



Strategic Planning Update to Board July 11, 2023

SMART GOALS drafts

BACKGROUND: PLANNING PROCESS & ASSESSMENT REPORT RESULTS

07-06-23

Strategic Planning – Review the Present and Future Direction

At the January 2022 annual meeting reviewing potential Major Projects, the members assigned a high priority to preparing a strategic plan **to best serve our community**. This includes:

- A. Preparing an objective analysis of where we are now (using an independent consultant to get confidential unvarnished responses)
- B. Soliciting input from members, nonmembers, business owners and government officials
- C. Defining who the community is and their most pressing needs (e.g., safety, streets and sanitation, parks, facilities)
- D. Identifying the most critical organizational issues
- E. Developing a lower risk, less divisive, and more effective advocacy strategy including planning and zoning issues
- F. Identifying other opportunities for meaningful cultural, economic and social improvements
- G. Ensuring effective, transparent, democratic, and representative governance promoting knowledge of and involvement in the Association

Strategic Planning Process

- The Strategic Planning Committee (SPC) began its work in August 2022
- An outside consultant, John Engman, was hired to do an assessment
 - 22 interviews (government, community and board)
 - survey postcards to 4000+ Triangle residents (315 respondents)
 - Much of John's work was conducted pro bono.
- On December 10, 2022, John presented the Board with his Assessment Report - 9 Strategic Issues
- New Mission / Vision / Values developed and adopted
- March retreat: Additional volunteers in 4 Workgroups to develop Smart Goals to address issues

SWOT from Assessment Report

Key strengths included:

- Historical / Architectural / Cultural Programs
- Passionate and strong core group
- OTTA owns building
- Strong finances
- Consensus about desire to substantially expand membership

Key weaknesses that were identified:

- Lack of understanding & alignment on Mission
- Not seen as valuable, especially to younger residents
- Siloed structure and culture
- No Board Development Plan
- Few written policies, poor knowledge transfer

Assessment Conclusions

From that work, the SPC has suggested that making the OTTA more relevant to more people needs to be a major focus. And for it to be relevant, a goal might be to double member engagement over the next 3-5 years. This would be a combination of more OTTA engagement with existing members as well as cultivating new members.

A culture shift is also recommended, moving from an issue-orientation to people-orientation, connecting and building a sense of community and belonging for everyone. We may not all agree on the most important issues or what to do on those issues, but we can all agree to take care of one another. If we're not good at taking care of one another, we're not going to be very good at collaborating to solve issues.

Another culture shift is to make people feel heard and welcomed. Innovation and new ideas need to be welcomed and the refrain "we've tried that before and it doesn't work" needs to be retired.

New: Need for a supportive decision-making approach (e.g., a Consensus model requires Effective Listening, Discussing Ideas & Differences, Not Getting All You Want, Standard is everyone can live with it).

Mission, Vision & Values (adopted 4/11/23)

- **Mission**

We enable all who live and work in the Old Town Triangle to connect, collaborate and care for our community.

- **Vision**

The Old Town Triangle Association will build on its history of success to become recognized by residents and businesses as the center for engagement, information, collaboration and advocacy to maintain and improve our quality of life. We will foster a sense of community and belonging by connecting neighbors, collaborating on issues of common concern and promoting safety, art and preservation.

- **Values**

Community

Welcoming People & Ideas

Stewardship

Integrity

Respect and Collaboration

Assessment Reports' Nine Strategic Issues (12-10-22)

1. Review and gain alignment on its mission / vision – should OTTA grow, maintain or shrink? What are the priorities over the next five years?
2. Create a strategic plan and, moreover, a strategic mindset that honors the past but continually looks to achieve future goals.
3. Define and communicate a re-established “brand” to promote a better understanding of how it serves and supports the Triangle community.
4. Review the Board structure and terms of office to provide better continuity and support for Board work.
5. Create a Board / leadership development / succession plan to build its bench strength and avoid leadership / volunteer burn-out and recycling.
6. OTTA needs to improve and diversify its programming and marketing capacity to increase the participation and membership from a broader range of residents.
7. OTTA needs to determine the role of paid staff and volunteers in its business model and organization and build a volunteer development program that will ensure that it can build a future corps of volunteers as committed and talented as the current group.
8. OTTA needs to make targeted investments to improve its organizational infrastructure and systems (facilities, policies & procedures, technology, training, management, communication, etc.) to assure the organization operates efficiently and effectively and can support future growth.
9. OTTA needs to reframe and rebuild its role as a responsible and effective steward of the Triangle’s “living environment” and expand civic engagement through information, education and collaboration.

Summary of Smart Goals

Collaboration Workgroup

- 1- Civic Engagement Policy
- 2- HD/PZ Revised Mission
- 3- Sense of Safety
- 4- Parks/Public Space Plan \$\$

Engagement Workgroup

- 1- Define Measures
- 2- New Brochure / Outreach \$\$
& Dedicated Staff \$\$
- 3- New Brand / Marketing Plan

\$\$- potentially significant initial cost

Fundraising & Operations Workgroup

- 1- Staffing/Facility/Technology Assessment \$\$
- 2- Diversify Funding Sources \$\$
- 3- Volunteer Development Program &
New Staff \$\$

Governance Workgroup

- 1- Board size/structure/terms of office
- 2- Leadership development
- 3- Board policy documentation/development

Other OTTA Planning Efforts

Design/Planning for Art School Grant \$\$
2023 Budget in August. Initiatives in Sept.
Community Presentation, Thursday, Oct. 12