



Columbia Association Strategic Planning Phase 3 Report

- I. Strategic Plan Overview
- II. Status
- III. Draft Mission
- IV. Draft Vision
- V. Preliminary Strategic Goals
- VI. Next Steps

Strategic Plan Overview

The strategic planning process is designed to incorporate six phases.

Phase 1:

- Review financial position, operations & governance activities, & current strategic plan.
- Deliver summary report assessment of current strategic plan.

Phase 2: Gather and explore information from a wide range of perspectives.

- Approximately 2,400 residents responded to a survey of community issues
- Approximately 200 staff members responded to a survey internal issues.
- Focus group style meeting with Village Board chairs
- Focus group style meeting with Advisory Committee chairs
- In-person interviews with stakeholders that included leaders in local organizations, Howard County government, and commercial property owners
- Collect socio-demographic & economic data regarding current state and projections
- Collect current state information on planned communities
- Deliver summary report of information gathered.

Phase 3:

Assess information from Phase 2 and identify strategic issues. Draft mission, vision, and goals.

Phase 4:

- Gather feedback regarding draft mission, vision, and goals. Develop 2nd drafts.
- Deliver summary report

Phase 5:

Consider feedback from Phase 4 and finalize mission, vision, and goals. Develop outline of implementation to include key metrics, actions, and responsibilities.



Phase 6:

Complete final strategic plan document to be presented for Board approval.

Status

As of April 1, 2019 we are in Phase 4. The Board and senior staff members met for two full day sessions in March (3.9.19 and 3.30.19) to consider the information in the Phase 2 Report, identify strategic issues, develop draft mission and vision statements, and identify preliminary strategic goals.

Following the March 9th session, 1st drafts of the mission and vision statements were developed along with preliminary strategic goals. These 1st drafts were distributed to stakeholders for their input and suggestions. Board and senior staff members did likewise.

After considering the input from the 1st drafts, second drafts of the mission and vision statements were developed during the March 30th session. Preliminary strategic goals were unchanged due to lack of time. A decision by consensus was made to consider next drafts of strategic goals during the April CA Board meetings. Final drafts of the mission and vision statements will also be taken up then.

From there, the intent is to finalize the strategic plan by May 31, 2019. This report is organized into an executive summary with summaries.

Draft Mission

We inspire and engage our diverse community by providing programs, services and amenities that foster a unique sense of place and enhance quality of life.

Draft Vision

CA creates and supports solutions to meet the evolving needs of a dynamic and inclusive community.

Preliminary Strategic Goals

Each Goal represents an “umbrella” target statement (WHAT we want to accomplish & WHY) under which multiple clear, definable and measurable Objectives (HOW we plan to achieve the goal) can be grouped. Goals and Objectives help to define the priorities, and the concrete tasks, that will guide CA’s President, Staff and Board members towards joint Action Planning.

The 5 Year Strategic Plan represents an opportunity to renew and redefine our commitment to the values, services and benefits CA provides. While we want to be



careful not to over-promise (there are areas where we simply do not have authority), we do want to inspire our residents to support us in the future.

Here are some suggestions for Goals that are clear, attainable, and understandable.

Identity:

CA will continue to provide programs, services, community events and partnerships that foster a neighborhood feel as Columbia continues to grow. (Who are we? Who will we be in 5 years? What are our values? What will we become?)

Advocacy:

CA will formalize an advocacy role in village center, New Town zoning and redevelopment issues affecting Columbia, so that stakeholders will have a seat at the table in future development and economic growth. (More impactful; including villages, small businesses, & those who live, work & play in Columbia)

Fiscal Sustainability:

CA will continue to evaluate, maintain and improve CA facilities and assets so that we can provide the appropriate services and programs for stakeholders through an assessment and evaluation system with community input. (Fiscal responsibility in analysis of assets, develop a roadmap for evaluation, develop partnerships with county leaders, become more nimble)

Environmental Stewardship:

CA will enhance its leadership role in environmental sustainability by preserving and maintaining existing pathways and Open Space, and pioneering renewable energy as a way of addressing climate change. (define and renew commitment to green Open Space, energy conservation, climate change initiatives, flooding issues, etc.)

Leadership Development:

CA will build leadership for the future through engaging with diverse community members so that Columbia continues to model diversity and inclusion. (millennials, outreach to diverse communities, engage with multiple stakeholders, partner with villages, etc.) Next drafts of these goals will be assessed for key metrics, objectives needed to accomplish the goals and goal responsibilities.

Next Steps

Goals and drafts of mission and vision will be distributed to stakeholders and the community via CA website. Board members agreed to engage members of their communities, villages, and in public meeting spaces and to reach as wide a cross-section of the community as possible. Comments will be encouraged and welcome.



This feedback will be incorporated and considered during the April Board meetings during times devoted to strategic planning.

Final adoption of the strategic plan is intended by May 31, 2019.

