mission and values.</p> <p>2.2 Identify strategic partnerships that strengthen our organization and help us reach our goals.</p> <p>2.3 Build stronger relationships with the communities we serve. Examples: 2020 Census; Housing and Homelessness; Climate Change; Land Use and Water; SB 1000; Autonomous Vehicles; and Public Health.</p>	<ul style="list-style-type: none"> • Identify which organizations sections and chapters are currently working with. 		<ul style="list-style-type: none"> • Networks • Diversity • Policy & Leg • Chapter/Section
<p>3. Planning for an Equitable Future</p> <p>3.1 Increase the the diversity of our membership and Chapter and Section leadership.</p> <p>3.2 Build relationships with advocacy groups to develop understand of planning and SB1000. Provide guidance for our members.</p> <p>3.3 Develop a community advocacy program that allows sections to build relationships with community advocacy groups.</p>	<ul style="list-style-type: none"> • Appoint New Vice President for Diversity and Equity. • Create a Diversity Committee using NY Metro Chapter as a best practice. • Hold a HindSight Equity Conference using NY Metro Chapter as an best practice. • Hold APA CA leadership Equity Training • Coordinate with National Diversity Committee. • Coordinate with APA National Social Equity Task Force 		<ul style="list-style-type: none"> • Networks • Diversity • Membership • Policy & Leg • Chapter/section

<p>4. I HEART APA CA: Sustaining Our Organization</p> <p>4.1 Examine the structure of our State to make sure that we are supporting our members at all stages of their careers and giving them value for their membership.</p> <p>4.2 Develop an action plan to retain existing membership and expand membership in targeted areas including:</p> <ul style="list-style-type: none"> • Academia • Planning related professionals • Missing middle professionals • Diverse emerging professionals and practicing professionals in APA allied organizations • Planning Commissioners <p>4.3 Determine base level of service we should provide to members.</p> <p>4.4 Identify the structural and financial changes we need to make to provide those services.</p> <p>4.5 Improve Chapter and Section communications and coordination.</p> <p>4.6 Clearly articulate membership value.</p> <p>4.7 Develop programming that reflects our values.</p> <p>4.8 Empower our sections to develop the next generation of APA and community leaders by supporting mentorship programs and leadership development programs in all the sections.</p>	<ul style="list-style-type: none"> • Expand distance leaning program with two goals: <ul style="list-style-type: none"> • Reach all of our members • Fund a programs staff person • Identify opportunities to hire a statewide program staff member. • Develop external communications program • Conduct a membership survey. • Hold member focus groups. • Identify what services sections are providing members. • Document annual CM credits the sections offer and at what price for members. • Develop a best section practices manual that includes National Chapter requirements. • Provide board training to all Chapter and Section Board Members. • Develop strategic sponsorship package the includes programs as well as conferences. 		<ul style="list-style-type: none"> • Networks • Diversity Membership • Financial Stability • Chapter/Section
---	--	--	--