



# Columbia Green

## 2024 Strategic Plan

### Executive Summary:

This 2024 Columbia Green Strategic Plan outlines the major goals, milestones, and actions to **grow** our organization, **deepen** our impact, and **strengthen** our community.

This strategic plan outlines key objectives and action items aimed at advancing the mission of Columbia Green and fostering sustainable growth and community impact. It encompasses four strategic goals: Expanding Partnerships, Enhancing Festival of Gardens, Committee Restructuring, and Internal Document Management. Each goal is accompanied by specific strategies and action items designed to achieve measurable outcomes and drive organizational success.



## Vision

We choose to deliver our mission by supporting community projects, promoting a healthy environment, fostering partnerships, and inspiring through education.



## Mission

Optimize the environment to enhance the quality of life in the greater Columbia area.



## Values

- Advocacy
- Diversity
- Education
- Partnership
- Service

## **Strategic Goal One - Expanding Columbia Green impact through partnerships**

**Objective:** Strengthen Columbia Green's influence and reach through collaboration with partner organizations.

### *Tasks:*

- A. Actively pursue partnership opportunities with organizations such as the City of Columbia, Forestry and Beautification, and the Arbor Day Foundation.
- B. Explore grant opportunities and potential partnerships with Smart Surfaces Coalition, Arbor Day Foundation, Gills Creek Watershed Association and other relevant entities.
- C. Identify substantial grant opportunities to support the hiring of an Executive Director for the next 3-5 years.
- D. Focus on logistics and planning support when partnering on grants, while considering the implementation of a program management fee.
- E. Prioritize communities, neighborhoods, and areas of greatest need or those that have historically experienced hardship.
- F. Assign Board Member(s) to these partnership projects and consider their participation equal to internal Board committee assignments (see Goal Three, Section C, SubSection c).

## **Strategic Goal Two - Enhancing the Festival of Gardens**

**Objective:** Elevate the Festival of Gardens event to increase awareness, participation, and community impact.

### *Tasks:*

- A. Pilot paid marketing and advertising strategies to enhance awareness of the Festival of Gardens.
- B. Raise greater awareness to the Columbia Green grant program by integrating it with Festival of Gardens communication and experience. The public should know their contributions are going to community projects.
- C. Develop procedures to recruit yards and engage neighborhood residents in the event planning process.
- D. Enhance the docent and ticket-taker process to be more efficient.
- E. Explore opportunities for strategic partnerships and merchandise sales to enhance event revenue.

- F. Consider group-rate pricing for larger communities, organizations, or retirement communities.

### **Strategic Goal Three - Committee Restructuring**

**Objective:** Streamline committee structure to optimize organizational efficiency and effectiveness.

*Tasks:*

A. Board of Directors

- a. Amend the Bylaws to increase the current 2-year board term to a 3-year board term, once enacted, current Board Member terms would be extended by 1 year.
- b. Amend the Bylaws to clarify Advisor/Immediate Past President. This position is in status only with 1-year minimum (President can extend if necessary), with non-voting status if term expired, and voting status if not expired.

B. Education & Outreach Committee

Amend the Bylaws to merge the Events and Communications committees to form the Education & Outreach Committee, aligning with the organization's focus on community engagement.

- a. Improve communication and effectiveness with the consolidated team.
- b. Allow for more participation in grant partnerships (*see Goal One*).

C. Membership Committee

Evaluate the role and effectiveness of the Membership Committee and develop a long-term membership strategy.

- a. Develop more effective strategies to attract membership.
- b. Enhance the Annual Meeting to recruit more members.
- c. The Board of Directors should review this strategy semiannually to ensure its effectiveness and provide updates.
- d. Consider a Membership Officer in the Executive Committee, responsible for membership strategy and activities.

D. Community Grants and Awards Committee

- a. Rename Grants & Projects Committee to Community Grants and Awards Committee.
- b. Enhance grant documentation and tracking processes to ensure transparency and accountability.

- c. Designate Board Members (project liaisons) to work on special projects (e.g. USDA grant, Columbia Canopy Project) and have an agenda item in the board meeting for partnerships and special programs (see Goal One, Section F).
- E. Ensure effective transfers of responsibilities by adding vice-chair(s) or co-chair(s) on committees.
  - a. Committees should also create a historical narrative of procedures and timelines.

#### **Strategic Goal Four - Internal Document Management**

**Objective:** Establish robust document management systems to enhance organizational efficiency and knowledge management.

***Tasks:***

- A. Develop comprehensive file management and photo management systems to organize and archive committee documents (Toolkit).
  - a. Organize folder hierarchy by year for each committee
  - b. Archive Columbia Green Square Mile folder.
- B. Document and streamline grant processes to facilitate efficient management and reporting.
- C. Create a Board Member “expectations” document that outlines the activities and responsibilities required for Board Members. This will be provided to individuals interested in joining Columbia Green’s Board and will aid in creating a faster onboarding process.
- D. Create a Founder’s Grant process. This has been a dormant process and needs to be further documented to support its longevity.

#### **Conclusion:**

This strategic plan sets forth a roadmap for Columbia Green to achieve its mission and vision through strategic partnerships, event enhancement, committee restructuring, and internal process improvements. By implementing these strategies and action items, we aim to strengthen our organization's impact and foster a more sustainable and vibrant community for generations to come.

*Approved by the Columbia Green Board of Directors on March 20, 2024*