



# Planning Institute of British Columbia

Strategic Plan 2025–2027 | Final Report

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## MESSAGE FROM THE PRESIDENT

The 2025–2027 strategic priorities exemplify opportunities for the Planning Institute of British Columbia to advance the planning profession in BC and the Yukon.

The priorities are a recommitment for decolonization of the institute and advancing equality, delivering essential services for members and raising the profile of the institute and the profession.

The strategic priorities also introduce our commitment to operational and governance excellence to ensure that administration and volunteers are supported in the work they carry out on our behalf.

I look forward to working with Board members, administration, volunteers and members to continue to deliver services to the membership while advancing the Institute through its strategic priority goals.

**Kenna Jonkman, RPP, MCIP**  
President





## MESSAGE FROM THE EXECUTIVE DIRECTOR

It is a pleasure to join the Board of Directors in presenting the updated strategic priorities for the Planning Institute of British Columbia for this new two-year term, taking PIBC and the profession forward to 2027 and beyond.

The strategic priorities continue to be centered around advancing the profession and the Institute internally and externally; advancing inclusion, diversity and reconciliation for PIBC and the planning profession; continuing to deliver and enhance member value; and strengthening operational excellence and effective governance.

It builds on a strong foundation of key core values, ongoing successful member services and initiatives, and key long-term goals and objectives.

It is also guided by refreshed and updated mission and vision statements for PIBC.

Continuing to maintain and build a strong, evolving profession and Institute is key to helping support good planning practice and the work of professional planners as they help communities and regions across BC, the Yukon, and beyond address some of the key issues and challenges they face. A revised and refreshed strategic plan for PIBC will help in this important work. Great appreciation is extended to everyone who contributed to revising and renewing the strategic plan. I look forward to working with the Board, staff team, committees, PIBC members from across the profession, and other external partners as we move forward with implementing the goals and objectives of the updated strategic plan.

**Dave Crossley**

Executive Director



# Executive Summary

## Strategic Planning for PIBC's Next Chapter

As the Planning Institute of British Columbia (PIBC) enters its next strategic term, the Board of Directors, student representatives and PIBC staff convened for a focused two-day session to reflect on the existing strategic pillars and assess their relevance, effectiveness and alignment with organizational priorities.

This session marked a pivotal opportunity to review what was working well, identify areas for refinement and consider new elements that would strengthen the Institute's strategic direction moving forward.

## Foundational Research and Engagement

In advance of the session, extensive research and engagement efforts were undertaken. Feedback was gathered from current Board and staff, as well as internal Committee and Local Chapter Chairs. Additionally, insights were collected from external partners, including the Canadian Institute of Planners (CIP), the Professional Standards Board (PSB), and other Provincial and Territorial Institutes and Associations (PTIAs). One-on-one interviews were also conducted with Board members and the Executive Director to incorporate diverse perspectives into the planning process.

## Refining Strategic Pillars

While the core strategic pillars remained intact, reflecting the continued relevance of ongoing priorities, the Board refined them to better reflect the organization's direction and aspirations. A new pillar was introduced to highlight the importance of organizational excellence, acknowledging the critical role of internal strength and capacity in delivering on PIBC's mandate.

## Deepening Commitment to JEDDI and Expanding to Include Accessibility

Justice, equity, diversity, decolonization, inclusion and accessibility (JEDDI (A)) remains a key priority. The addition of accessibility (A) reflects a commitment to be more inclusive and align with other approaches to this work. Emphasis was placed on clearly communicating the value of this commitment to members and partners, and embedding these principles throughout the strategic framework.

## Clarifying Mission and Vision

In addition to the thoughtful work on refining and reprioritizing the strategic pillars, the group also revisited PIBC's Mission and Vision, which had been used interchangeably. Through this process, they clarified and separated the two, resulting in distinct and purposeful statements. This deeper strategic reflection supports the Institute's priority of raising the profile of both the organization and the profession by clearly articulating what they do and why it matters.

## Looking Ahead

With renewed clarity and purpose, the Board, committees and staff are well-positioned to move confidently into the next two years. Guided by a new incoming president, the organization is focused on meeting its strategic goals in a way that honours the needs of its members, the vision of the Board and the capacity of staff to implement meaningful, focused and achievable actions.

# Vision Statement

Planning is a trusted, influential profession fostering inclusive, resilient and thriving communities.

# Mission Statement

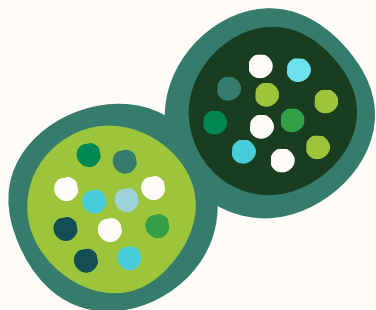
PIBC supports, connects and advances the planning profession in BC and the Yukon through certification, ethical standards, education and advocacy.

# Core Values

- Professionalism
- Advocacy
- Reconciliation
- Collaboration
- Equity
- Decolonization
- Accountability
- Future Focus
- Excellence

# Research Summary

## Methodology



### Two surveys were conducted:

1. **External Survey:** Sent to Committee and Chapter Chairs, as well as representatives from CIP, PSB, PTIAs, and external consultants.
2. **Internal Survey:** Sent to Board members and staff

Participants shared perspectives on PIBC's role, identity, strategic priorities, professional development and the future of planning



**Six interviews** conducted with **five Board members** and the **Executive Director**




# Research Summary

## Key Findings

- Internally, JEDDIA continues to be a key priority of the Institute. As the JEDDI working group was recently established and formalized, it was reported that progress on the group's objectives is at an early stage. Additionally, Board members acknowledged that while the intent was strong, implementation remains in progress due to competing priorities and limited capacity. There was a clear desire to continue efforts by dedicating more time, resources and focus to this area in order to move from intention to meaningful action.
- The Peer Learning Network (PLN) was viewed as a success due to effective implementation and resource allocation, though some felt it shifted focus away from core member service.
- Strong desire to continue elevating the planning profession both publicly and within external and allied organizations to build credibility and confidence.
- Strengthening government relations to improve advocacy and visibility is a shared goal.
- Supporting members through learning opportunities and mentorship remains essential.

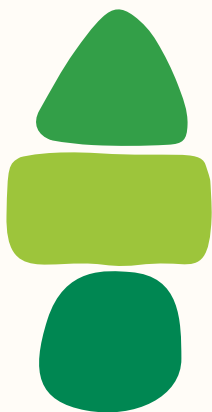
# Research Summary

## Emerging Trends

- Growing interest in using multimedia to raise the profile of the Institute and the planning profession, and strengthen media relations
  - Early awareness-building efforts suggested, especially through high school and post-secondary outreach and potential curriculum inclusion
  - Externally, JEDDIA is not well understood. Feedback emphasized the importance of internal education—specifically for staff, the Board, and Institute members—to support shared understanding and implementation
  - Adding 'Accessibility' to JEDDIA to ensure more inclusivity
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# Strategic Pillars & Goals


## PURSUE JUSTICE, EQUITY, DIVERSITY, DECOLONIZATION, INCLUSION & ACCESSIBILITY



PIBC is committed to embedding JEDDIA principles throughout the profession and organization through fostering a culture of equity within the Institute and equipping planners with foundational knowledge. With a strong emphasis on reconciliation, the organization aims to take meaningful action and clearly communicate why these values are essential to planning practice and public interest.

 **Become an Institute that embraces JEDDIA principles**

 **Advance action on Reconciliation**

 **Provide and promote education for planners about JEDDIA principles and Reconciliation**

## ENHANCE MEMBER VALUE, ENGAGEMENT & RECRUITMENT

This pillar focuses on strengthening the member experience by providing timely, relevant communication, supporting career development and expanding educational and professional resources. Efforts will also aim to diversify the membership and reach new audiences, ensuring the Institute remains vibrant, inclusive and future-ready.

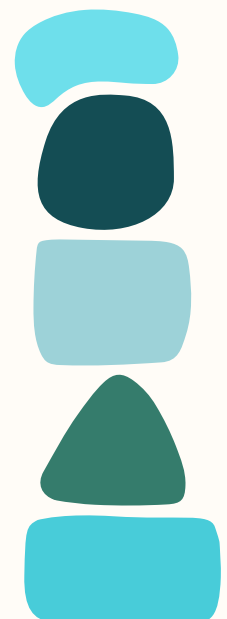
 **Diversify and enhance communications to members**

 **Support planners in career development**

 **Improve member certification process**

 **Increase the value proposition of membership**

 **Broaden and diversify member recruitment**



# Strategic Pillars & Goals

*Continued*

## RAISE THE PROFILE OF THE INSTITUTE & PROFESSION

To build broader recognition and influence, PIBC will expand outreach to schools and post-secondary institutions, deepen relationships with government, allied professions and partners, and elevate its presence through strategic digital media communications and storytelling. These efforts are designed to strengthen public trust and reinforce the value of the planning profession across communities.

 **Build awareness of the planning profession among secondary students and educators**

 **Create a digital media strategy**

 **Strengthen media relations**

 **Strengthen government relations**

 **Broaden and strengthen partnerships**

## ADVANCE EXCELLENCE IN GOVERNANCE & OPERATIONS

PIBC is committed to managing finances, operations and governance responsibly to ensure the organization is responsive and aligned with Board priorities. A focus on supporting certification processes, as well as empowering committees and chapters, will enable the Institute to remain effective, agile and member-focused.

 **Align operational resources to deliver strategic priorities**

 **Support effective Institute governance**

 **Manage finances and operations effectively**

# THANK YOU

With a clear strategic direction for the next two years, the PIBC Board, supported by committees and staff, is focused on advancing the profession through purposeful action, guided by our Strategic Pillars and Goals, and grounded in integrity, member support, and service to the planning profession.



**[www.pibc.bc.ca](http://www.pibc.bc.ca)**

