

STRATEGIC PLAN SUMMARY

2022-2025

PREPARED AND PRESENTED BY ENVISION CONSULTING



American Planning Association
California Chapter

Creating Great Communities for All

EXECUTIVE SUMMARY

With more than 5,000 members statewide, APA California is a network of practicing planners, citizens, and elected officials committed to urban, suburban, regional, and rural planning in California. APA California offers a wide spectrum of member benefits including information, services, and support to advance the profession and practice of planning in California.

In the fall and winter of 2021-22, APA California leadership embarked on a comprehensive strategic planning process to guide the organization's priorities for the next four years. Key questions and priorities for the organization to address within this process included amplifying its influence and more effectively reaching and serving a broader base of planners and communities throughout the state.

The Board of Directors chose to develop its first organizational vision statement, as well as update its mission and core values statements as the foundations for a new strategic framework. Building on those foundational elements, APA California leadership articulated a four-year vision, a set of five goals, and clear strategies to support each goal designed to ensure achievement of the vision over the next four years.

VISION

APA California is leading, innovating, and advocating for a future in which all people, in California and beyond, have an equitable opportunity to participate in, contribute to, and share in their communities’ environmental, social, and economic well-being.

MISSION

APA California serves as a resource for and voice of professional planning in California. We empower planning professionals to best serve their communities by facilitating professional growth and advocating for excellent planning.

CORE VALUES

Inclusion: In our work with members and within communities, we seek to be representative and fully inclusive of community goals and perspectives in our membership and leadership, to engage and empower all community members to participate in democracy and civic leadership, and ensure that we are planning WITH communities, not for them.

Leadership: We demonstrate leadership through action, serving as a voice for the planning profession and advocating for change that benefits all communities. By being innovative and adaptable, we seek to serve as a resource to our colleagues and pave the way for our profession.

Integrity: We hold ourselves to the highest possible standards of ethics and professionalism. We provide expertise and consistency, earning the trust of planners, communities, and decision makers in the work we do.

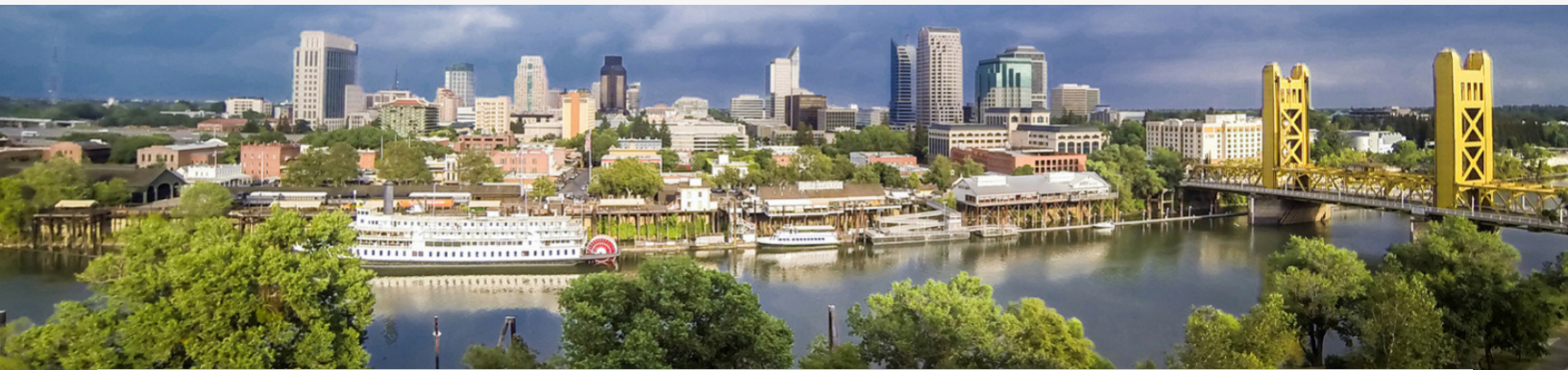
Community: We provide a sense of fellowship and camaraderie among planners, and strive to convene safe, open discussion on challenging topics related to planning in our communities.

Commitment to Public Service: We work to advance the public interest and ensure fair and equitable access to community benefits and amenities.

Sustainability: We remain committed to the principle that environmental, social, and fiscal responsibility must be integrated into all planning policy so that communities remain healthy and viable for the long term.

4 YEAR VISION

In 4 years, APA California will have elevated its visibility, influence, and engagement with planners, decision makers, and communities statewide, and strengthened both the field and the organization, primarily through enhancing legislative advocacy and communications; increasing the diversity of its membership; investing in leadership development through creating a robust, diverse pipeline of emerging leaders; and improving consistency of engagement with and support of planners throughout the state.



GOAL 1. Enhance APA California's role in advocacy by facilitating strengthened and broadened communications between and among the organization's leadership, sections, members, policymakers, and the broader field of planning and planning-related professionals.

- Improve relevance, clarity, and effectiveness of existing legislative policy communications; distribute more broadly beyond membership.
- Facilitate increased dialogue between planners and local, regional, and state level policymakers.
- Inform and educate policymakers and planners about policy issues, in addition to advocating for specific positions.
- On key issues, solicit input from broad planning community across the state to inform APA California's policy position and possibly draft policy.
- Seek relevant and appropriate opportunities to partner with affiliated organizations to convene education/discussion and expand influence on policy issues.

GOAL 2. Expand diversity – across a variety of dimensions (e.g., racial/ethnic, age, economic, educational, ability, geographic) of APA California membership and leadership to meaningfully represent the communities we serve.

- Strengthen relationships with post-secondary institutions to demonstrate value and benefit of APA membership for young planners.
- Build out mentorship efforts; learn from successes in some sections and expand to the rest of California, considering the chapter's role.
- Provide support to help make Young & Emerging Planners (YEP) activities more consistent across sections; consider whether YEP should be directly linked to section/chapter organization.
- Focus recruitment and leadership development in underrepresented regions of the state.
- Convene and engage in conversations that acknowledge ways past planning practice and policy have resulted in structural inequities in communities and how to redress.

GOAL 3: Strengthen organizational structure and Board engagement to develop consistency and sustainability of the organization's vision and impact throughout the state.

- Consider appropriate Board terms and strengthen documentation, communication, and tracking of responsibilities, and leadership recruitment process to ensure adequate development of new members and support for fulfilling roles.
- Implement staff/contractor roles and structure to support overall organizational goals and priorities, within available resources.
- Leverage resources, insights, and connections from APA National and national leaders in planning to build APA California's leadership position and infrastructure.

Goal 4: Improve member services to serve as a “home for planners” and deliver valued benefits.

- Encourage learning and networking statewide, across sections, through in-person, virtual, and hybrid events.
- Increase support for sections that lack the resources of larger or more urban sections.
- Develop partnerships with allied organizations to enhance professional development for members and increase relevance and connections.
- Identify and develop statewide programs and initiatives (such as mentoring) to enhance shared learning and sense of statewide chapter unity.

Goal 5: Develop and implement a strategic communication plan to improve engagement between chapter and members, as well as chapter and sections.

- Enhance and make more consistent and balanced chapter communication with members.
- Enhance communication between chapter and sections.