Memo
To: Hot Springs Village Board of Directors
From: Lesley Nalley, CEO
Date: February 21, 2018
Re: Motion—Approve Mission, Vision and Values Statements

Motion
I move to approve the Mission, Vision and Values Statements as presented with the noted updates following public comments.

Background

Developing community vision and mission statements is crucial to clarify our identity and marketing efforts. These statements will explain our aspirations as a community in a distinct manner, as we execute the Comprehensive Master Plan.

At the January 17, 2018 regular meeting, the Board discussed proposed Mission, Vision, Values, and tag line for Hot Springs Village. Members were encouraged to submit comments for further consideration. Member comments were collected and compiled over the next month.

The proposed Mission, Vision, Values and Tagline for Hot Springs Village, and member comments are attached.
**Mission:** (Reason for existence. Serves to communicate purpose and direction)
Hot Springs Village is a natural paradise nestled in the center of the United States, offering lifestyles from the most vibrant to the peaceful and serene. **Our mission is to provide property owners and visitors with lifestyle options from the most vibrant to the peaceful and serene.**

**Vision:** (Description in a future successful state, is inspirational and aspirational)
**A natural paradise in the center of the US, we are** America’s premier active lifestyle community.

**Tagline:** (Adds to the marketability of the mission or vision statements)
**A The** place to live your dreams.

**Values:**
We are a welcoming community where everyone is encouraged to pursue their dreams through these shared values:

- **Sustainability** - We are good stewards of our stunning natural environment and have the will to continuously deliver opportunities that enhance the community.
- **Diversity** - We respect the rights, differences and dignity of all.
- **Tranquility** – We are comprised of a variety of neighborhoods, residential offerings with secured entries, allowing owners and visitors a sense of belonging, ownership, and serenity.
- **Altruism** – We are neighbors from all walks of life who give their time and talents for the greater good.
- **Integrity** - We encourage honest, creative and ethical community leaders
- **Active lifestyle** - We embrace a wide variety of activities, amenities and volunteer opportunities.

Excerpt from post charrette newsletter:

The Hot Springs Village brand suffers from confusion as to what brand promise is being communicated to the public. Through this comprehensive plan initiative, we will strive to clarify the Village’s existing internal and external messaging as a retirement community, a destination, a place for professionals, and a place to raise a family.

Brands benefit from clear, distinctive, and consistently communicated identities…and brands last for decades. A Hot Springs Village brand is essentially what people think of the Village, rather than how the community defines itself. However, the POA can directly
influence brand perception through enhancements to the Village that are currently being considered by this comprehensive planning effort.
Compilation of Comments Received for Mission/Vision/Values as of 1.19.18

1. I have a thought for our tag line – “The Place to Live Your Dreams”

2. Not sure why paradise bothers me a bit, but I can’t find another word that does it justice.

3. Not sure how “have the will to continuously deliver opportunities that enhance the community” is a marker of sustainability, specifically…? (Is it about recycling?) Consider simplify/rewording to “We are good stewards of our stunning natural environment.”

4. Tranquility – We are comprised of a variety of neighborhoods, residential offerings with secured entries (controlled access? Secured is a little deceiving), allowing owners and visitors a sense of belonging, ownership, and serenity. This statement is a bit “off” grammatically – consider rewording to “We comprise a variety of neighborhoods and residential offerings with [insert here – controlled access or secured entries], allowing residents [instead of owners] and visitors a sense of belonging, ownership, and serenity.

5. I’d like to offer up an alternative purpose statement that is, I believe, true to the Policy Governance model: “HSV exists so that property owners [recipients] can enjoy an active lifestyle in a safe, natural environment [results] at a cost that is less than similar US communities [worth].”

6. In that regard, I would argue that the "quality, upscale, active" part of our existing name, infrastructure and image is very desirable and very marketable. The portion of our current image that could be 'expanded' is the "retirement" part. Particularly in light of socio-economic growth in Hot Springs and particularly in Benton, and in light of the improved highway accesses that are near completion, The Village is on the verge of being able to offer a "quality, upscale, active" lifestyle not only to 'retirees', but also as a very desirable 'bedroom/school' community to 'working age families' who will work in Hot Springs and Benton. In that light, I would propose that HSV's Mission/Identity/Image be subtly modified to continue to project "quality, upscale, active", but for everyone, not just retirees.

7. I also propose at least a few discussion starter ideas as possible Mission/Identity/Image/Marketing phrases:
   a. "A Hot Springs Village Quality of Life"
   b. "Get a Life-In Hot Springs Village"
   c. "AAAAHHHHHot Springs Village"

8. Alternative Vision: A natural paradise in the center of the U.S., we are America's premier active lifestyle community. (No need to the put the name HSV in the statement; it's already on the logo or ad)
9. Alternative Mission: Our mission is to help our residents live their dream.
10. Altruism: maybe a little highfalutin? I think Volunteerism more clearly expresses the concept
11. Tagline: Harkens back to Friends of HSV (I think) slogan/stickers "Living the Dream". Is this your intent? I've always been a little wishy washy over that motto.
12. Your Mission Statement is NOT a true Mission Statement. Here's one definition – "A company's mission statement seeks to define its culture, values, ethics, and fundamental goals, and how these apply to its stakeholders. The statement reveals what the company does, how it does it, and why it does it." I think you're confusing the Mission of the "Village" with the Mission of the POA. If the mission of the POA were clear, wouldn't it be easier to set goals for the Village? For example, "The Mission of the POA is to create and support a vibrant community that offers a variety of lifestyles and activities while maintaining the unique natural setting". I may be confused, but it seems to me that the Village is the "product" that is developed/maintained by the POA. The "customers" are the current and future residents.