

## **SAC Recommendations approved on March 29, 2012**

### **ORGANIZATIONAL STRATEGIC GOALS**

#### **1. ENSURE LIVEABILITY AND SUSTAINABILITY FOR COLUMBIA RESIDENTS.**

Ensure Columbia residents receive value for their annual assessments to the Columbia Association by offering a broad range of state-of-the-art facilities and services which complement and support the offerings of the County and State. Ensure long term sustainability through prudent management and replacement of CA's economic assets implemented through sound long term planning and financial practices.

#### **2. CELEBRATE "COLUMBIA FOR LIFE."**

Ensure all ages and abilities can "age in place" to the maximum extent possible. Everyone is "aging" - celebrate aging by providing programs and services that everyone can look forward to at the next "age" or the next ability level. Celebrate "aging" as gained experience which makes better students, employees, customers, and volunteers throughout Columbia.

#### **3. FOSTER LIFE-LONG GROWTH OF INDIVIDUALS.**

Encourage the growth of each individual by ensuring access to a wide range of cultural and desired programs designed to make living in Columbia an enjoyable and enriching intellectual and artistic experience for all ages and abilities. Encourage individual fitness from childhood through the Mature Adult.

#### **4. ENHANCE COLUMBIA'S LOCAL ECONOMIC ENVIRONMENT.**

Promote local businesses and local employers. Encourage other businesses to relocate to Columbia. Actively inform businesses about the abilities and diversity of Columbia residents as potential customers, employees, clients and volunteers.

#### **5. COMMIT TO ENVIRONMENTAL SUSTAINABILITY - LEAVE OUR SUCCESSORS A BETTER COLUMBIA.**

Commit to environmental sustainability. Respect the Chesapeake Bay watershed by minimizing runoff, erosion and harmful chemicals. Commit to alternative transportation through the use of an enhanced Pathway System. Encourage conservation, reuse, recycling and the wise use of natural resources. Encourage local gardening and food production. Create and sustain outdoor gathering spaces for their intrinsic beauty and tranquility.

#### **6. BUILD AN INFORMED AND DIGITALLY CONNECTED COMMUNITY.**

Build an informed and connected community by using effective electronic and traditional news communication tools and messages to educate residents and businesses about the activities of CA and the Board of Directors. Ensure that CA perpetuates the history, vision and spirit of Columbia, including the values and vision of James Rouse, CA's Founder.

### **Key Strategic Issues**

From the previously listed Organizational Strategic Goals, the CA Board of Directors develops a listing of Key Strategic Issues, Issues to Research, and Issues to Monitor.

The Key Strategic Issues for FY 2012 are:

S-1 CA must continue to address environmental sustainability. Reference Organizational Strategic Goals 1, 2, 3, 5.

S-2 CA must develop and implement “Columbia for Life” initiatives, recognizing that “aging in place” is a community asset and also requires responsible community adaptations. Reference Organizational Strategic Goals 1, 2, 3, 4, 5, 6.

S-3 CA must lead in cooperatively developing and implementing Master Plans for Columbia and our Villages; in evaluating and improving those plans; and in ensuring those plans are responsive to the diverse communities that constitute Columbia. Reference Organizational Strategic Goals 1, 2, 3, 4, 5, 6.

S-4 CA must lead in planning facilities and programs appropriate for anticipated human and environmental change. Reference Organizational Strategic Goals 1, 2, 3, 4, 5, 6 and Board approved strategy sketch of March 24, 2011.

S-5 CA must lead in community connectivity. Pathways and other transportation routes must be developed and evaluated for safe and pleasant use by the broadest possible range of ability. Columbia must join state and county initiatives to encourage community connectivity and well-being via alternative/sustainable modes of transportation and pedestrian accessibility. Reference Organizational Strategic Goals 1, 2, 3, 4, 5, 6.

S-6 CA must implement continuous quality improvement programs in all aspects of its work. Reference Organizational Strategic Goals 1, 2, 3, 4, 5, 6.

Issues to Monitor:

M-1 Board productivity and effectiveness requires a defined process to focus on high-impact issues.

M-2 Cooperation with local service providers and facilities may affect CA’s outlook toward its facilities, programs and services.

Issues to Research

R-1 The future of CA’s headquarters building should be reconsidered in light of equity considerations and better land use opportunities.

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