



## Columbia Association

# Strategic PLAN

*Effective Date: May 1, 2014*

### MISSION

Working every day  
in hundreds of ways  
to make Columbia  
an even better place  
to live, work  
and play.

### VISION

Making Columbia  
the community  
of choice —  
today and for  
generations  
to come.

### VALUES

#### **We're fun**

*We deliver fun and have a great time providing it*  
We believe that having fun is essential to our success,  
for the community and CA team members.

#### **We're excellent**

*With every service we provide, we strive for excellence*  
We are committed to striving for excellence while fulfilling the needs  
of the community and CA team members.

#### **We're inclusive**

*We celebrate diversity*  
We embrace and respect diversity. We have since our beginning  
and will continue to — now and in the future.

#### **We're trustworthy**

*We build lasting and trusting relationships*  
We are a loyal friend and neighbor, building relationships with  
community members and stakeholders.

#### **We're connected**

*We foster opportunities to connect with others*  
We create opportunities for people to come together —  
to share their experiences, to enhance Columbia,  
and to celebrate our community.

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**Strategic**  
PLAN

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## GOALS

### **1 Deliver programs and services that meet stakeholders' expectations and enhance the quality of life in Columbia.**

- a. Provide a wide array of programs and services that meet the needs of Columbia's diverse community.
- b. Continuously evaluate and adjust programs and services to meet changing needs of the entire Columbia community.
- c. Promote recreation, health, wellness and social connectivity.
- d. Create an exceptional customer service experience.

### **2 Maintain and enhance Columbia's facilities, open spaces, connectivity and environmental stewardship.**

- a. Enhance the connectivity, walkability and bikeability of Columbia.
- b. Maintain facilities, open spaces, watersheds and environmental stewardship, incorporating innovative technology and conservation practices.
- c. Continuously evaluate the needs for facilities changes based on current and future community needs and best practices; and manage community expectations in regard to changes.

### **3 Develop and communicate a shared community vision for Columbia, and advance the vision through advocacy, partnerships, and alignment of CA programs and services.**

- a. Facilitate inclusive processes that develop shared visions and plans for the future of Columbia.
- b. Advocate for programs and services that are important to CA residents and customers.
- c. Strengthen relationships with governmental and nonprofit agencies that deliver programs and services in Columbia.
- d. Communicate the vision widely and use the vision to promote Columbia as a community of choice.

### **4 Strengthen communication and community engagement in CA.**

- a. Effectively communicate the programs and services CA has to offer to the community.
- b. Demonstrate transparency and openness of information and decision-making processes.
- c. Strengthen partnerships with Villages to ensure programs and services are well aligned, effective and efficient.
- d. Strengthen processes for gaining community input, evaluating community needs, and involving advisory committees and other stakeholders.
- e. Strengthen relationships with businesses and other employers to engage their employees in CA programs and services.

### **5 Demonstrate the practices of a high-performing and responsive organization.**

- a. Improve CA governance structure and performance to guide the organization's future.
- b. Maintain strong fiscal discipline, control costs, and ensure a high value for CA customers and annual charge payers.
- c. Provide continuous professional development for staff to ensure high standards of performance.
- d. Promote innovation in technology and processes to advance efficiency, support communications, and deliver value to customers.