



**Columbia Town Center Community Association
Key Strategic Tenets**

1. Endeavor to have all members of the Columbia Town Center community be aware of the Association and all the roles it plays, a community resource, event sponsor, advocate, administrative functions, and covenant enforcement.
2. Advocate, in a non-partisan way, for Town Center community members and their needs with the Columbia Association, Howard County, and the State of Maryland.
3. Improve diversity, equality, equity, and inclusion of members of the Columbia Town Center community across all socio-economic and demographic categories.
4. Prioritize affordable housing options as a key priority in the current and future development of Columbia Town Center.
5. Maintain community safety and related programs as an integral part of the continued development of Columbia Town Center.

Columbia Town Center Association Key Strategic Tenets & Goals

- 1. Endeavor to have all members of the Columbia Town Center community be aware of the Association and all the roles it plays, a community resource, event sponsor, advocate, administrative functions, and covenant enforcement.**
 - a. Develop strategies to increase participation from community at events by 50% for 2022 and 2023. **Champion: Lyn Locke.**
 - b. Develop a social media strategy by August 2022, to increase social media audience by 25% YOY as measured by Google Analytics and other metrics. **Champion: Clara Pino.**
 - c. Create a plan by July 2022, to identify roles and responsibilities to accommodate increasing the number of volunteers and board members. **Champion: Clara Pino.**
 - d. Identify four opportunities by November 2022, to educate Town Center businesses and their staff about the role of the association. **Champion: Jamison Hibbard.**
 - e. Create a strategy by July 2022 to enable offering educational tours of Historic Oakland for the public and groups that could increase rentals. **Champion: Lyn Locke.**
 - f. Annually survey the community to measure progress. **Champion: Lyn Locke**

- 2. Advocate, in a non-partisan way, for Town Center community members and their needs with the Columbia Association, Howard County, and the State of Maryland.**
 - a. Identify fifteen key needs of the community and develop a positioning statement for the Association by August 2022. **Champion: Lyn Locke with Board input.**
 - b. Require that all board members participate in:
 - i. Plan Howard within the first year of their membership.
 - ii. Attend four community events per year to share the message of the association.
 - iii. Identify an association partner to attend with the board member.
 - iv. **Champion: Jamison Hibbard.**
 - c. Coordinate at least one nonpartisan event to increase awareness of elections and candidates. **Champion: Lyn Locke with 2022/2023 Election Chair (s).**
 - d. Create two opportunities to engage with partner organizations at Town Center events. **Champions: Lyn Locke**
 - e. Develop position on behalf of the Town Center community on:
 - i. All state and county DPZ submissions that impact Town Center
 - ii. All Howard County operating and capital budgets
 - iii. **Champions: Dean Dworkin, Kevin Fitzgerald & Lynn Foehrkolb.**
 - iv. Develop strategy to engage all associations (HOA & volunteers) & community boards once per year. **Champions: Kevin Fitzgerald & Lynn Foehrkolb.**
 - f. Annually schedule meetings with State & County elected officials (Delegates, Representatives, Senators, & County Executive). **Champion: Lyn Locke.**

- 3. Improve diversity, equality, equity, and inclusion of members of the Columbia Town Center community across all socio-economic and demographic categories.**
 - a. Create an organizational statement regarding Diversity, Equity & Inclusion.
 - b. Annually provide training for all staff, volunteers, and board members.
 - c. Increase by 25% the diversity of staff, volunteers, board, and committee members by fiscal year end April 30, 2023.
 - d. Participate in two events, as a board, organized by underrepresented groups per year.
 - e. Identify 1-2 partners (from underrepresented groups) to help increase their exposure
 - f. Allocate our funds in an equitable way to ensure that it mirrors the community population.
 - g. [Champion for all above components: Clara Pino.](#)

- 4. Prioritize affordable housing options as a key priority in the current and future development of Columbia Town Center.**
 - a. Develop a strategy to gain further input or representation on Housing Committee by October 2022.
 - b. Create avenue(s) for community feedback by August 2022.
 - c. Create a communication plan around affordable housing by November 2022 and implement.
 - d. Develop plan to partner with other villages around zoning laws and communities by January 2023.
 - e. Identify person(s) to monitor activities of the General Plan Development and update the board regularly by email or at Board Meetings.
 - f. [Champions for all above components: Dean Dworkin, Kevin Fitzgerald, and Lynn Foehrkolb.](#)

- 5. Maintain community safety and related programs as an integral part of the continued development of Columbia Town Center.**
 - a. Schedule annual visits with community liaison from Police, Fire, and Emergency Response.
 - b. Develop a strategy to establish a community watch program by September 2022 and create one new group by October 2023.
 - c. Identify one community safety program annually to partner with, support, and promote.
 - d. Develop and/or support tactics, programs, and initiatives to increase the **walkability score** of Town Center (Downtown) and increase the score by 10% from 57 to 62.7 by EOY 2023 as measured by www.walkscore.com/MD/Columbia.
 - e. Develop and/or support tactics, programs, and initiatives to increase the **bike score** of Town Center (Downtown) and increase the score by 10% from 60 to 66.0 by EOY 2023 as measured by www.walkscore.com/MD/Columbia.

- f. Develop and/or tactics, programs, and initiatives to increase the **transit score** of Town Center (Downtown) and increase the score by 10% from 40 to 44.0 by EOY 2024 as measured by www.walkscore.com/MD/Columbia.
- g. **Champion for all above components:** Dean Dworkin and Kevin Fitzgerald.

Champion Updates Delivered at Board Meetings (keeps topics front and center at all upcoming Board meetings).

Maryland Nonprofits' Tom's Tip:

Innovative ideas will be offered by all throughout the year. For most they go on a list to be considered for the following year. If they need an urgent response, determine what comes off the priority list. Do not just add it to the list. A focused approach will yield better results.