

An aerial photograph of Los Angeles, California, featuring a prominent yellow overlay at the top. The overlay contains a white silhouette of the Los Angeles skyline, including the San Francisco Transamerica Pyramid, the Los Angeles Music Center, and the Griffith Observatory. A small airplane is visible in the sky above the skyline. The text 'APA' is in a large, bold, sans-serif font, and 'CA' is in a large, bold, serif font, both in white. The background of the entire page is a warm, golden-yellow aerial view of the city, showing the Hollywood Hills, the Griffith Observatory, and the Los Angeles River.

APA

CA Los Angeles

2024-2026

# STRATEGIC PLAN SUMMARY

PREPARED AND PRESENTED BY  
ENVISION CONSULTING





## BACKGROUND

The Los Angeles Section of the American Planning Association is the second largest of eight local sections within APA's California Chapter, with nearly 1,500 members in the Los Angeles area. APA Los Angeles helps its members share knowledge, advance their careers, and guide change in both the profession and our communities.



# MISSION, VISION & CORE VALUES



*The vision, mission, and core values of the American Planning Association, California Chapter, were updated in 2022, and are affirmed by the Los Angeles section within this strategic plan.*

## 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 to 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.

# 3-YEAR STRATEGIC VISION



APA Los Angeles is well known for convening, supporting, and inspiring a diverse range of planning professionals as thought leaders on progressive and equitable planning and policymaking.

## GOALS, OBJECTIVES, STRATEGIES, & RESPONSIBILITY

### GOAL I. DIVERSITY & MEMBER ENGAGEMENT

Increased active and inclusive engagement of the full planning community across Los Angeles County

#### **OBJECTIVE A**

Increased attendance & participation in APA Los Angeles hosted events

#### **STRATEGIES**

1. Develop and implement a clear and comprehensive event marketing strategy.
2. Establish / strengthen partnerships with like-minded / parallel organizations in hosting and marketing events.
3. Implement a biannual survey / needs assessment to identify and develop events and programs of greatest interest/need of planning community.



# GOALS, OBJECTIVES, STRATEGIES, & RESPONSIBILITY

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Increased active and inclusive engagement of the full planning community across Los Angeles County

### **OBJECTIVE A**

Increased attendance & participation in APA Los Angeles hosted events

### **STRATEGIES**

4. Develop consistent and balanced calendar of in-person (throughout region) and virtual events for all career stages.

5. Increase engagement of state conference attendees and panelists in APA Los Angeles programming.

### **OBJECTIVE B**

Increased representativeness of APA Los Angeles membership and Board, including representation across LA region geography and of marginalized communities

### **STRATEGIES**

1. Update program design/development guidelines to ensure they are inclusive of the full planning community.

2. Develop and launch targeted outreach effort to planners working in underrepresented geographies.

3. Develop and launch targeted outreach effort to planners working in marginalized communities.

4. Develop and launch targeted outreach effort to planners who represent diverse lived experiences.

### **OBJECTIVE C**

Increased engagement with APA Los Angeles electronic communications - e-newsletter, website, social media

### **STRATEGIES**

1. Evaluate and update e-newsletter content to ensure usefulness and value to full professional planning community.

2. Evaluate and update website to ensure usefulness and value to professional planning community.

3. Develop and implement clear and comprehensive social media/communications strategy.



# GOALS, OBJECTIVES, STRATEGIES, & RESPONSIBILITY

## GOAL I. DIVERSITY & MEMBER ENGAGEMENT

Increased active and inclusive engagement of the full planning community across Los Angeles County

### **OBJECTIVE D**

Increased understanding / awareness / interest in the field and profession of planning

### **STRATEGIES**

1. Support for / encouragement of young people / students entering the planning profession through visibility and engagement on campuses with planning programs (through YEP programming; increased scholarships/discounts to APA events?)
2. Ensure programming covers topics that appeal to a broad range of people, not just professional planners.
3. Explore an outreach program to K-12 students to increase awareness of planning field and issues.

## GOAL II. THOUGHT LEADERSHIP

Elevated visibility of APA Los Angeles as a thought leader in relevant, progressive planning issues and policy

### **OBJECTIVE A**

Visible leadership in / contributions to the local policy making conversation on at least one key issue

### **STRATEGIES**

1. Publish a report or resources "kit" to inform local policymaking conversation on at least one key issue.
2. Host or co-host a branded series of APA LA led issue roundtables to provide policy discussion and leadership.
3. Revitalize APA Los Angeles blog (regular calendar of posts) as forum for providing thought leadership and consider publishing blog posts as op-eds in other news outlets.
4. Coordinate a roster of volunteer "champions" to speak at public events/forums on planning policy topics.



# GOALS, OBJECTIVES, STRATEGIES, & RESPONSIBILITY

## GOAL II. THOUGHT LEADERSHIP

Elevated visibility of APA Los Angeles as a thought leader in relevant, progressive planning issues and policy

### **OBJECTIVE B**

Provision of programming and/or direct planning support to communities, especially underserved & marginalized communities

### **STRATEGIES**

1. Sponsor/encourage pro bono services that engage APA Los Angeles membership in service to communities.
2. Provide programming that elevates issues and voices of marginalized communities harmed by past planning policies and practices.

## GOAL III. ENHANCED PROFESSIONAL DEVELOPMENT

Enhanced professional development and networking support to planning professionals

### **OBJECTIVE A**

Increase in financial sponsorships to underwrite programming

### **STRATEGIES**

1. Develop and implement clear fundraising strategy; make annual (Jan/Feb) intentional and organized effort to reach out and follow up with potential sponsor list.
2. Examine and update, as warranted, sponsorship benefit policies.

### **OBJECTIVE B**

Reduced barriers to entry for / maintenance of AICP

### **STRATEGIES**

1. Promote reduced fee educational resources, scholarships, etc. to support professional development and encourage pursuit and completion of AICP.
2. Increase celebration / recognition of new AICP awardees.



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Enhanced professional development and networking support to planning professionals

### **OBJECTIVE B**

Reduced barriers  
to entry for /  
maintenance of  
AICP

### **STRATEGIES**

3. Increase support for AICP maintenance by providing more CM credit events.

4. Promote CM credit events through e-newsletters that are organized by other APA Sections, APA Chapters, APA National, or related organizations that are virtual or near the Los Angeles region.