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.
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.