

Charbonneau Country Club



Strategic Planning Task Force Report to the Board of Directors

June 14, 2005

Steering Committee Members: Alex McPhail, Chairman
Bill Kenny
Carol White
Susie Stevens

Task Force Members: Alex McPhail, Chairman
Stephanie Davies
Jerry Fullman
Bob Graham
Steve Hall
Jim Gibbons
Debbie Smith
Susie Stevens
Marie Torrance
Carol White
Jon Woerner

Facilitator: Barbara Karmel

Charbonneau Country Club

Strategic Planning Task Force Report

Rationale: Why do strategic planning for Charbonneau?

In December, 2004 Alex McPhail, Chairman of the Board, convened a small steering committee to examine the feasibility and desirability of developing a strategic plan for the future of the Charbonneau community. The group concluded that the community infrastructure is showing its age at nearly 30 years old, the demographic composition of the community is changing and may change more in the future, and pressures emanating from the outside world are increasing. The informal steering committee laid the groundwork for a full-fledged strategic planning project to be conducted in 2005.

Process: How did strategic planning get done?

Over the next six months, this highly participative project involved many steps, culminating in this report and recommendation to the Board of Directors. Steps taken, in brief:

- Retain a professional facilitator to guide the process. After interviews, Barbara Karmel, an experienced management consultant and resident of Charbonneau, was selected.
- A hand-picked, focused Task Force was assembled, and a Charge was prepared.
- The Task Force met with outside planning and development experts, considered the steps needed to gather community input, and agreed on a timeline.
- The Task Force discussed the vision and core values of the community and agreed that these fundamental attributes should be preserved for the future.
- A Leadership Summit of approximately 30 residents was convened and used roundtable discussions to evaluate the Task Force's preliminary list of strategies.
- Two Community Forums were held in late April, open to all Charbonneau residents.
- Strategic ideas and questions were mounted on large boards, and participants moved about the clubhouse dining room affixing sticky dots to indicate their level of support.
- The data were analyzed, interpreted, and prioritized at a Task Force retreat on May 16.
- The Facilitator and Steering Committee prepared this report to the board based on the unanimous recommendations of the Task Force.

Members of the Task Force express appreciation to the Board of Directors for this opportunity to participate in development of this exciting and promising plan for the future.

Charbonneau Country Club

STRATEGIC PLANNING

VISION, CORE VALUES, PLANNING ASSUMPTIONS, AND GOALS

Adopted by the Strategic Planning Task Force on May 16, 2005 (revised July 5, 2005)

VISION

Our vision for the future of Charbonneau is a community that maintains and protects its core values while planning wisely to accommodate the social, demographic and economic changes appearing on the near and far horizons.

CORE VALUES

Our core values include a strong community identity, friendly and welcoming spirit, park-like beauty, personal safety, neighborliness, enhanced amenities and activities, financial strength, enhancement of value, effective governance, and sustainable use of resources

PLANNING ASSUMPTIONS

- 1. Demography:** The population of Charbonneau over the next 20 years is anticipated to become healthier, more active, more adventurous and more computer-savvy, while enjoying a longer life span.
- 2. Physical Environment:** The future population of Charbonneau will want and need more extensive services, amenities and facilities, indoor and outdoor.
- 3. Political Environment:** Charbonneau's percentage of the population of the City of Wilsonville will decline as the north side of the river expands business and residential units. Developing Charbonneau's political clout for the future requires well-planned action, now.
- 4. Recreational Environment:** Golf course economics and the fact that the golf course is owned by one-third of our residents put the long-term future of the course in doubt and property values at risk.
- 5. Governance:** Better coordination is needed between Charbonneau's many governance structures. Decentralization encourages wide participation but can be unwieldy and inconsistent.

CHARBONNEAU GOALS FOR 2020

- 1. Follow our vision and preserve our core values.**
- 2. Enhance channels of communication, both traditional and technology-based, to strengthen our sense of community.**
- 3. Provide facilities, activities and events that will attract increased support.**
- 4. Preserve financial strength, stability and integrity.**
- 5. Develop strategic alliances with the City of Wilsonville and its business community to gain support for improved services.**
- 6. Re-invent the village center and its services, including comprehensive facilities and amenities to serve the needs of current and future residents.**
- 7. Preserve the golf course as a principal amenity of the community.**
- 8. Take leadership role in political decisions that affect our property values and nearby land uses.**
- 9. Improve coordination between governing organizations of Charbonneau.**

FIRST YEAR STRATEGIES

STRATEGY #1: Enhance Website

GOAL 2

ACTIONS:

- Include in board budget in August and September, 2005
- Define parameters of the site
- Solicit bids for web development
- Authorize website development
- Target completion for January 1, 2006

STRATEGY #2: Hire an Activities Director

GOAL 3

ACTIONS:

- Develop job description for this new position
- Include in board budget in August and September, 2005
- Hire and train
- Target to get person on board by January, 2006

STRATEGY #3: Enhance walking and biking paths

GOAL 5

ACTIONS:

- Define specific community needs, starting with French Prairie area
- Evaluate options to meet those needs and assess community support
- Initiate serious talks with the City of Wilsonville
- Request city action
- Target city approval by June, 2006

STRATEGY #4: Maximize effectiveness of governance

GOALS 8 & 9

ACTIONS:

- Establish a new committee structure and assignments to respond to goals and strategies adopted by the board and follow through on action planning
- Evaluate opportunities to consolidate or improve coordination between HOA's and CVCCA
- The Task Force was pleased that board reorganization has already been accomplished.

LONG TERM STRATEGIES

STRATEGY #5: Re-invent the Village Center

GOAL 6

-- starting with three concurrent team projects:

1. Financial feasibility analyses
2. Analysis of design options for the built environment
3. Analysis of design options for landscape and outdoor amenities

ACTIONS:

- Initiate conversations with building owners and golf corporation to solicit their input and avoid misinformation
- Develop criteria to select project teams consisting of both professionals in the field and potentially student interns from Oregon universities
- Solicit interest and proposals from teams
- Oversee and supervise teams; manage appropriate level of coordination
- Oversee preparation of a report to the board by each team
- Target completion by spring, 2006

STRATEGY #6: Preserve the golf course

GOAL 7

1. Define options for golf course ownership
2. Evaluate financial feasibility of potential whole-community ownership
3. Select preferred option
4. Implement merger/acquisition plan if a change in ownership status is approved

ACTIONS:

- Assemble a Task Force consisting of representatives from the CCC Board, the Strategic Planning Task Force, an attorney, Mr. Leland and Mr. Ragsdale (or their designees)
- Seek CCC and Golf Corporation joint approval if a feasible and desirable plan is recommended by the Task Force

STRATEGY #7: Improve connection and transportation to Wilsonville

GOALS 5 & 8

1. Advocate for a "local traffic only" lane between Charbonneau and Wilsonville in both directions
2. Advocate for a pedestrian and bike-bridge across the river

ACTIONS:

- Contact ODOT to initiate discussions, led by CCC Board Chairman
- Contact City of Wilsonville to shape master planning
- Learn about approval process
- Develop a political action plan

OTHER GOALS

Goal 1: Follow our vision and preserve our core values

Goal 4: Preserve financial strength, stability and integrity.

These two goals, #1 and #4, are not included in the list of strategies with action items because they refer to on-going governance of the community.

The Strategic Planning Task Force urges the board of Charbonneau Country Club to embrace these goals as “Guiding Principles” for its own governance and to set a positive example for other HOA’s to do the same.



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