



January 18, 2019

To: Columbia Association Board of Directors  
(E-Mail: [Board.Members@ColumbiaAssociation.org](mailto:Board.Members@ColumbiaAssociation.org))  
CA Management

From: Andrew C. Stack, Board Chair

**The Columbia Association Board of Directors Meeting will be held on Thursday, January 24, 2019 at 7:00 p.m. at Columbia Association headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046.**

### **AGENDA**

- |  |                  |
|--|------------------|
| 1. Call to Order   | <b>5 min.</b>    |
| (a) Announcement of Directors/Senior Staff in Attendance   |                  |
| (b) Reminder that the meeting is being recorded/broadcast  |                  |
| (c) Reminder of the five civility principles   |                  |
| (d) Inquire if any Board Members are attending remotely via phone  |                  |
| 2. Announcement of Closed/Special Meetings Held/To Be Held   | <b>1 min.</b>    |
| 3. Approval of Agenda  | <b>1 min.</b>    |
| 4. Disclosure of Conflicts of Interest   | <b>1 min.</b>    |
| 5. Resident Speakout   |                  |
| <b>3 Minutes per Individual; 5 Minutes per Group; 2 Minutes for Response to Questions</b>  |                  |
| 6. Chairman's Remarks  | <b>1 min.</b>    |
| 7. Reports/Presentations   | <b>40 min.</b>   |
| (a) President's Report – See written report – Follow-up questions from the BOD   | <i>(5 min.)</i>  |
| (b) Report from the CA Representatives to the Inner Arbor Trust Board of Directors   | <i>(5 min.)</i>  |
| (c) Financial Reports – None   |                  |
| (d) Quarterly Update re: Membership Information  | <i>(30 min.)</i> |
| 8. 2 <sup>nd</sup> Deliberation by the Board on the Conditional FY 2020 Budget with proposed additions and deletions from stakeholders | <b>30 min.</b>   |
| 9. Board Action  |                  |
| (a) Consent Agenda   | <b>1 min.</b>    |
| 1. Approval of Minutes – December 13, 2018 Board Meeting   |                  |
| (b) Board Votes  | <b>45 min.</b>   |
| 1. Acceptance of the Final Report from the Millennials Work Group  | <i>(5 min.)</i>  |
| 2. East Guilford Industrial Park Covenant Enforcement Recommendation   | <i>(10 min.)</i> |
| 3. Vote on Howard County State Delegation Legislation  | <i>(20 min.)</i> |
| i. Howard County 05-19 Butterfly Building  |                  |
| ii. Howard County 06-19 Marketplace License  |                  |
| iii. Howard County 16-19 Elderly Individuals Tax Credit  |                  |
| 4. Vote on Development   | <i>(10 min.)</i> |
| i. Jordan Overlook   |                  |
| ii. ZB 1120M Enterprise Homes, Inc. / Community Homes  |                  |

- |   |        |
|---|--------|
| 10. Tracking Forms  | 5 min. |
| (a) Tracking Form for Board Requests  |        |
| (b) Tracking Form for Resident Requests   |        |
| 11. Talking Points  | 2 min. |
| 12. Entertain a motion to hold a closed meeting of the CA Board of Directors on January 24, 2019 under the Maryland Homeowners Association Act Sections 11B-111(4)(i), Discussion of matters pertaining to employees and personnel, (iii), Consultation with legal counsel on legal matters and (vi), Consideration of the terms or conditions of a business transaction in the negotiation stage if the disclosure could adversely affect the economic interests of the homeowners association | 1 min. |
| 13. Entertain a motion to hold a closed meeting of the CA Board of Directors on February 14, 2019 under the Maryland Homeowners Association Act Sections 11B-111(4)(iii), Consultation with legal counsel on legal matters.   | 1 min. |
| 14. If the motion to hold a closed meeting on January 24, 2019 is approved, move to a closed meeting.<br>If the motion is not approved, adjourn the meeting.  |        |

*(Anticipated ending time of the open meeting is 9:25 p.m.)*

**Next Board Work Session and Meeting**

**Thursday, February 14, 2019 – Board Work Session – 7:00 p.m.**

**Thursday, February 28, 2019 – Board Meeting – 7:30 p.m.**

**ARRANGEMENTS FOR AN INTERPRETER FOR THE HEARING IMPAIRED CAN BE MADE BY CALLING 410-715-3111 AT LEAST THREE DAYS IN ADVANCE OF THE MEETING.**

**CA Mission Statement**

Working every day in hundreds of ways to make Columbia an even better place to live, work, and play.

**CA Vision Statement**

Making Columbia the community of choice today and for generations to come.

January 18, 2019

## Chair's Remarks January 24, 2019 CA Board Meeting

<u>Date</u>	<u>Activity</u>	<u>Time</u>
Jan 19, 2019	CA Camps Open Hire session	8:30 AM
Jan 24, 2019	CA Board meeting	7:00 PM
Jan 25, 2019	Family Fun Bingo (Amherst House)	7:30 PM RR
Jan 25, 2019	Family Fun Bingo (The Other Barn)	6:30 PM RR
Jan 29, 2019	Gardening Seminar: Attract Hummingbirds to Your Garden (Amherst House)	7:00 PM
Feb 4, 2019	Salon Series - Gee's Bend Photographs (Columbia Art Center)	7:00 PM
Feb 11, 2019	Columbia Archives' inaugural Black History Month program (Slayton House)	7:00 PM
Feb 11, 2019	Wilde Reading Series - Holley/Luce (Columbia Art Center)	7:00 PM
Feb 14, 2019	CA Board Work Session	7:30 PM

RR = Registration Required or there is a Cost associated with this Activity

Thanks to the CA Open Space Crews for the job they did in clearing our pathways of snow. The Grand Re-opening of the Athletic Club was a great success; thanks to all who made it happen. Have received positive comments about the new lights on the pathway across from the Lakefront.



SENIOR  
LEADERSHIP  
TEAM

**Milton W. Matthews**  
President/  
Chief Executive  
Officer

**Susan Krabbe**  
Vice President/  
Chief Financial Officer

**Dan Burns**  
Director of  
Sport and Fitness

**Jane Dembner**  
Director of Planning  
and Community Affairs

**Sheri Fanaroff**  
General Counsel

**Janet Loughran**  
Executive Assistant  
to the President/CEO

**Dennis Matthey**  
Director of Open Space  
and Facility Services

**Ron Meliker**  
Director of  
Human Resources

**Michelle Miller**  
Director of  
Community Services

**Laura Sittler**  
Chief Marketing  
Officer

**Chuck Thompson**  
Chief Information  
Officer

**Jackie Tuma**  
Director of  
Internal Audit

## January 2019

### ***Office of the President/CEO***

CA's President/CEO accepted an invitation to serve on the Howard County Spending Affordability Advisory Committee (SAAC) for 2019. The SAAC will meet January through February, with a report and recommendations due to the County Executive by 1 March 2019. This is the fifth year Mr. Matthews has served on the SAAC.

The President/CEO, together with other Columbia/Howard County stakeholders, attended a meeting hosted by State Senators Guy Guzzone and Clarence Lam and Delegate Terri Hill to explore ways in which arts-related organizations can work more collaboratively.

On 11 February 2019, the President/CEO will provide opening remarks for the Columbia Archives sponsored event, *"New Town Entrepreneurship: Early Black-Owned Businesses in Columbia, 1967-1977."*

On 22 February 2019, the President/CEO has been invited to speak to the Columbia-Patuxent Rotary Club, which meets monthly @7:30 p.m. at the Wilde Lake Interfaith Center. The Columbia-Patuxent Rotary Club is one of seven Rotary clubs in Howard County, four of which the President/CEO has been a speaker.

The Downtown Columbia Partnership (DTCP) will hire Sage Policy Group to prepare an economic impact report, highlighting progress of redevelopment in the Columbia Downtown area as the community approaches the 10<sup>th</sup> anniversary of passage of the Downtown Columbia Plan by the Howard County Council.

WalletHub, a personal finance website launched in early August 2013, ranked Columbia as No. 2 on its list of "2019's Best Cities for Jobs."

### ***Administrative Services***

#### **Highlights**

To create a comprehensive and compliant records and information management program, the Department of Administrative Services contracted with a records management firm to store organizational records. Until recently, these records had been stored at CA's Maintenance Facility; however, per the terms of the contract, they are being moved to a facility of the records

## ***Administrative Services (cont'd)***

management firm. The records can be retrieved and delivered within 24 hours. This new arrangement will provide much better conditions for records storage, free up significant space at the Maintenance Facility, and enhance compliance with CA's record retention and disposal policy.

The selection process is underway for CA's next Director of Human Resources, with interviews scheduled for finalists prior to the end of January.

### **Challenge**

Multiple departments are collaborating to resolve issues with Spectrum NG ("SNG"). One is an issue with the way that SNG ages accounts receivable. The other, more significant customer service issue, is with the slow response and timing out of SNG in registering customers for classes and other programs. This issue has been elevated to the officer level at Daxko. They have responded with some action, but have not yet identified a root cause.

## ***Sport and Fitness***

### **Highlights**

#### **Group Fitness**

More than 20 people attended first Aqua Fitness Event held by the group fitness team on January 6 at the Swim Center. The event highlighted CA's aquatics programming that is held around CA.

#### **Tennis**

Bruce Holbrook, head tennis pro, instructor, and overall goodwill ambassador for CA's tennis program, retired from Columbia Association after 21 year years of service. He was honored for his dedication to CA and the Tennis community at an event on January 4, with many of his former students in attendance.

### **Challenge**

The cable for the televisions in the Athletic Club did not remain intact following the renovation, leaving several televisions without a signal. Repairs were unable to be made to the system; therefore, new and upgraded wiring will be installed. The new wiring will not only bring a signal to the televisions not currently working, it will also improve the signal for those televisions currently operational.

## ***Planning and Community Affairs***

### **Highlights**

The Department of Community Affairs staff worked with the Millennials Work Group to complete the report entitled "Exploring Ways to Better Serve Millennials." The Work Group presented their report to the Board of Directors on January 10, 2019 and answered questions. The group explained their public engagement process and the work they had done since the beginning of the year. They focused on their recommendations, including nine identified in the report as priorities for implementation. The Board of Directors is scheduled to vote on January 24, 2019 to

accept the report. Following the vote, the final report will be printed and distributed to relevant internal and external stakeholders, who will be part of the implementation process.

## ***Open Space and Facility Services***

### **Community Improvement Projects (Capital)**

#### **Columbia Association**

Dasher Green Pool: The concrete walkway at the entrance to the Dasher Green pool was replaced.

Maintenance Facility: The phase 1 sprinkler work at the maintenance facility in the front offices was completed.

Community Buildings: Roof replacements projects were completed at the Hawthorn Community Center, Slayton House, Kahler Hall and the Phelps Luck Neighborhood Center.

Water Quality - Stream stabilization was completed on a portion of the stream below the dam at Wilde Lake.

#### **Highlights**

##### **Energy Management**

A high performance HVAC unit was installed at Supreme Sports Club to more effectively and efficiently serve the upper-level locker rooms. Final preparations were made for the installation of a 40kW solar photovoltaic system at Columbia Athletic Club, with work expected to commence at the end of January.

#### **Challenge**

Finding qualified applicants to fill positions: Open Space Maintenance has three open positions; Landscape Services has one open position; Construction Maintenance has one open position; and Capital Improvements has two open positions. Several applications are under review, but the historically low unemployment rate has reduced the number of qualified applicants. Open Space team leaders are continuing to actively recruit through requests for referrals from existing team members, CA's website, and online postings.

## ***Community Services***

#### **Highlights**

##### **Volunteer Center Serving Howard County**

Renee Kalu, Volunteer Engagement Coordinator, was invited to speak to 60 parents at Kiddie Academy about how to become more aware of the opportunities to make the community a better place. Renee also was asked to share ways in which parents can raise their children to be more accepting and respectful individuals.

### **Youth and Teen Center**

On Monday, 21 January, representatives from the Youth and Teen Center will distribute toiletries to needy Columbia and Howard County residents. The event is part of the Martin Luther King, Jr. Day of Service.

### **Challenge**

School Age Services (SAS) is working to assist families that have been impacted by the Federal Government shutdown. School Age Services will make adjustments to those accounts where parents provide letters stating that they are furloughed (they can remove their child[ren] temporarily with no penalty) or not receiving pay (pay arrangements will be made). Several requests have been received regarding the assistance.

## ***Communications and Marketing***

### **Highlights**

#### **Events/Programs**

Communications and Marketing (C&M) provided considerable support for Columbia Athletic Club's Amazing Celebration on January 12. Promotions and communications were disseminated via CA's website, social media (including posts and paid ads), digital signage, e-newsletters, targeted emails, Baltimore banner ads and eblasts. Members were encouraged to attend the day's events and bring a friend.

Additionally, the design team created all the promotional pieces for Columbia Athletic Club's "Amazing Celebration" and also provided the layout and design for the Millennials Work Group Report. Videos were produced to promote the 2019 summer camps.

#### **Digital Marketing/Advertising**

New digital advertising tactics were implemented for the first time this quarter. A targeted eblast through a new vendor, *Baltimore Magazine*, was launched in January, with a new retargeting option added for Haven on the Lake. Anyone who opens the email will be served up our digital ads across their mobile devices/desktop computers. Retargeting was also added to the January emails for both CA's and Haven on the Lake's special offers through *The Baltimore Sun*. Paid social ads on Twitter to promote memberships are also being tested. Results are not yet available and will be provided in the next report. Marketing also promoted the free one-day pass on Google My Business for the three fitness clubs and Haven to expand efforts in capturing membership leads.

The digital marketing team strengthened its digital tracking and lead generation performance. Advertising efforts are driving people to landing pages that have been optimized with concise and relevant content, including an offer to try our clubs free for a day. We are also assigning unique tracking codes for each of our digital advertising initiatives to better measure performance of each channel and tactic. Stronger pay-per-click (paid search) management is also being implemented, and the results are very positive. In December, we saw more than 200% growth in leads, and in January so far, we have more than 100% growth in the number of leads generated through digital efforts.

### **Media**

Notable media coverage from mid-December 2018 through mid-January 2019 included a cover story in Howard Magazine on older adults staying in shape and featuring CA personal trainers and clients; and a cover story in the Baltimore Metropolitan Council's quarterly publication spotlighting development in Downtown Columbia and quoting CA's Milton W. Matthews.

### **Challenge**

One considerable challenge related to the website redevelopment is making SNG mobile-responsive. While the website can be viewed appropriately on a mobile device, once someone starts registering for a class or trying to take action in SNG, their experience is difficult as SNG is not mobile-responsive. We are beginning work with a software development agency to evaluate our options.

## ***CA in the News***

### ***Upcoming Events***

Tuesday, February 19 – 7:00 p.m. – Information session for potential candidates for CA Board of Directors – Board Room - Columbia Association Headquarters

Saturday, February 23 – 10:00 a.m. – Information session for potential candidates for CA Board of Directors – Board room – Columbia Association Headquarters

### ***Thought of the Month***

“Brick walls are not there to keep us out. The brick walls are there to give us a chance to show how badly we want something. Because the brick walls are there to stop the people who do not want it badly enough.”

~ Randy Pausch, Professor



Inner Arbor Trust January, 2019

As the Trust enters the last quarter of its fiscal year, it is proud that over 65,000 people attended events in the Park for the 2018 Season.

From the very successful Chrysalis Kids, to the Friday Nights at the Chrysalis, the Chrysalis Caberet, the Mini Maker Faire, and community concerts with the Columbia Orchestra and the Columbia Big Band, the Trust provided a panorama of arts and culture for the community.

Developing and nurturing the land is another primary mission of the Trust. Thanks to grants from CA and the County, the Trust is beginning the construction of the major pathways in Phase 1. This major piece of infrastructure will enable the Trust to control and expand its activities while welcoming people into the Park. There are also strict tree replenishment requirements that the DAACC and the Howard Hughes Corp will complete that will provide a shield for sight and sound behind the Chrysalis. This is a result of HHC's new road behind the Chrysalis. Lights, partially funded by a state grant, will also be installed in the Chrysalis, making it more accessible to community arts groups.

Rules and regulations for Park users will be completed shortly, allowing for those who want to use the Park to have easy access to this information on our website.

A concept plan update is scheduled to begin in the fall of 2019 with a target completion date of May 1, 2020. This will reflect the changes in the neighboring properties since 2013 and will include major stakeholders and art community representatives in the process.

As a result of a meeting called by Delegate Terri Hill, the Arts Council will convene a meeting of major downtown stakeholders to examine and improve relationships.

Lin Eagan  
Chair, Inner Arbor Trust

# Quarterly Membership Review

JANUARY 24, 2019

**Columbia**  
Association

# Sales

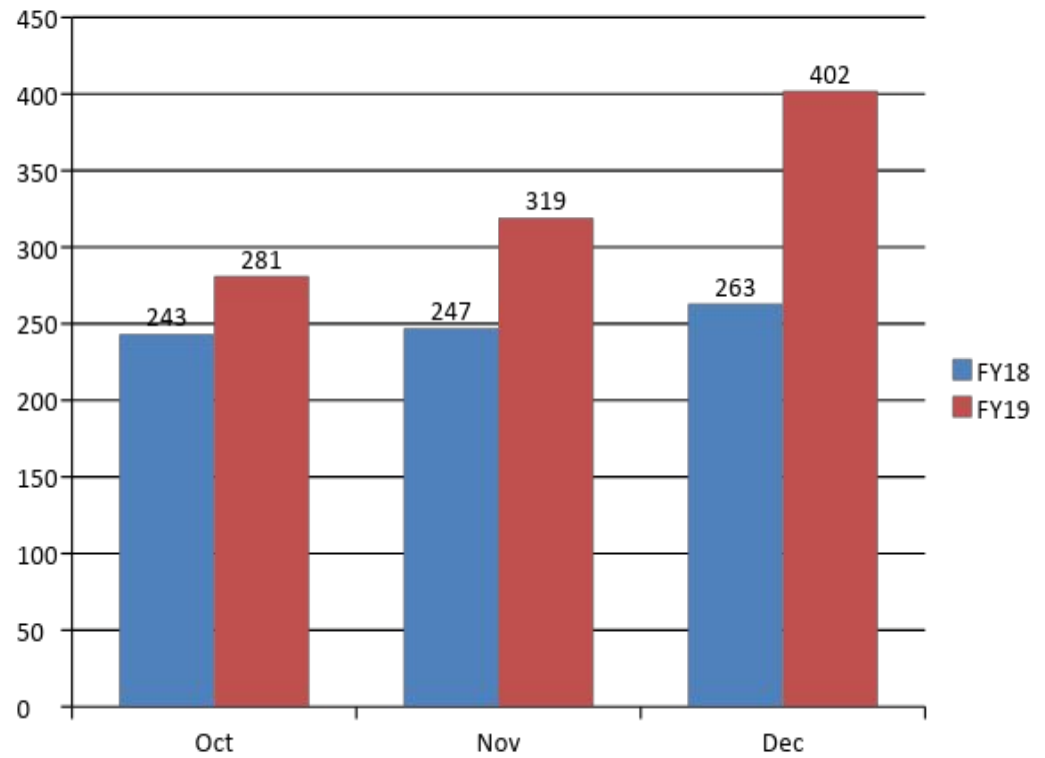
## New Membership Sales

- May 1 – Dec 31\* FY19 vs. FY18
  - 93 more Fit&Play memberships
  - 204 more 1Fit memberships
  - 323 less Play memberships
    - Due to a combination of a significant increase in sales last year over previous years and extremely wet weather

\*Athletic Club was closed April 30, 2018 – November 30, 2018

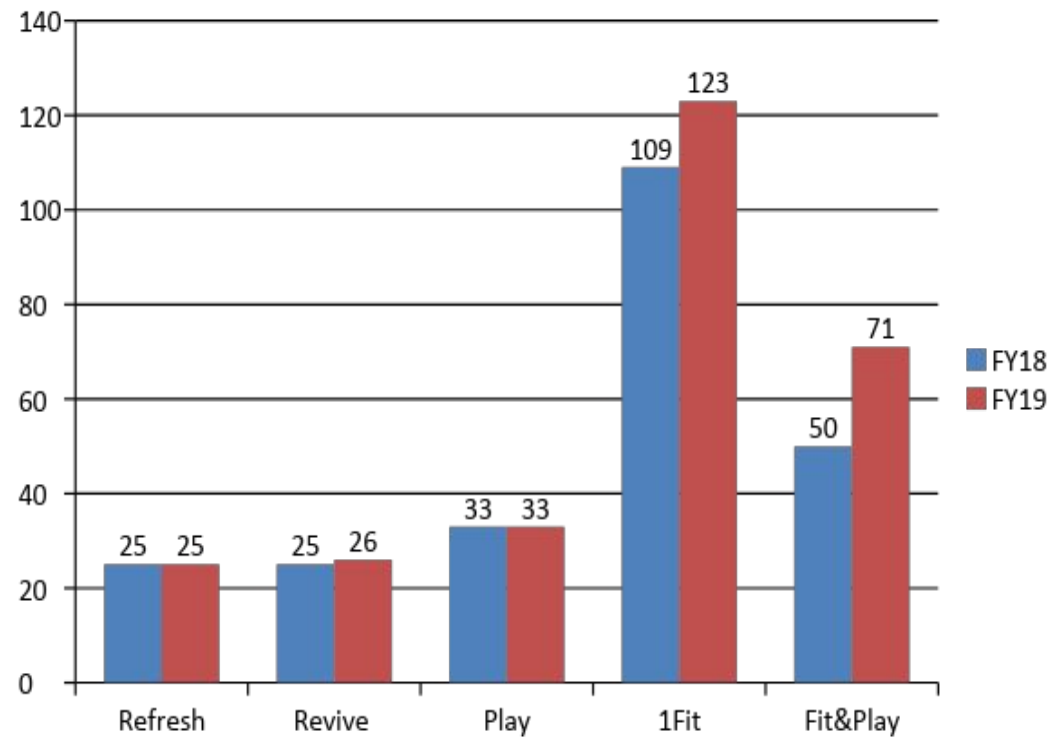
# Sales

## New Membership Sales



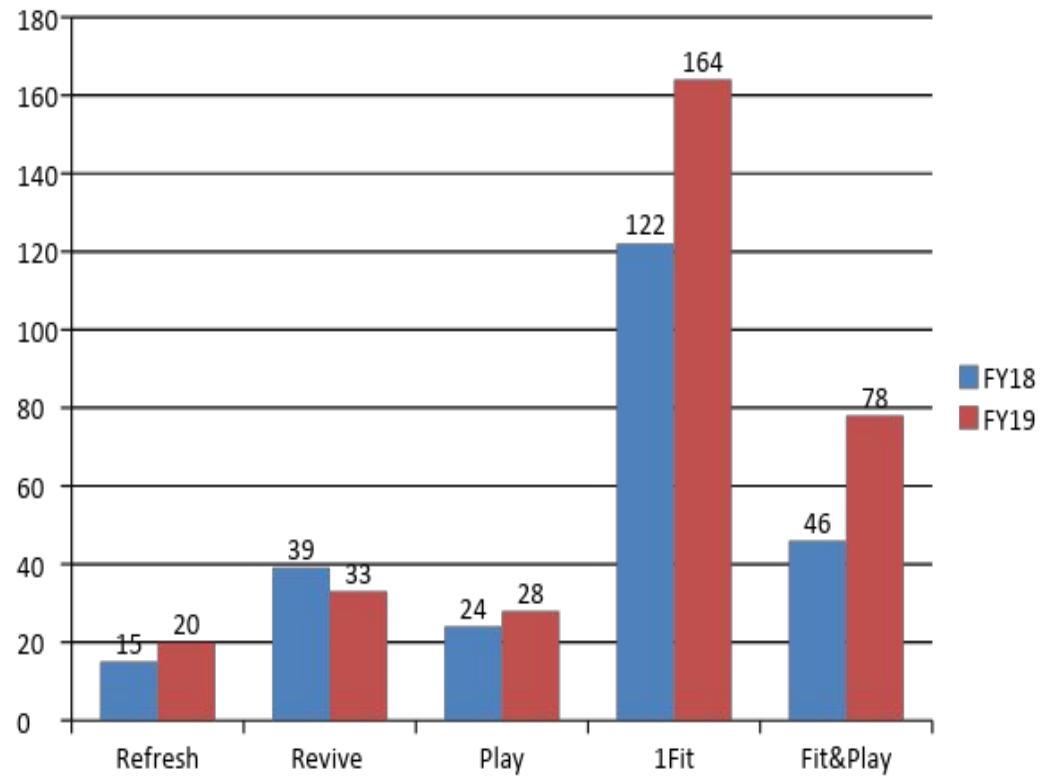
# Sales

## October New Membership Sales By Type



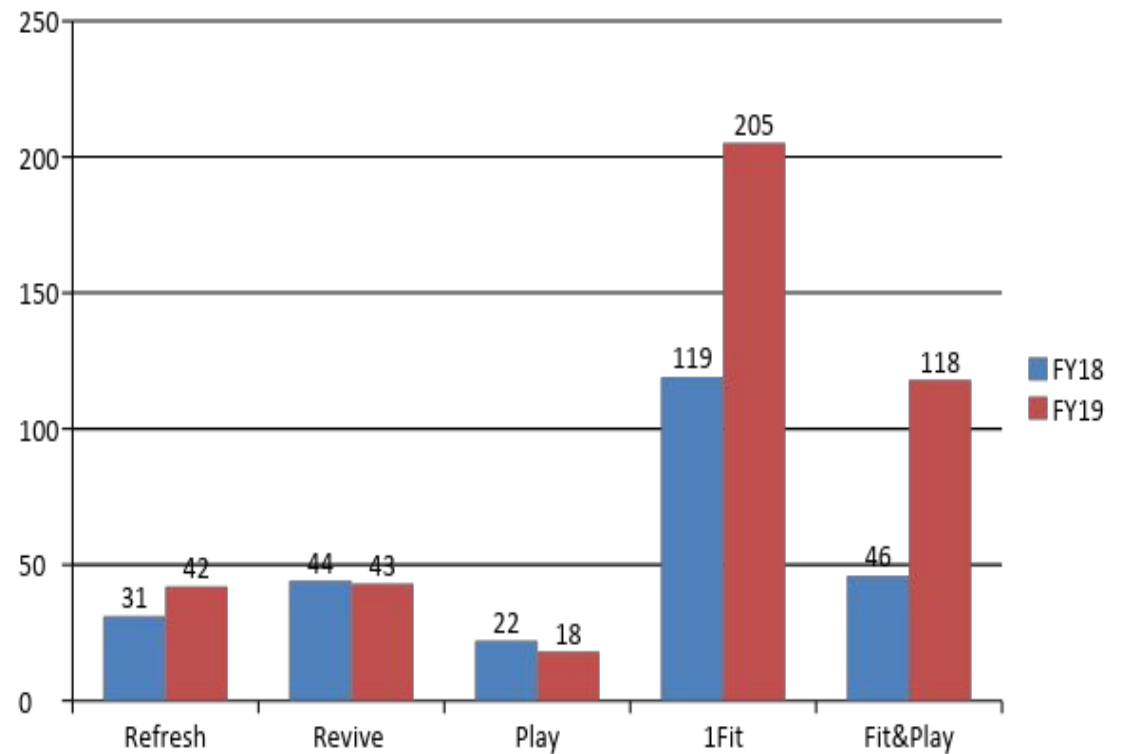
# Sales

## November New Membership Sales By Type



# Sales

## December New Membership Sales By Type



# Attrition

## Attrition Facts

- Industry wide attrition percentage averages 35-40% annually (depending on source)
  - 2.9 - 3.3% monthly
- Industry-wide non-use and moving typically account for 66% of cancellations
  - Play and Haven add-on memberships had the highest percentage of non-use cancellations
- Late in FY18 how delinquent memberships were handled was changed, driving an increase in the “Collection” reason.
  - Play memberships had the highest percentage of cancellations resulting from non payment actions, noted as “Collection” cancellations.



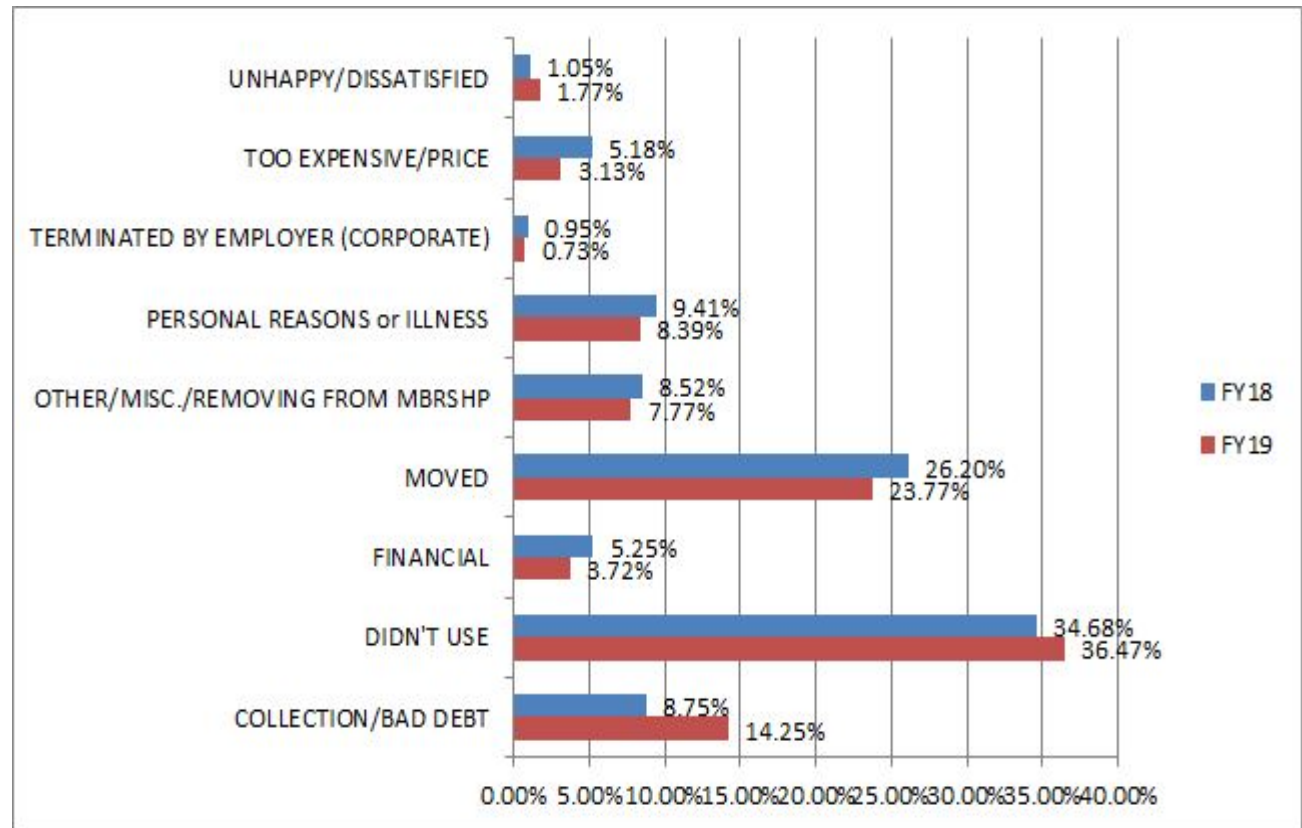
# Attrition

## Reasons for Attrition

- **Unhappy/Dissatisfied** - member indicated they were cancelling because of dissatisfaction with a CA program or service
- **Too Expensive/Price** - member indicated they were cancelling due to the cost of the membership
- **Terminated By Employer (Corporate)** - member indicated they were cancelling as a result of no longer working for the employer paying for their membership
- **Personal Reasons or Illness** - member indicated they were cancelling due to life event
- **Other/Misc/Removing from Membership** - member did not indicate why they were cancelling or the reason did not fall into another category
- **Moved** - member indicated they were cancelling due to a move from the area
- **Financial** - member indicated they were cancelling due to a change in their personal financial status
- **Didn't Use** - member indicated they were cancelling due to a lack of use of the facilities and services
- **Collection/Bad Debt** - member was cancelled by CA after 60 days of non payment

# Attrition

## Overall Reasons for Cancellation\* By Percentage of Total

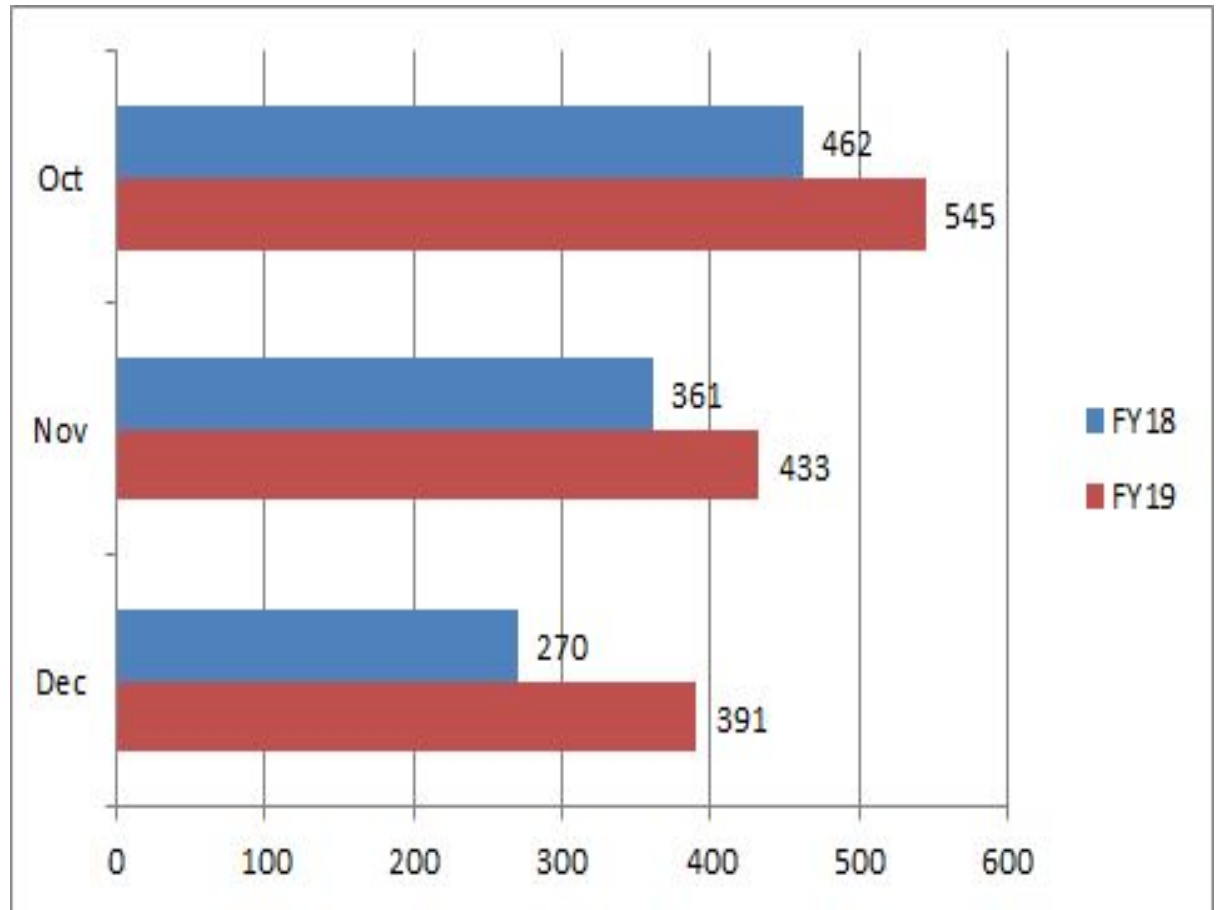


\*Attrition reasons track CA's full memberships and Haven add-on cancellations are not included in reason totals

\*\* FY18 data is for full fiscal year. FY19 data is through December 2018

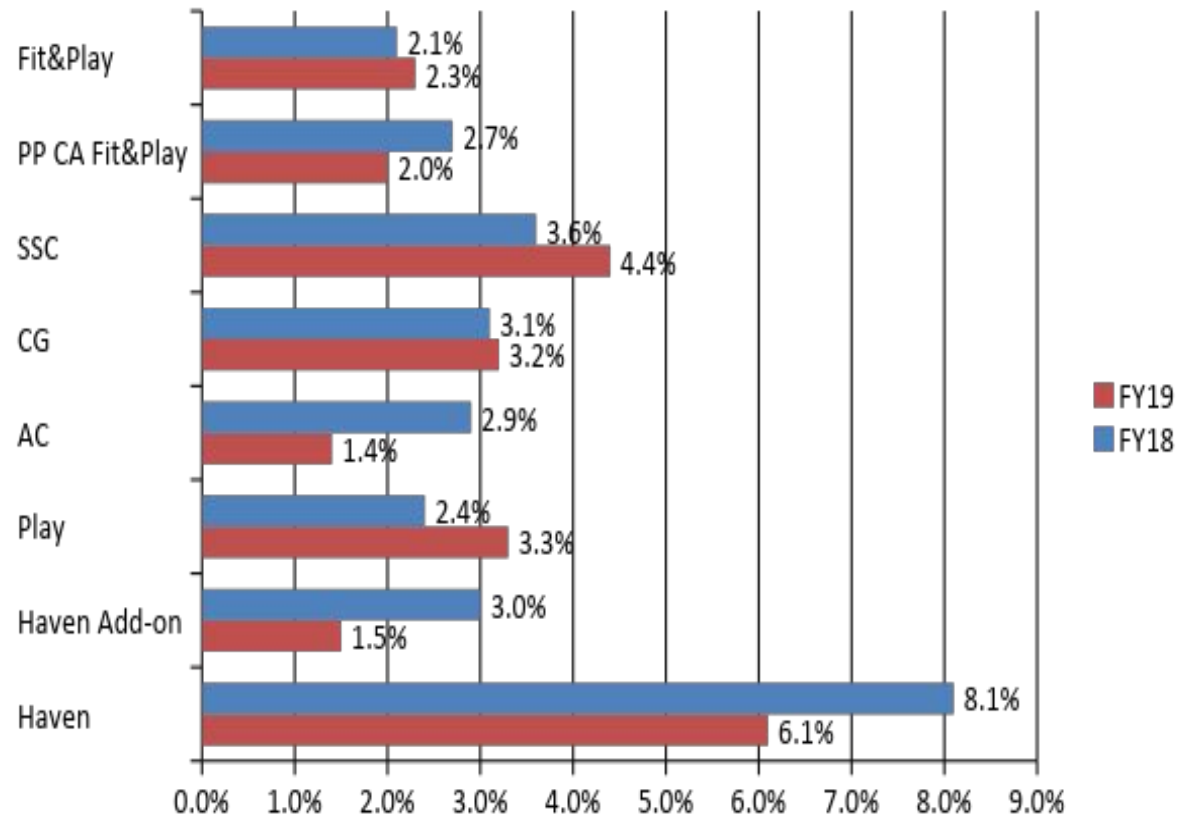
# Attrition

## October - December Attrition



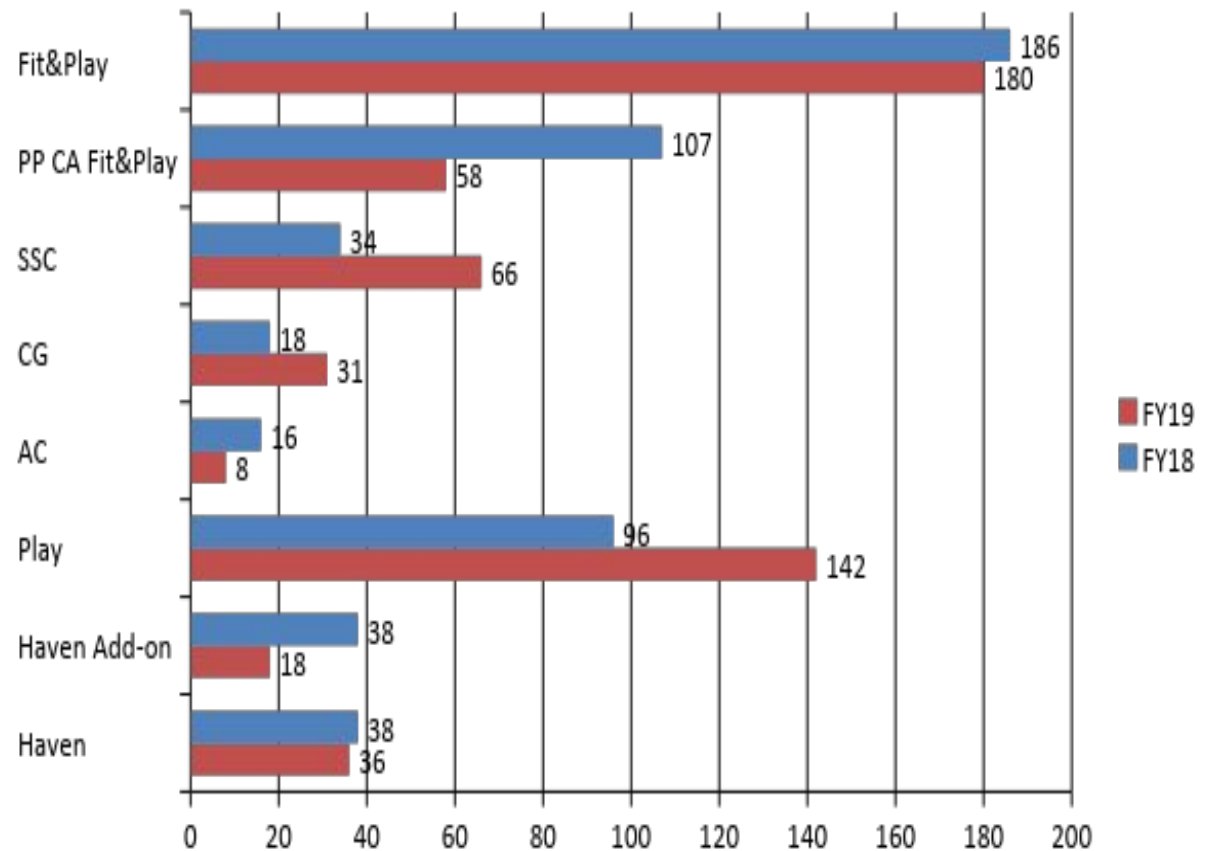
# Attrition

## October Attrition Percentage By Membership Type



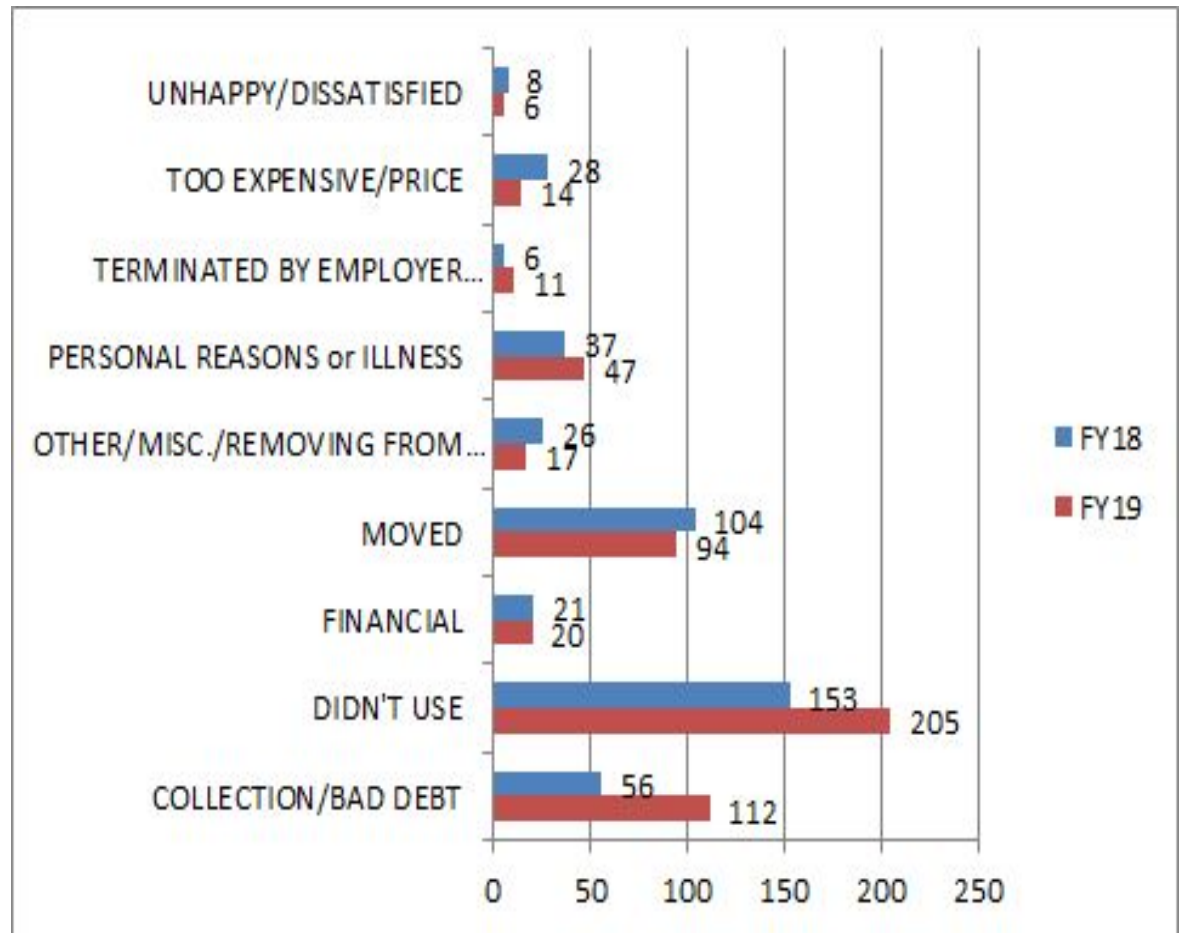
# Attrition

## October Attrition By Membership Type



# Attrition

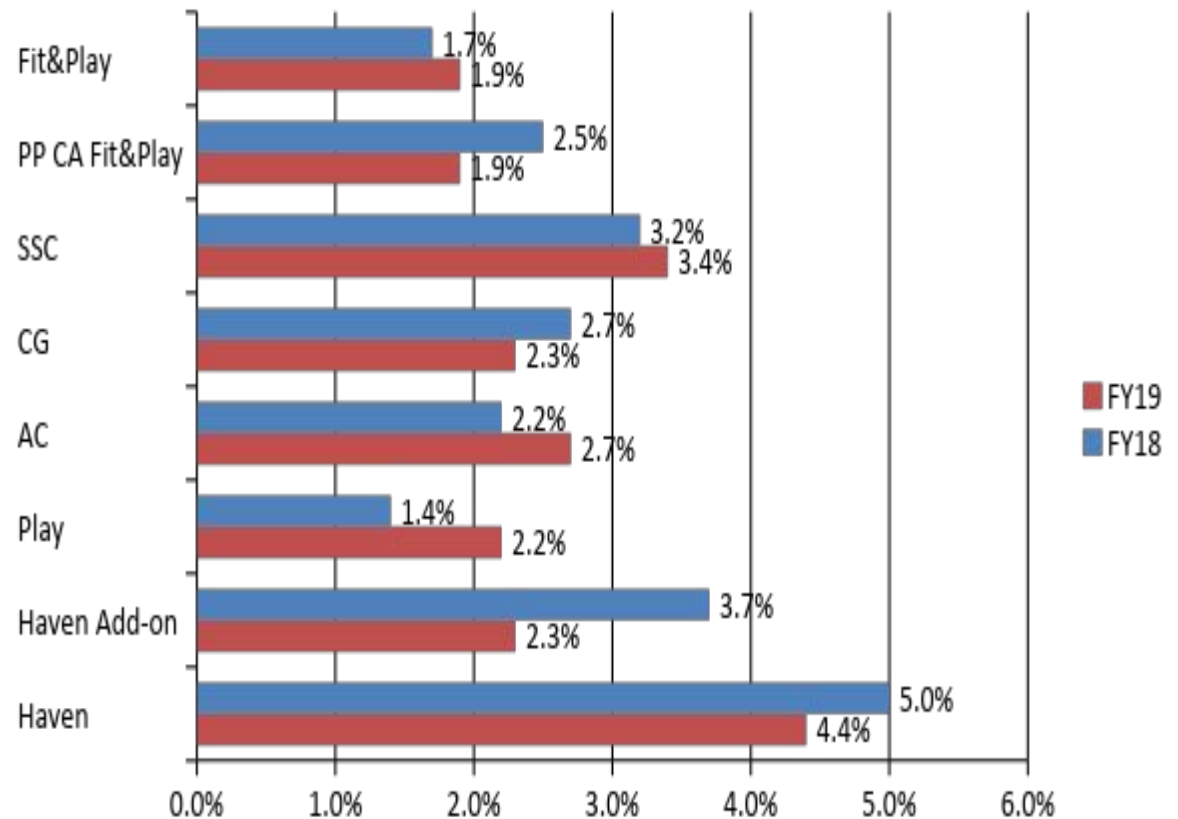
## October Attrition Reasons\*



\*Attrition reasons track CA's full memberships and Haven add-on cancellations are not included in reason totals

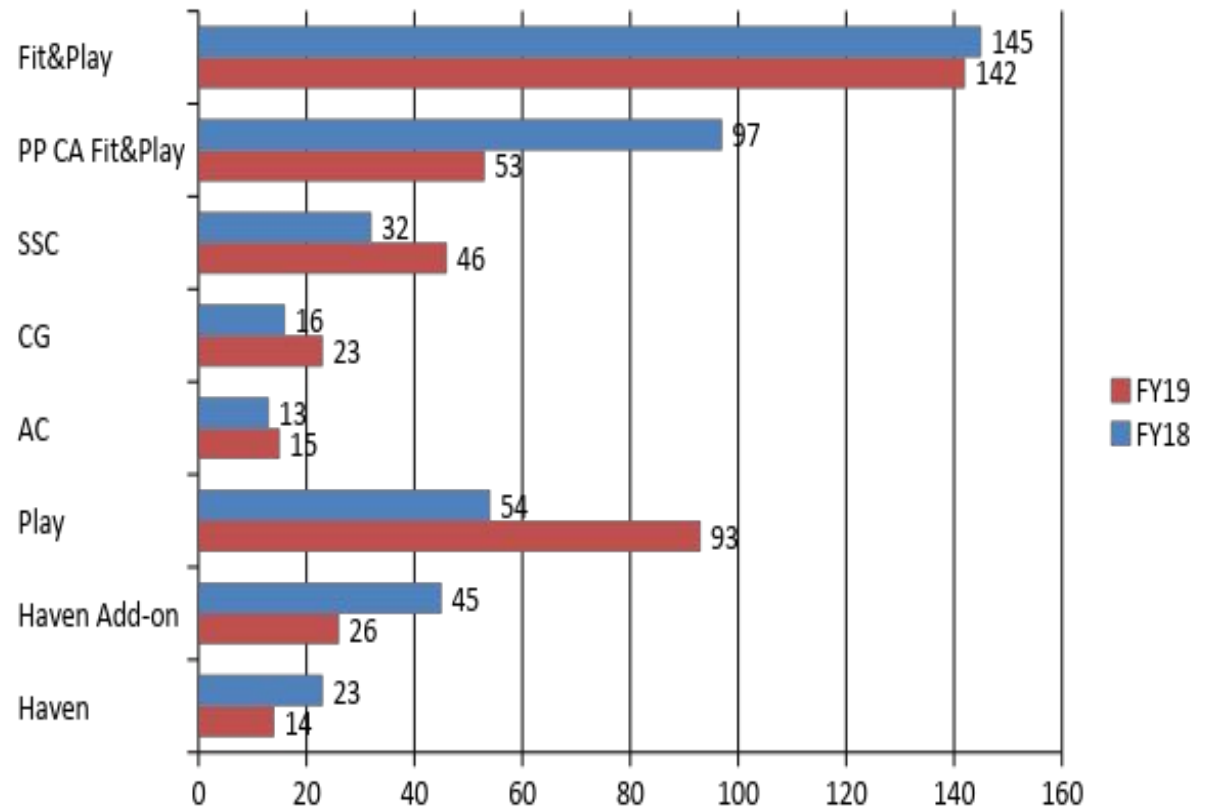
# Attrition

## November Attrition Percentage By Membership Type



# Attrition

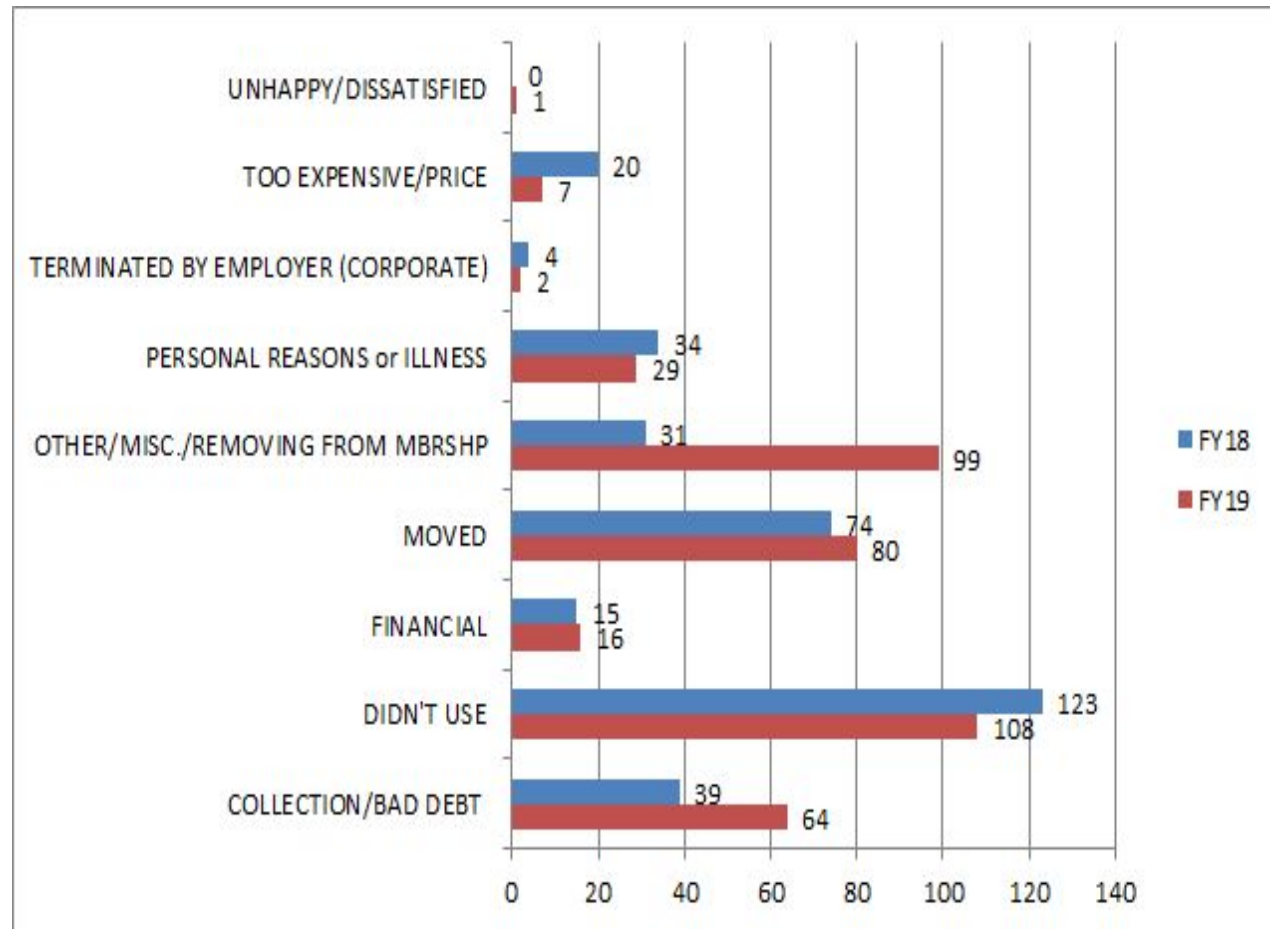
## November Attrition By Membership Type





# Attrition

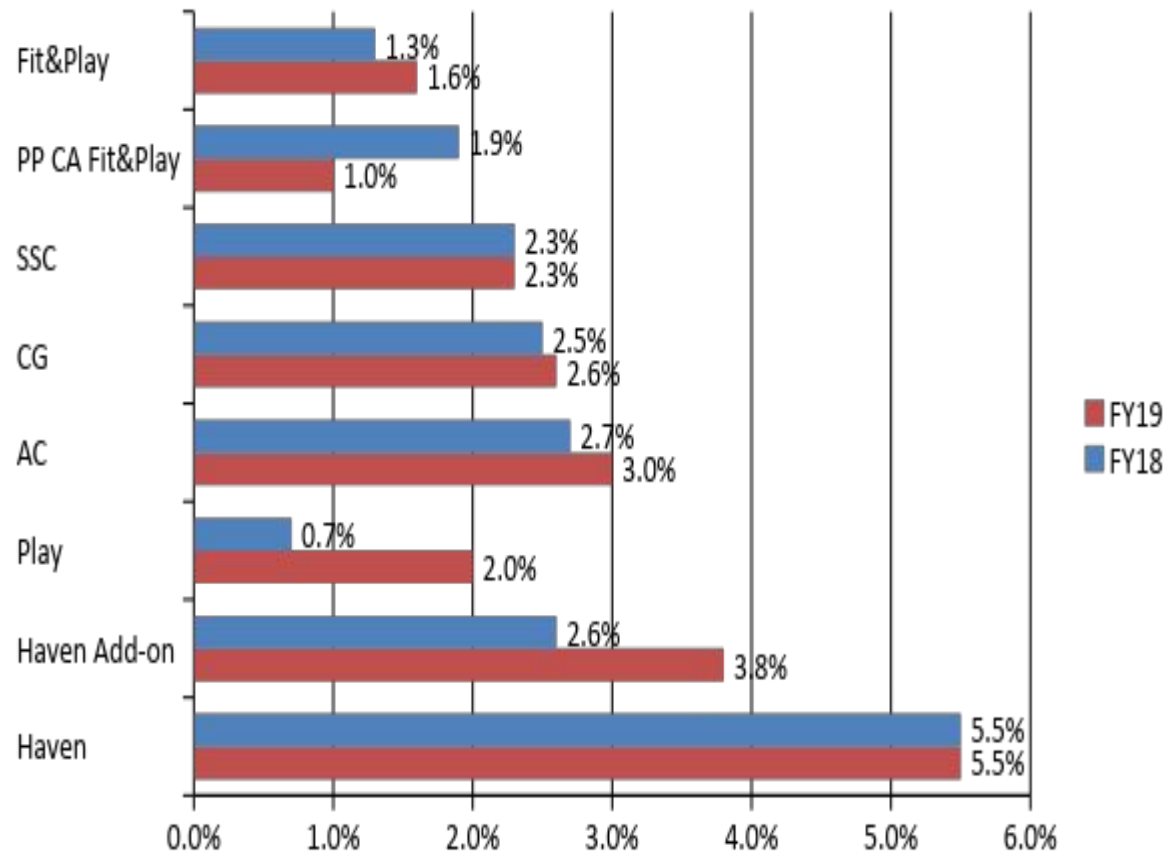
## November Attrition Reasons\*



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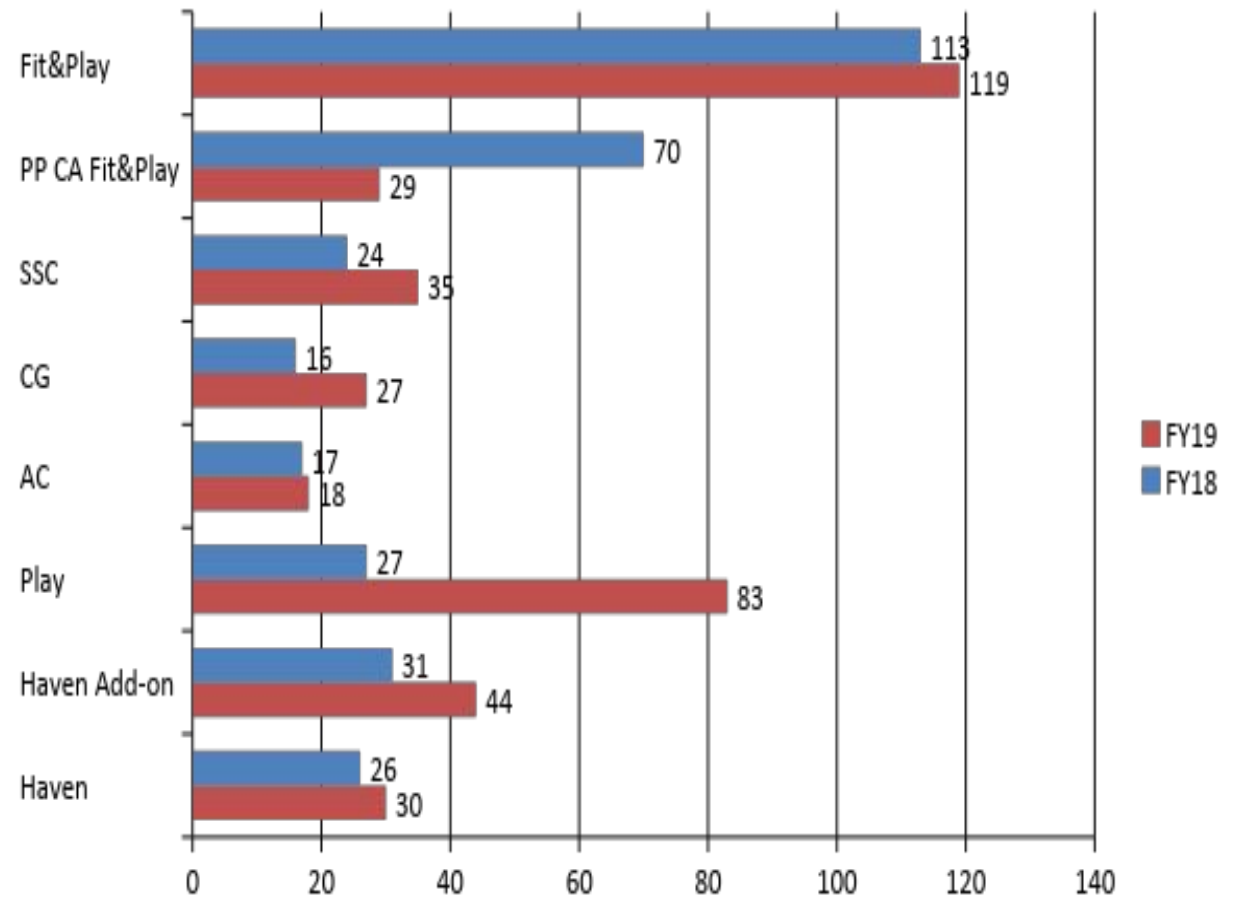
# Attrition

## December Attrition Percentage By Membership Type



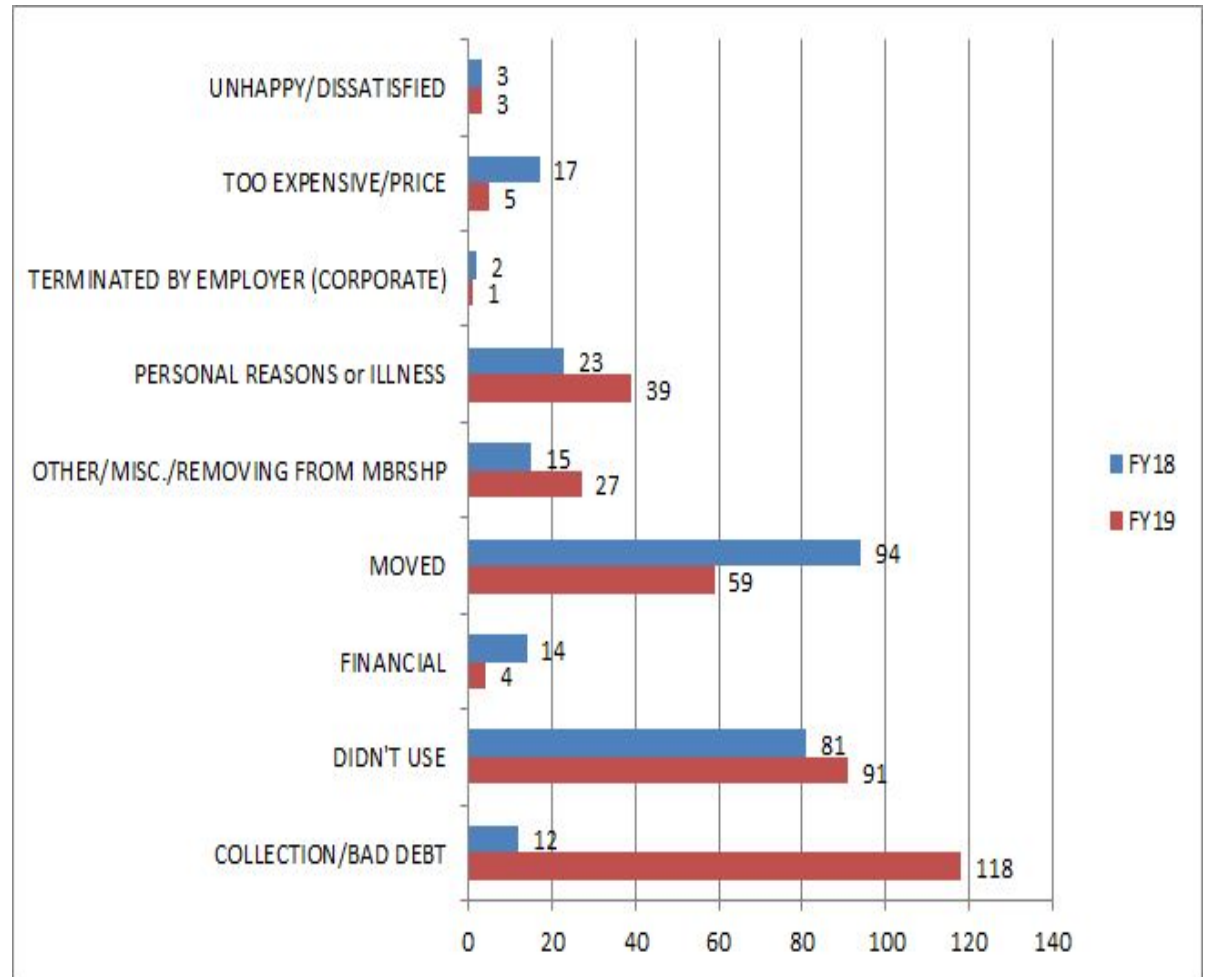
# Attrition

## December Attrition By Membership Type



# Attrition

## December Attrition Reasons\*



\*Attrition reasons track CA's full memberships and Haven add-on cancellations are not included in reason totals





January 18, 2019

To: Columbia Association Board of Directors  
Milton W. Matthews, President/CEO

From: Susan Krabbe, Vice President and Chief Financial Officer

Re: Budget Discussion at the January 24, 2019 Board of Directors Meeting

The January 24, 2019 CA Board of Directors meeting agenda includes an item entitled "2nd Deliberation by the Board on the Conditional FY 2020 Budget with proposed additions and deletions from stakeholders." The back-up for that agenda item is the Proposed Amendments to the FY 2020 Conditionally Approved Operating and Capital Budgets binder which was delivered to the CA Board on January 4, 2019.

The file is too large to post with the agenda materials, but it is on the CA website. To access the material on the website, please go to <http://www.columbiaassociation.org>; select About Us; Financials; Budgets; and FY 2019-FY2020 Budget Materials. Then select "Proposed Amendments to the FY 2020 Budget."

If you have any questions, please let me know.

**DRAFT**  
**Minutes of the**  
**BOARD OF DIRECTORS MEETING**  
**Held: December 13, 2018**

To be approved January 24, 2019

A meeting of the Columbia Association Board of Directors was held on Thursday, December 13, 2018, at Columbia Association headquarters. Present were Chairman Andy Stack and members Dick Boulton, Renee DuBois, Lin Eagan, Janet Evans, Alan Klein (via phone), Milton W. Matthews, Nancy McCord, Gregg Schwind, Virginia Thomas, and Shari Zaret. Also present were CA Vice President/CFO Susan Krabbe and General Counsel Sheri Fanaroff.

**1. Call to Order:** The Board of Directors Meeting was called to order at 10:12 p.m. by Chairman Andy Stack. Mr. Stack announced the directors and senior staff in attendance, reminded attendees that the meeting is being recorded and broadcast, and reminded the Board members of CA's Five Civility Principles.

**2. Announcement of Closed/Special Meetings:**

The **Architectural Resource Committee** held a closed meeting on December 10, 2018. Members present were Sheri Fanaroff, Deb Bach, Carl McKinney, and Eva Lambright, and Gracie Bradford. The vote to close the meeting was 5-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111(4)(iv) consultation with staff personnel, consultants, attorneys, board members or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 1:03 p.m. until 2:20 p.m. for discussion of new and ongoing covenant cases.

**Audit Committee** held a closed meeting on December 10, 2018. Members present were James Young, Gregg Schwind, Ginny Thomas, Dick Boulton, and Timothy Redmond. The vote to close the meeting was 5-0-0.

The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property §11B-111(4)(i) discussion of matters pertaining to employees and personnel, and (iv) consultation with staff personnel, consultants, attorneys, board members or other persons in connection with pending or potential litigation or other legal matters. The meeting was closed from 8:25 p.m. until 9:35 p.m. to review several internal audit reports and consultation with staff personnel on legal matters.

**3. Approval of Agenda**

**Action:** Ms. McCord moved to approve the agenda. Ms. Thomas seconded the motion, which passed unanimously.

**4. Disclosure of Conflict of Interest:** none

**5. Reports/Presentations**

(a) President's Report – The Year in Review"

Mr. Matthews submitted a written report. In response to questions from the Board, he said:

- His trip to New Orleans to learn how that city coped with the aftermath of Hurricane Katrina was very informative. He will update County Executive Calvin Ball's Deputy Chief of Staff on December 14.
- The format for the monthly President's Report is being changed and is anticipated to be used beginning in January 2019.
- CA's new archives manager will be invited to a Board meeting to introduce herself to the Board members.

- (b) Report from the CA Representatives to the Inner Arbor Trust Board of Directors  
Lin Eagan submitted a written report. In response to questions from Board members, she said the legal name of the park is “Merriweather Park at Symphony Woods.” Mr. Boulton asked to see the document verifying the name change.

(c) Financial Reports

1. FY 19 2<sup>nd</sup> Quarter Financial Report
2. FY 19 2<sup>nd</sup> Quarter Financial Statements

The report and statement were presented to the Board.

(d) Dashboard

Susan Krabbe and Jackie Tuma described the metrics. Board members said they also want to see:

- Total dollar amount of memberships that move into 60-days overdue status and the number of memberships that dollar amount represents.
- Percentage of memberships that are 60 days overdue

Sport and Fitness Director Dan Burns described Clarabridge survey metrics and said CA is now also measuring “effort,” based on analysis of customers’ comments about how easy or hard it is to do business with CA. He said “effort” measures customers’ current reactions and is predictive, while Net Promoter Score is a lagging indicator. In response to Board members’ questions, he said CA can analyze data based on age ranges, as well as by which facilities were used, gender, or any other variable on which CA is collecting data; ethnicity is not one of those variables.

## 6. Board Action

(a) Consent Agenda

1. **Approval of Minutes** – November 8, 2018 BOD meeting
2. **Approval of Minutes** -- November 1, 2018 Closed Board meeting
3. **Approval of Minutes** -- October 11, 2018 Closed BOD meeting.
4. **Appointment** to the Architectural Resource Committee

The minutes and committee appointment were approved by consent.

(b) Board Votes

1. Approval of the Independent Auditors for FY 2019

**Action:** Ms. McCord moved to appoint CliftonLarsonAllen LLP as CA’s external auditors for FY 2019. Ms. Eagan seconded the motion, which passed unanimously.

2. Four Easement Requests from Howard County

**Action:** Ms. Zaret moved to approve easement requests from Howard County. The requests were re:

- Harper’s Choice: Cedar Lane bicycle and pedestrian pathway improvements
- Oakland Mills: dedication of Patriot Pond
- King’s Contrivance: maintenance of Many Mile Mews Pond
- River Hill: public water, sewer and utility easement on Shaw Property

Ms. Thomas seconded the motion, which passed. Vote: 9-0-1.

For: Messrs. Boulton, Klein, Schwind, and Stack, and Mses. Eagan, Evans, McCord,

Thomas and Zaret

Against: none

Abstain: Ms. DuBois

## 7. Tracking Forms

- (a) Tracking Form for Board Requests
- (b) Tracking Form for Resident Requests

## 8. Talking Points: Recording Secretary Valerie Montague read the Talking Points.



103     **9. Adjournment:** The meeting was adjourned at 10:59 p.m.

104

105     Respectfully submitted,

106

107     Valerie Montague

108     Recording Secretary

109



To: Columbia Association Board of Directors (CA Board)

Through: Jane Dembner, Director of Planning and Community Affairs

From: Jessica Bellah, Community Planner

Subject: Acceptance of the Millennials Work Group Report

Date: January 17, 2019

At the January 10<sup>th</sup> CA Board work session, the Millennials Work Group presented a draft report that included their findings and recommendations for how CA could better serve millennials. Staff requested the Work Group follow up on a request by one Board member to further elaborate on potential membership price points and discounts that they might recommend for Columbia's millennial population. The Work Group drafted a letter in response to that request, which is attached

We recommend the Board accept the report entitled "Exploring Ways to Better Serve Millennials" at your January 24, 2019 meeting. Thank you.

January 16, 2019

To the CA Board of Directors,

On behalf of the Millennials Work Group, thank you for the opportunity to present our findings from the Millennials report earlier this month.

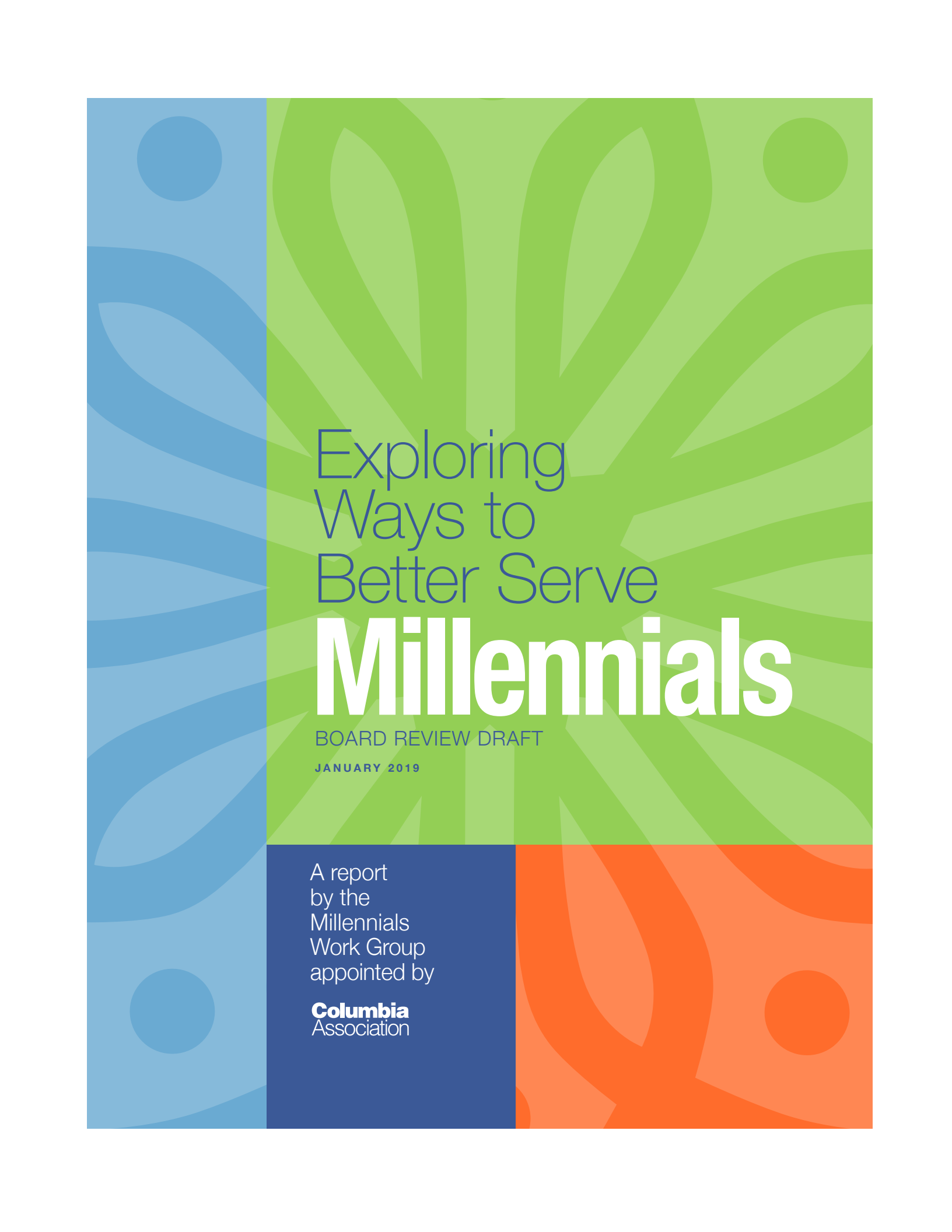
At that meeting, a CA Board member asked if we could provide specific recommendations on membership pricing and potential discounts for Columbia's millennials. In our report, we discussed that millennials may be looking for more flexible membership structures and that for some millennials, the cost of a CA membership may be prohibitive. We did not, however, collect any data on how much the millennial cohort is willing to pay for memberships.

Right now, several area gyms offer \$10 and \$15 a month, no commitment memberships. Whether CA is able to compete with these prices or if it is fair to compare these gyms with CA's facilities and offerings, is not something the Work Group feels comfortable or equipped to recommend at this time. We think a more detailed dive into that question could be undertaken by a Millennial Advisory Committee in coordination with CA personnel, as they would be better positioned to explore the complexities involved in setting membership rates.

For these reasons, we think CA's priority should be to establish a Millennials Advisory Committee to continue working on answering these types of questions.

Sincerely,

Jason Shor Jannati  
*Chair, Millennials Work Group*



# Exploring Ways to Better Serve **Millennials**

BOARD REVIEW DRAFT

JANUARY 2019

A report  
by the  
Millennials  
Work Group  
appointed by

**Columbia**  
Association

## Work Group's Charge

■ To develop a report with recommendations that identify the opportunities for young adults and millennials (ages 17 to 35) to become more engaged in the Columbia community, including increased participation in CA's Sport and Fitness programs and activities.

■ As part of the Work Group's findings and identified recommendations, answer the following:

- What CA programs/facilities are millennials looking for?
- What are the best methods for engagement, interaction, and inducing participation?
- What facilities and programs are millennials seeking in Columbia and its environs?

## Work Group Members

**Amanda Bush**, community member

**Alyssa Hemler**, community member

**Hannah Herrington**, community member

**Jason Jannati**, community member

**Steven Lewis**, community member

**Christopher Lucas**, CA team member

**Josh Manley**, community member

**Nicholas Vavalle**, community member

**Bobby West**, CA team member

## CA Staff Liaisons

**Jane Dembner**, Director of Planning and Community Affairs

**Jessica Bellah**, Community Planner

This report was accepted by Columbia Association's Board of Directors

on \_\_\_\_\_.

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## **Dear Columbia Association Board of Directors:**

On behalf of the Millennials Work Group, I would like to thank you for the opportunity to serve our community. After working together for almost a year, we are pleased to be able to report to you on ways Columbia Association can improve programming and opportunities for millennials, and ways millennials can engage in community life.

As a millennial and someone who grew up in Columbia, Columbia Association provided a beacon for our shared community values of equality, living in harmony with nature and promoting the growth of individuals. We were raised in a community where the content of our character mattered more than our last name; where people of different races lived as true neighbors and became friends; where school teachers could live next to business owners; and where we all had access to shared open space via the miles of Columbia Association pathways.

To us, Columbia embodies everything that is good about the American spirit and the belief that we are better and more effective together than we are alone. For those of us who have arrived more recently, we too have found that Columbia is a special place. However, I speak on behalf of our entire group when I say that we are honored to play a role in this community and are excited to help Columbia Association in its progression.

We worked together to gather the opinions and ideas of other millennials in the community. We learned about current Columbia Association programs and facilities. We combined what we learned with our experiences to develop recommendations for serving millennials better.

We have organized our recommendations in eight categories or themes. The themes are as follows:

**Communication and Presentation of Information**  
**Socializing and Gathering**  
**Expanded and Targeted CA Programming and Facilities**  
**Cost of Living and Housing Affordability**  
**CA Membership Structure and Pricing**  
**Nightlife and Amenities**  
**Barriers to Participation**  
**Continued CA Millennial Engagement**

Within these themes, we identified practical recommendations that can either be directly implemented by Columbia Association or that CA can advocate for other organizations to implement.

In addition, we found that this effort, while informative — and I would bravely call effective — cannot and should not be the conclusion of our involvement in helping to shape our community to better understand and serve our generation. We recommend CA charter a Millennials Advisory Committee to continue this focus on millennials.

We are honored to serve and hope you find this report helpful and, most of all, actionable. To this end, the final section of this report focuses on implementation and highlights those recommendations that we identify as being priorities.

**With gratitude,**  
**Jason Shor Jannati**  
*Chair, Millennial Work Group*

# Introduction

## Planning for Millennials

Columbia Association's vision is to make Columbia a community of choice, now and for generations to come. To accomplish this, CA regularly evaluates potential changes and enhancements to its programming, services and facilities. CA has a uniquely expansive mission, serving both as a nonprofit community services provider — organizing events, maintaining Columbia's signature open space, providing support for the betterment of residents — as well as a commercial side, offering classes and programming through paid memberships for sport and fitness programming, and paid classes or services for other activities. CA's goal means it seeks to provide for the needs of everyone, designing programs to serve the wide range of ages, interests and abilities in the community.

Compared to national averages for sport and fitness health clubs, CA's share of millennial members is lower than expected given that millennials make up almost a quarter of Columbia's population — which raises the question of whether CA's current efforts are successfully meeting the needs and wants of this new generation. While a substantial amount of research has been done exploring the generational preferences, behaviors, and choices of millennials, CA wanted to hear directly from millennials who work, live, or come to play in Columbia.

Columbia Association seeks to provide for the needs of everyone, designing programs to serve the wide range of ages, interests and abilities in the community.

In fall 2017, CA announced the convening of a new Work Group tasked with providing ideas on how to reach, engage with, and provide exciting programming and activities for Columbia's millennial population. A call for community volunteers between the ages of 17 and 35 was issued, and there was a robust response to the recruitment effort. Of the many applicants who volunteered to serve, the Work Group's members were selected to represent a broad range of ages and backgrounds. Their identified goal was:

- To develop a report with recommendations that identify the opportunities for young adults and millennials (ages 17 to 35) to become more engaged in the Columbia community, including increased participation in CA's Sport and Fitness programs and activities.
- In addition to the Work Group's findings and identified recommendations, answer the following:
  - What CA programs/facilities are millennials looking for?
  - What are the best methods for engagement, interaction and inducing participation?
  - What facilities and programs are millennials seeking in Columbia and its environs?



Starting with its first meeting in February 2018, the Work Group diligently undertook this task, meeting monthly to understand CA offerings and lead a public engagement effort. This report summarizes the findings of these efforts and makes recommendations for how CA may better serve Columbia’s millennial population. Some of these recommendations are specific actionable items that CA may use to evolve its programs, services and facilities as they relate to the needs and desires of millennials. Other recommendations have to do with Columbia overall, beyond the purview of CA. Other sections of this report detail unmet needs discovered by the Work Group that require further exploration beyond the scope of this project.

Following this introduction, the report is organized into four sections. The first section examines existing conditions, defining who is a millennial, summarizing national trends relevant to the exploration of millennial generational preferences and circumstances, and looking at local studies of Columbia and Howard County’s characteristics. The second explores the public engagement activities the Work Group sponsored to learn from the public, specifically millennials. The next section identifies the broad issues and themes defined by the Work Group and its associated recommendations. The final section includes an implementation framework, outlining the timeframe, priority and group or agency responsible for implementation.

# Section 1

## Existing Conditions

### Defining Millennials

As the Pew Research Center noted, “generations are analytical constructs, [and] it takes time for popular and expert consensus to develop [on their] precise demarcation”<sup>1</sup>. Pew goes on to explain what typically goes into determining “who is a millennial,” including factors such as demographics, labor market, attitudinal and behavioral measures. These factors often translate to preference in both where and how a generation participates in their community and the translation of those preferences in spending on activities such as sport and fitness facilities. For the purposes of this study, millennials were defined as those aged 17-35 in 2018, or those born between 1983 and 2001.

As with every generation, this age cohort (group) is made up of unique individuals with diverse interests, coming from a variety of backgrounds, and aspiring to curate and settle into their own unique lifestyle. Nonetheless, during their transition from childhood into adulthood, many millennials were and are affected by shared experiences, events, and cultural shifts that help shape a collective identity. The growth and pervasiveness of technology and social media platforms, increased levels of higher educational attainment and associated student debt, concentration of economic opportunity in metropolitan regions, 9/11, and the Great Recession are only some of the critical defining moments that influence the priorities and shape the preferences of this generation.

Early on, the Work Group discussed how best to explore and reconcile these broad trends with the more specific effects of individual preference and circumstances that drive the participation choices of Columbia’s millennial population. The Work Group settled on a strategy of identifying similarities of life circumstances and need. Perhaps more than any other segment of the population, millennials represent an age cohort defined by rapid life-course transitions and changes in circumstance. It includes those recently graduated from high school, with some going to college while others choose not to. This youngest segment has varying degrees of ties to and support from their families, less financial means, and limited options for “going out,” since most are not yet of drinking age. Other situations include individuals who are settling into their stride as adults, beginning to find their career and potentially looking to purchase a house. Many millennials are heavily debt-burdened and/or making the lower end of their potential earnings. Others are starting to benefit from more financial security and stable incomes. It is a period in people’s lives often defined by several job changes and physical moves. Many millennials are recent transplants to the area, brought here by the strength of the regional economy, who may not yet have a social network in place and are looking for those connections. Another major grouping are those millennials with and without children.

The ease and speed with which millennials can move between these groupings translates to a certain degree of uncertainty, a desire for flexibility, and need for nimble adaptation by both the individual and the organizations they associate with.

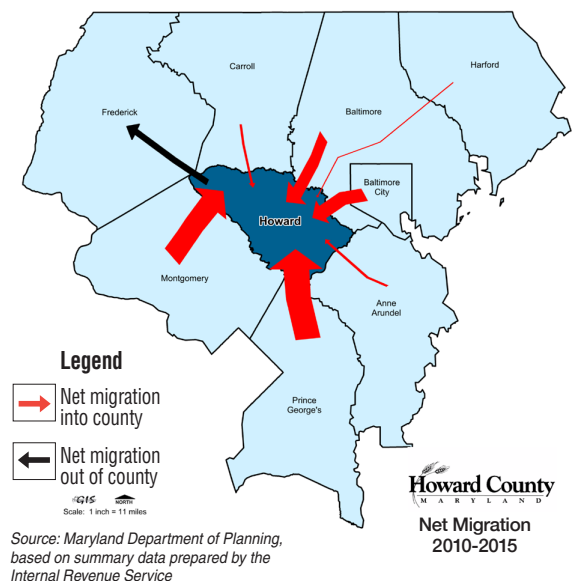
## Columbia as a Community of Choice

Evaluating millennials' relationship to Columbia and to CA requires an understanding of their current demographic characteristics. This includes looking at broad national-level trends and how they play out at the regional level, understanding the context of Columbia, within Howard County, and within the Baltimore/Washington metropolitan region. Early in the Work Group's process, it wanted to understand how Columbia compares to other communities both in perception and reality.

### Population

Despite being the smallest county in Maryland, Howard County is the sixth most populous and it continues to experience steady population growth, with an estimated 321,000 residents in 2017<sup>2</sup>. From 2010-2015<sup>3</sup>, Howard County's total net population grew by an estimated 26,300 residents or about 9%, which includes domestic and international migration as well as natural growth.

However, this number does not reflect the rather large amount of movement in and out of the county. During these years, approximately 76,400 residents moved into the county and around 67,000 left. In general, most newcomers came from suburban Washington (Prince George's County and Montgomery County) and a smaller portion from the Baltimore area. With most of western Howard County maintaining its rural character, its eastern half is the economic and residential heart of the county, centered in Columbia. Depending on how the area of Columbia is defined, its population is estimated at approximately 100,000, about one-third of Howard County's total population.



In 2016, millennials made up about 27% of Columbia's total population. This is comparable to the percentage of millennials statewide and slightly more than the percent of millennials living in Howard County. Typical of growing suburbs, Howard County has historically had a greater percentage of school-aged children and their parents (representing age cohorts 5-19 and 35-59) and a much lower

percentage of those between the ages of 20-34. As millennials age in Howard County, this trend has continued with some slight growth in the number of young adults. In 2017, the median age in Columbia was 37.5 years old, which is slightly lower than the median age of Howard County (38.6), Maryland (38.3) and the U.S. (37.7).

<b>Comparison of Millennial Population Across the Region</b>						
Age group	Columbia		Howard County		Maryland	
	Population	% of Total	Population	% of Total	Population	% of Total
15-19 years	6,457	6.2%	21,568	7.0%	389,754	6.5%
20-24 years	6,160	6.0%	17,425	5.6%	400,581	6.7%
25-34 years	5,762	15.2%	38,364	12.4%	820,592	13.8%
<b>Millennials</b>	<b>28,379</b>	<b>27.4%</b>	<b>77,357</b>	<b>25%</b>	<b>1,610,927</b>	<b>27%</b>

Source: U.S. Census Demographic and Housing Estimates 2012-2016 American Community Survey Five-Year Estimates

The Census Bureau’s Columbia Census Designated Place boundaries do not include the Dorsey’s Search area but provide one of the most complete pictures of Columbia’s housing and demographic estimates through the annual American Community Survey program. In 2016, ACS estimated that of the 39,000 households in Columbia, three-fourths are family households. Family households are defined as two or more people living together related by birth, marriage, or adoption. About 35% of these are two-person households, 17% are three-person, and 22% of households have four or more people. 32% of households have children younger than the age of 18, which exceeds statewide (28%) and national (27%) representation but not Howard County’s overall percentage of households with children, which is closer to 36% of all households<sup>2</sup>. Howard County and Columbia are both communities with a high percentage of families with children.

## Migration and Economics

Young adults aged 20-29 traditionally have the highest migration rates, usually double the national average<sup>4</sup> of any age group. Nationwide, the most common reasons for migrating are job- and housing-related, with stable levels of migration typically occurring during good economic conditions. For millennials, jobs and education are the primary drivers of migration. Millennials were among the hardest hit by the Great Recession, many graduating high school or college into a slowed job market, and according to the Census Bureau “the migration rate for young adults significantly declined from the recession period to the post-recession period” at higher rates than it did for other age groups<sup>4</sup>. Millennials who were living with their parents, enrolled in school, or not in the labor force migrated at much lower rates. The more educated and currently employed were one of the few groups who had less decline in migration patterns. According to the Census Bureau, a significant amount of movement occurred within and to metropolitan areas with low unemployment levels and low housing vacancy rates (which were taken as a indicator of stability in that metro area).

The Brookings Institution has noted over several studies that millennials are moving to metropolitan areas, primarily in the south and west, making up a greater share of their populations<sup>6</sup>. The D.C. metro area and Baltimore attracted a large number of millennials, with the District of Columbia having an unusually high share of millennials (34.8% of the population). Suburban areas like Columbia have experienced millennial growth both from in-migration but also the aging of youth into the 18-to-34-year-old young adult category over the 2010-2015 period, which occurs with less frequency in urban core areas<sup>5</sup>. Howard County sees a significant amount of residential migration from nearby Baltimore and suburban counties around the District of Columbia. During the Work Group's study, it found that when deciding where to live, millennials are looking for a combination of affordable housing, their preferred lifestyle amenities and proximity to jobs, often in that priority order.

In 2017, about 44% of Howard County residents also worked in the county, while about 56% commute outside the county for work. The number of commuters traveling out of and to the county is fairly close, so while there is a fair bit of traffic, the daytime and nighttime populations remain about the same. Columbia is uniquely situated in the region between the city of Baltimore and the District of Columbia, two major job centers.

### **Lifestyle and Housing**

Columbia is uniquely situated to capitalize on the preferences of the millennial generation. Comparable to a small city, Columbia's scale may be appealing to those looking for the "right" fit between urban and suburban living, while also maintaining close proximity to major regional centers of employment. Given its proximity to Baltimore and D.C. in addition to its own attractive attributes, Columbia is set up to capture a large share of the region's millennial population, especially as they continue to age into major life transitions. Columbia is in a transitional period, seeing renewed growth in its downtown area and the opportunity to also provide the amenities and environment of an urban core, in addition to the expansive green space and suburban neighborhoods it is known for.

Columbia has two major hurdles in attracting and retaining millennial residents: the perception that Columbia is too expensive to live in, and that it is set up to cater to families rather than singles or couples.

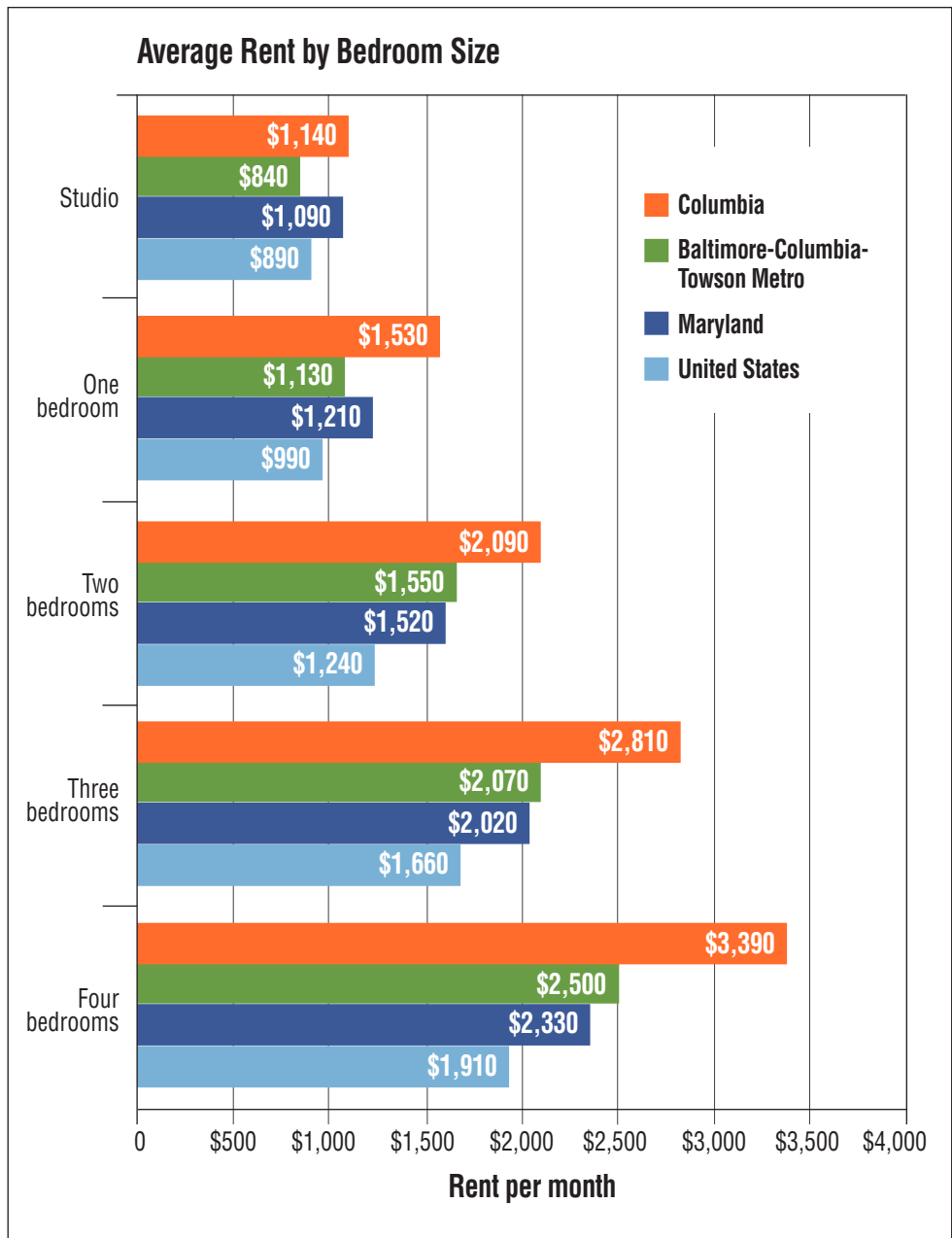
Affordability and cost of living are at the forefront of most millennials' minds when it comes to assessing communities and services. The Work Group members felt there was certainly the perception that Columbia was too expensive to live in and were curious if there was data available that supported or refuted this perception. Sperling's "Best Places to Live" offers various cost-of-living calculations and is one tool for assessing this question. The site states that Columbia's cost of living is significantly higher than comparable attractive urban areas like Baltimore, but competitive with wider Howard County and adjacent counties. The high cost

of housing throughout the region is of particular concern since millennials are less likely than prior generations to have the savings and means to purchase a home<sup>5</sup>. There was also interest in comparing Columbia’s cost of living to the income levels of its millennial residents; however, there was not a reliable source for conducting this research.

<b>Cost of Living and Regional Affordability</b>				
	<b>Columbia</b>	<b>Howard County</b>	<b>Montgomery County</b>	<b>Baltimore</b>
Cost-of-living compared to U.S. average	35.1% higher	50% higher	57% higher	2% less expensive
Housing cost compared to U.S. average	85% higher	134% higher	138% higher	40% less expensive
Median home cost	\$346,800	\$438,000	\$444,500	\$112,900

*Source: Sperling’s best places to live, December 2018*

The perception that Columbia’s cost of living is prohibitive is primarily tied to the cost of housing in and around Columbia, including housing type and whether someone is a renter or a buyer. Millennials who engaged in this study said they struggle to find rental apartments they can afford, noting that the Baltimore area provides more bang for their buck, with a bonus of housing options located near amenity-rich areas that fit a lifestyle of walkable entertainment near culinary scenes. Many felt that the cost to rent in Columbia was equivalent to D.C. prices, without providing equivalent value or “things to do.” It is difficult to evaluate differences in rental prices directly between Columbia and Baltimore or D.C. without knowing which neighborhoods or areas of these cities participants are comparing Columbia’s rental options to. Sperling’s Best Places to Live does provide some analysis of regional rental prices for the Baltimore/Columbia/Towson metro area.



Source: Sperling's best places to live, December 2018

Nationally, millennials who purchase homes are more likely to look in suburban areas that have a mix of suburban and urban features defined by affordable communities with “pedestrian-friendly retail areas, quick access to open green space, and popular public schools”<sup>8</sup>. While Columbia has many of these attributes, it does not provide the modern urban core and associated amenities that cater to singles, couples in addition to families. Millennials responding to the Work Group’s survey repeatedly mentioned the need for a central hub or gathering area that remained open later. The National Association of

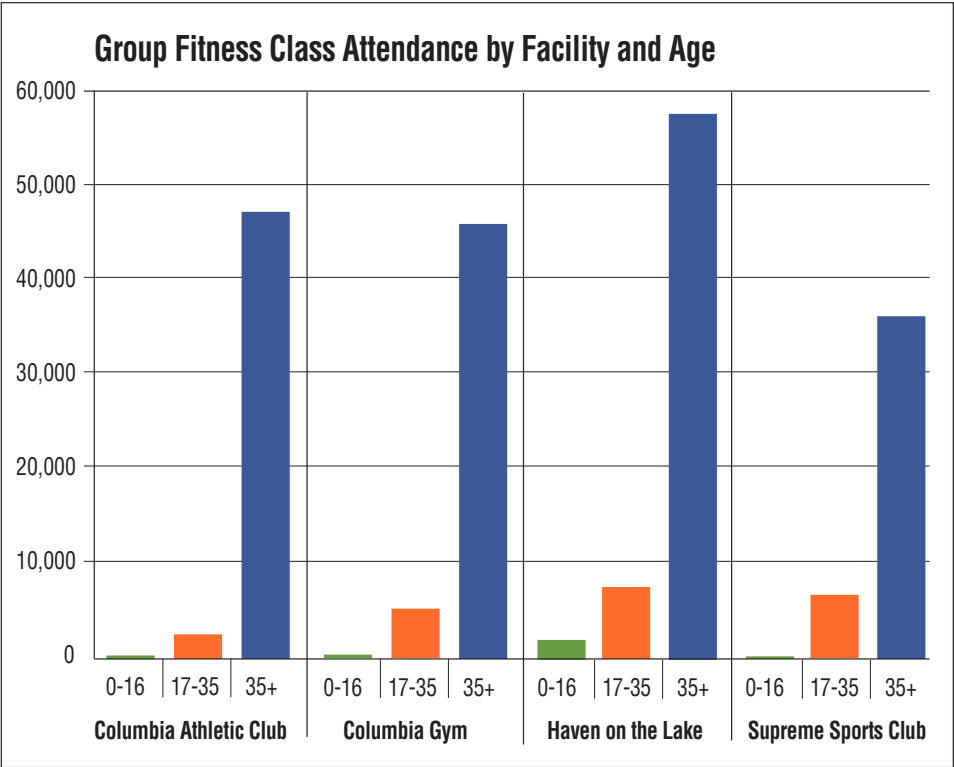
Realtors calls this the “18-hour city,” the most attractive of which boast “green spaces, historic architecture, affordable housing stock, arts community and vibrant nightlife.” As the real estate industry studies the effect of millennials on their industry, key takeaways are that millennials are looking for affordable, turn-key or new houses in areas close to nature with convenient and accessible outdoor recreation. “According to the National Association of Realtors (NAR), 57% of millennials are buying in suburbs, followed by 16% in small towns and 15% in urban areas”<sup>9</sup>.

**Millennials and CA**

Parallel to its work understanding the demographic characteristics of Columbia’s millennials, the Work Group also explored CA’s current operations, amenities and services. It was most curious to know how the existing CA millennial members are using CA facilities or classes and wanted data-driven measurements to help evaluate where CA is best serving millennials. Included in this line of inquiry was whether millennial participation was increasing or declining, when and what classes millennials attended, whether these classes reflected a mix of age groups, which membership plans were most popular and what the membership rates were.

CA’s current class and facility attendance data system (Spectrum) is not designed to easily track attendance by age or to quickly test for these questions across a specific age group’s usage of facility, class or program offerings. The database platform CA uses is really designed to drill into the metrics of performance for a particular class rather than perform trend line or aggregate data analysis. It was difficult to evaluate what classes are most popular with millennials, since there is so much variation in class offerings, time slots, instructors, and so on. Classes also change over rapidly enough that it would be difficult to track trends in usage and ascribe any particular correlation between these factors to millennial interest in that class. CA has designed classes to appeal to a variety of interests, with programs changing over time to reflect demand.

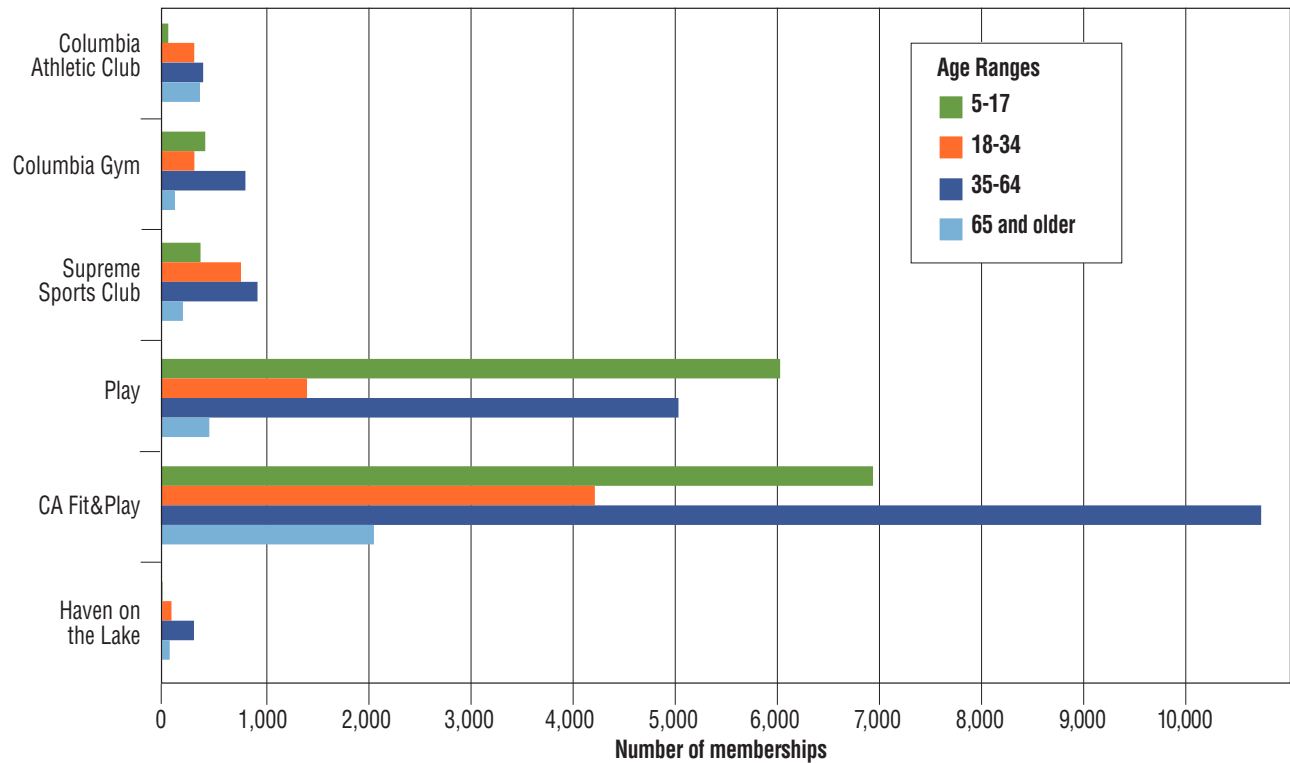
To provide a snapshot of millennial participation in CA offerings, CA’s analytics



Source: Group fitness attendance data between May 2017 and March 2018, Columbia Association



## Membership by Age Range



\*Golf memberships are not represented in the chart.

Source: Group fitness attendance data between May 2017 and March 2018, Columbia Association

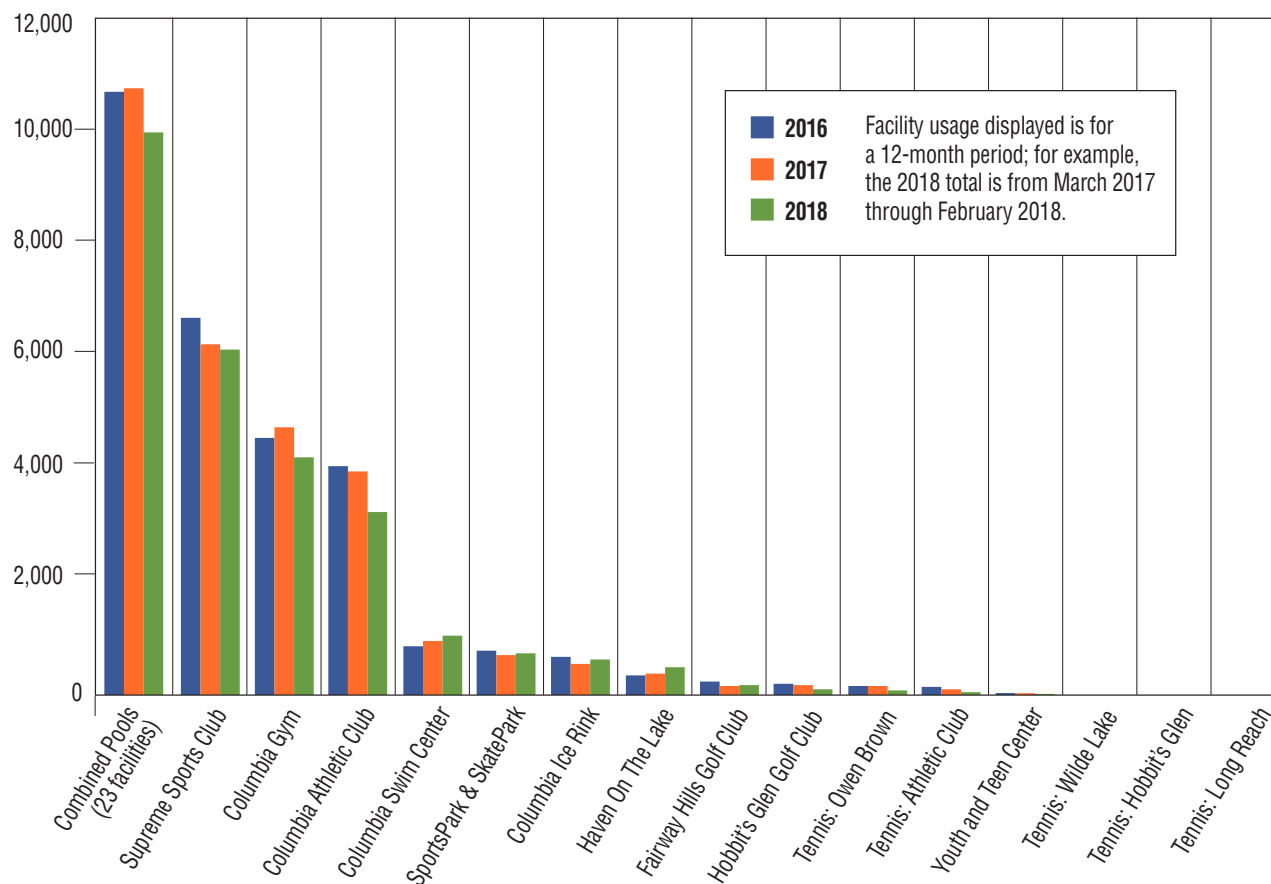
team analyzed almost a year's worth of CA group fitness class attendance data (between 5/1/2017 and 3/31/2018) to give the Work Group some insight into which classes are most popular with millennials. Millennials are most likely to attend classes at CA's Haven on the Lake facility, which offers mind body movement classes and has dedicated pilates and yogas studios, and healing environments. CA's three gym facilities all offer a variety of class types, with millennials most likely to attend those offered at Supreme Sports Club. Millennial preference in group fitness classes closely mirrors that of all age groups, with BodyPump classes far exceeding the attendance averages of all other classes, followed by studio cycling classes, and mind and body wellness classes such as yoga.

CA's membership data system was better able to provide membership type preference and facility usage by age. The number of single facility memberships aligned closely with millennials' most popular facility: Supreme Sport Club. The fact that it is the only facility open 24/7 and thus able to accommodate a wide range of workout hours is likely the primary reason for this preference.

The membership type most popular with millennials was the CA Fit&Play membership. This is not unexpected given that, collectively, pool facilities are by far the most visited CA facility, and millennials who responded to the Work Group's survey said what they most valued about their CA membership was the variety of amenities they could access.

The International Health, Racquet & Sportsclub Association prepares an annual report on industry trends, providing insight on what services Americans are looking for from their sport and fitness clubs. Their 2017 Health Club Consumer Report

## Facility Visits by Millennial Members



Source: Facility attendance data between March 2016 and February 2018, Columbia Association

shows that the millennial generation does spend a substantial portion of their disposable income on sport and fitness, and that millennials in particular are leading the growth of smaller studio and niche gyms that offer personal and small group training. The report provides national trendline data on rates at which particular age cohorts hold sport and fitness memberships. To understand how CA compares to national averages for fitness club memberships, the Work Group looked at Columbia's population broken down by age cohort and compared the percent of CA fitness club membership subscriptions to the national averages for similarly aged populations in 2017. Two age cohorts stand out: a lower percentage of older millennials (25-34 year olds) and older adults (65 and older) hold CA memberships than national trends.

CA membership rates by those aged 0-24 far exceed national trends for this age group. However, IHRSA does not further break down this age group to allow for comparisons on whether family-aged children (younger than 18) are the primary drivers of the trend or if it is made up of younger adult millennials.

### Health Club Membership by Age Segmentation

Age group	National health club membership	CA membership	Columbia population
0-24	23%	39%	31%
25-34	18%	9%	15%
35-44	18%	16%	14%
45-54	16%	16%	14%
55-64	11%	11%	13%
65+	14%	9%	12%
Total	100%	100%	100%

Source: 2017  
IHRSA Health Club  
Consumer Report,  
Columbia Association

# Section 2

## Outreach and Engagement

The Work Group developed a public engagement strategy focused on helping answer the questions raised during their initial exploration of the demographic characteristics of Columbia’s millennial population, CA’s current offerings, and their monthly meeting discussions. It set dual goals of soliciting more information from the community and testing the early ideas and recommendations the Work Group had been developing during its monthly discussions. A summary of these civic engagement and outreach efforts is included in this section.

### Millennials Work Group process



## Small Group Discussions

Kicking off its civic engagement and outreach efforts, the Work Group developed a series of questions to be explored in a conversational setting. Invitations to participate in a small group discussion session were sent to 40 individuals ages 17-35 who had previously expressed interest in participating in this project. Twenty-two of those solicited signed up to participate in the small group discussions and were invited to attend one of three sessions held on June 4, 7, and 12. Ultimately, 13 of those who had signed up to attend participated in the discussions. Trained volunteers from the Mediation and Conflict Resolution Center of Howard County served as facilitators for the discussions.

The small group discussion session explored a range of topics, including what initially attracted participants to Columbia and how they viewed the community. It asked them to think of one new thing they would add to Columbia, what was missing, and to describe facilities or amenities they had seen in other communities and wished Columbia had as well. The conversational setting lent itself to a broad discussion of both CA's position in the community and Columbia as a whole.

The small group discussion session explored a range of topics, including what initially attracted participants to Columbia and how they viewed the community.

The discussions reflected a desire for a large-scale transformation of Columbia with enhanced public transportation, walkability, more jobs and housing affordability, which requires investment by regional agencies, Howard County, its residents, and its commercial sector. When it came to picking only one thing that Columbia needed to better serve millennials, most participants focused on the need for placemaking and the creation of unique establishments and events. It was clear from these discussions that the private sector has a large role to fill in recruiting unique non-chain businesses to Columbia and designing indoor and outdoor spaces that tap into the unmet demand for entertainment and socializing destinations. Feelings of the 13 focus group participants were mixed on whether the redevelopment of the Downtown Columbia area will meet this need.

The conversations also explored the awareness of and satisfaction of participants with CA's current programs, facilities, and services and the best ways to reach out or engage with them about CA offerings. Participants who were currently CA members expressed satisfaction with their CA experiences, but said that not knowing where to look for details like hours of operations and class structure meant they rarely participated. Participants often discovered CA and other community events either through work or by hunting them down on the website after hearing about them by chance.

Once participants began making recommendations on how facilities and programs could be improved, it quickly became apparent that CA's methods of communicating and sharing information are not effectively reaching intended audiences. Participants were asking for classes, services, and programming that

is already being offered, or had previously been offered but had poor attendance. Participants were surprised by this, noting they had no idea these offerings existed. Further discussion revealed that most of the small group discussion participants struggled to locate information, noting specifically that CA's website was difficult to use and they could not "figure it out."

## Survey

Based on feedback from the small group discussions and all it had learned in the previous months of exploration, the Work Group started to identify emerging themes on what millennials were thinking about Columbia and CA. They then utilized Survey Monkey to develop a survey with three main questions:

1. What is the best way to contact, engage, or share information with you?
2. Given a list of options, what programs, events, or activities would you be most likely to attend or participate in?
3. If you had to pick only one thing, what does Columbia (whether via CA or others) most need to better serve millennials?

The survey also asked respondents whether they were Columbia Association members. Those who responded "yes" were asked what they valued most about what CA currently offers and what was missing in what CA offers. Those who responded that they were not currently a member but had previously been one were asked to explain the primary reason they left. And those who had never been a member were asked what their primary reason was for not becoming members.

In addition to its normal distribution methods, CA's Communications and Marketing team also assisted in developing a strategy for a targeted Facebook campaign to distribute the online survey to those Columbia-based residents/employees aged 17-35.

Response Rate by Age Group		
Age range	Total responses	Percent of total
17-20	57	7%
21-25	130	16%
26-30	274	34%
31-35	345	43%

Source: CA Millennials Work Group Survey, July 2018

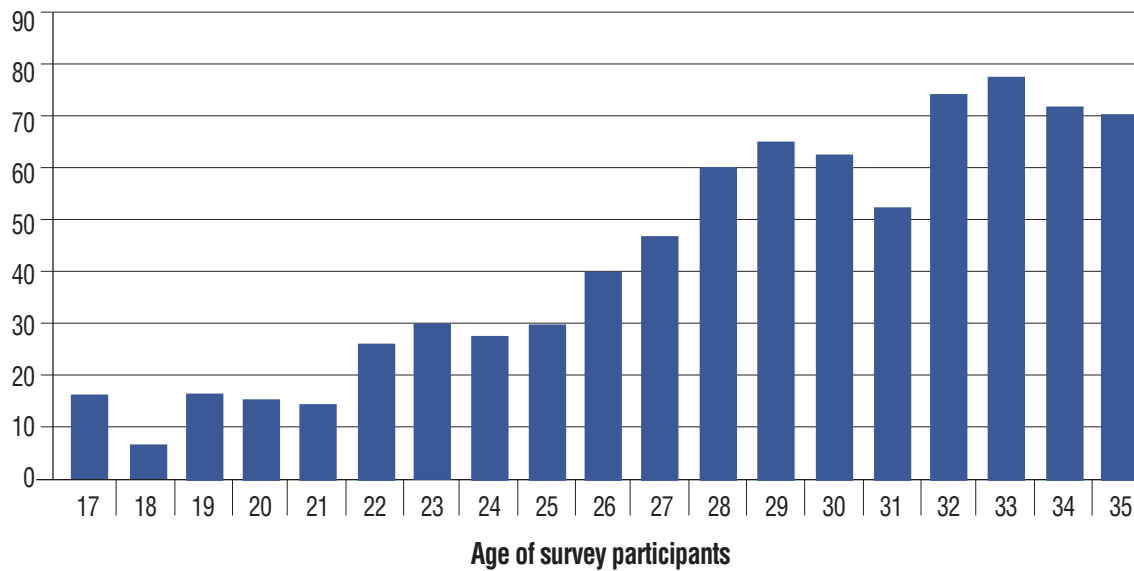
## Results and Analysis

The survey closed with a total of 820 recorded responses. Of those, 806 were provided by the survey's target millennial demographic range of individuals between the ages of 17 and 35.

As demonstrated by the age cohort breakdown within the survey's response rate, the majority of survey respondents skew older. In order to capture any notable differences in responses among the age groups, the chart analysis in this section provides a breakdown in response type by age group.

Millennial residents of Columbia were the primary respondents to the survey at 74%. A large number of participants (31%) were nonresidents who worked in Columbia or those who neither worked nor lived in Columbia (17%), while 20% of respondents both worked and lived in Columbia.

**Number of Respondents by Age**



Source: CA Millennials Work Group Survey, July 2018

Association with Columbia	All respondents	Age group			
		17-20	21-25	26-30	31-35
Live in Columbia	74%	77%	75%	69%	76%
Work in Columbia	31%	37%	41%	32%	25%
Both live and work in Columbia	20%	30%	29%	19%	16%
Neither, but occasionally shop/visit	17%	18%	13%	19%	16%

Source: CA Millennials Work Group Survey, July 2018

Response rates were also broken down within the millennial generation by age cohort, with younger millennials being more likely to both live and work in Columbia.

### Engagement and Communication

The Work Group was tasked with exploring the best methods for increasing engagement, interaction, and inducing participation from Columbia's millennial population. Probably the most resounding discovery of the Work Group during its early explorations is how much CA does, and correspondingly that a significant portion of the population is unaware of it. CA's website in particular was raised as a major weakness of the organization and an area in need of improvement.

Both the small group discussions and the survey revealed that millennials are very interested in knowing what is happening in their community and aspiring to be part of it. However, many reported that although there were lots of activities going on, they felt they never saw advertisements or fliers for them and were rarely aware of them in time to participate. The overall sentiment was that it is not very easy to learn about CA or community events and that the current methods of outreach are not effective.

Older millennials prefer Facebook and email while younger millennials use Instagram and Twitter

The Work Group's survey results show that the preferred method of being contacted or having information shared are via Facebook and email or listserv, followed by Instagram, and finally the website. Since the survey itself was most heavily advertised through these methods, this is not a surprising result. CA currently operates and provides information via all of the preferred engagement methods, including e-newsletters and a presence on social media platforms, but current operations do not appear to be effectively reaching target populations.

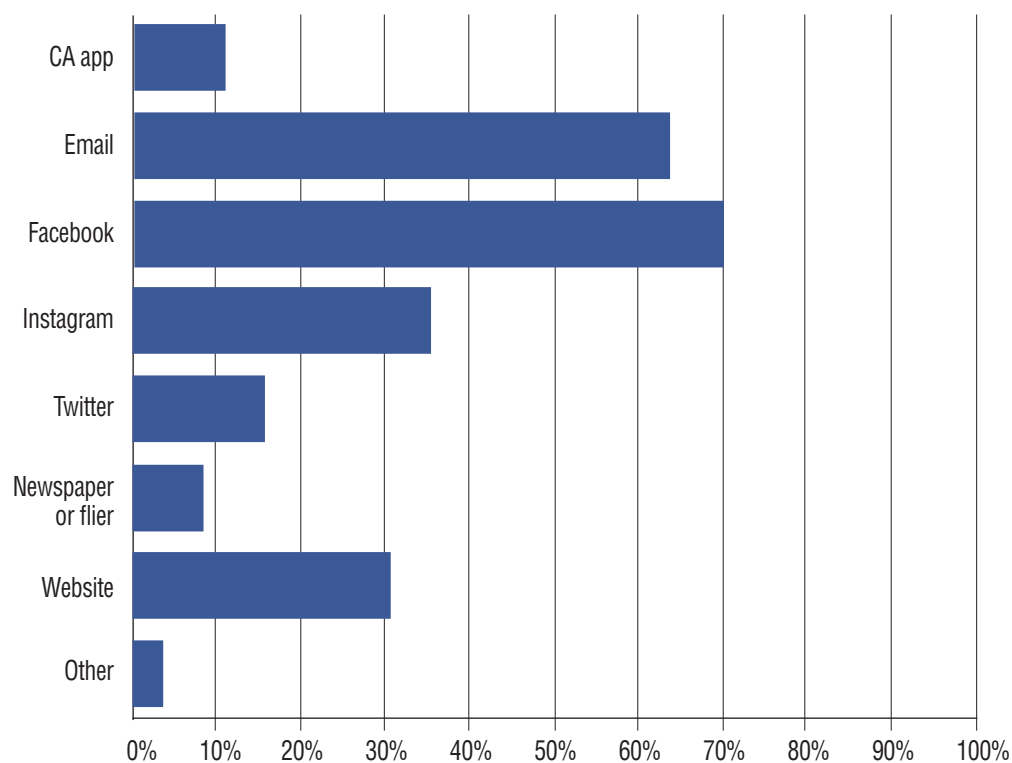
Some recommendations have been developed on how these efforts might be improved and are outlined in the recommendations section.

In addition to these electronic communication preferences, the Work Group discovered that millennials said they were more likely to act on information or participate when they learned about an upcoming opportunity through word-of-mouth. This desire for human interaction was reiterated in response to many different questions during the small group discussions, with the small answer sections of the survey and through feedback given at the public meeting. There was also the desire to have physical announcements via community board fliers or to have representatives of CA attend community events and speak with people about upcoming opportunities.

There was a one-week delay between when the survey went live through advertisement on CA's website, facility monitors, and e-newsletters, and when the targeted Facebook advertising went into effect. There was a marked increase in the selection of Facebook as the preferred communication source that correlates with how respondents accessed the survey.

The preferred contact/engagement method for the survey's younger respondents differs substantially from older respondents when comparing social media platforms

### What is the best way to contact, engage, or share information with you?



Source: CA Millennials Work Group Survey, July 2018

Best method of contact	All respondents	By Age Group			
		17-20	21-25	26-30	31-35
Facebook	70%	43%	74%	73%	71%
Email	64%	48%	57%	70%	64%
Instagram	35%	50%	33%	37%	32%
Website	30%	32%	29%	32%	30%
Twitter	16%	36%	20%	16%	11%
CA app	11%	7%	8%	12%	12%
Newspaper or flier	9%	9%	9%	8%	9%

Source: CA Millennials Work Group Survey, July 2018



such as Facebook, Instagram and Twitter. About 30% of respondents selected “website” in all age categories, making it the most consistent answer, if not the most popular. More than anything, this shows the need to maintain a presence on multiple platforms and adapt to changing preferences in social media use.

### **Programming and Events**

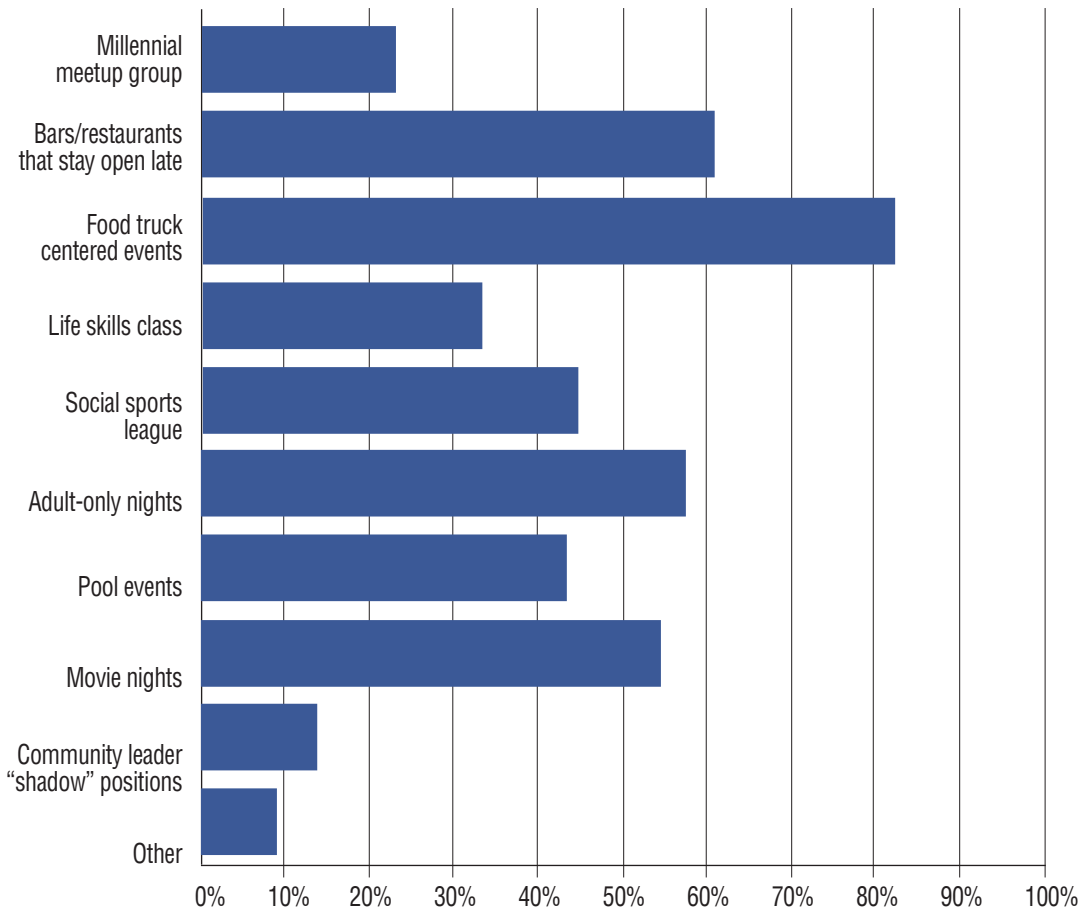
The Work Group designed a question on the survey that would gauge interest both in new types of programming and in confirming continued interest in existing programming. Millennial culture in the Baltimore/D.C. metro area has grown around interest in a vibrant culinary scene — specifically in a desire to have unique, authentic, local food options that are not part of a national chain. Food trucks were one of the most popular features that could be introduced to programming and events. Their appeal was described as an opportunity for people to informally socialize, explore unique culinary experiences and allow participants to select different food styles and then hang out with each other. Brick-and-mortar bars and restaurants were the second most popular answer, followed by adult-only nights, with an emphasis on these establishments or events that stay open late and support a nightlife scene. In fact, the top five most popular activities centered around the ability to meet up away from one’s home and socialize.

For millennials interested in taking advantage of CA programming and group fitness options, a noted barrier was that they did not have a social network to attend events or classes with or were too intimidated to join in on their own. Further exploration revealed this intimidation derived from 1) a desire to attend classes where a significant portion of other participants would be millennials, and 2) inexperience with the material or “class culture.” Classes held at Haven on the Lake were noted specifically as intimidating to members without previous experience in the course material. Another barrier to participation was a mismatch in members’ schedules and the times classes are being offered. It was recommended that the events/classes needed to have extended hours offered at a variety of times during the day, especially in the early morning and late evening to accommodate long work and commute hours.

There were not many specific responses given in the “other” category answer, although a few respondents mentioned wanting more outdoor programming or meetup groups surrounding outdoor activities, and several respondents commented on the desire to go to venues/events where they could bring young or infant children but still enjoy them as adults.

Predictably, those respondents below the legal drinking age were less interested in venues/events centered around alcohol and instead had the greatest interest in movie nights and pool events. Recently of-age participants in their early 20s indicated an interest in late-night restaurants and bars at rates significantly higher than both younger and the oldest millennials.

**Of the following programs, events, or activities, which ones would you be likely to attend or participate in?**



Source: CA Millennials Work Group Survey, July 2018

Interest in	All respondents	By Age Group			
		17-20	21-25	26-30	31-35
Millennial meetup group	22%	18%	30%	25%	16%
Bars/restaurants that stay open late	60%	56%	82%	65%	49%
Food truck centered events	81%	75%	84%	82%	80%
Life skills class	32%	35%	38%	35%	27%
Social sports league	44%	49%	47%	51%	35%
Adult-only nights	59%	44%	65%	72%	48%
Pool events	43%	53%	40%	44%	42%
Movie nights	53%	68%	48%	58%	49%
Community leader "shadow" positions	13%	19%	12%	12%	13%

Source: CA Millennials Work Group Survey, July 2018

What one thing does Columbia most need (whether via CA or others) to better serve millennials?		
	Response count	Percent of valid responses
Total responses recorded	645	
Total valid responses	593	
Total “too general”	59	10%
<b>Summary category</b>		
Affordable housing/general cost of living	79	13%
More club/bar/music venues and/or nightlife scene	77	13%
Adult social gathering: places and activities	63	11%
Improved alternative transportation (transit, bike and walkability)	52	9%
Non-chain restaurants and businesses	41	7%
Improve communication/technology interface	24	4%
More/different restaurants	24	4%
Membership cost/pricing structure	23	4%
Town Center/centralized hub	20	3%
Change in existing CA programming	15	3%
Free/low-cost events	12	2%
Additional parks/outdoor amenities	11	2%
Small scale/neighborhood festival	8	1%
Transit connection to D.C./Baltimore	7	1%
Slower/less development	7	1%
Adult venues with kid-friendly space	6	1%
Membership structure	6	1%
More dog-related activities/amenities	5	1%
Adult-only/kid-free event	4	1%
Place-making (public art, community expression)	4	1%
Misc. (three responses or less per topic)	28	5%

Source: CA Millennials Work Group Survey, July 2018

In designing the survey, the Work Group tried to balance collecting as much information as possible and keeping the survey length short and accessible. One of the most important questions was an open-ended request to hear directly from millennials on what one thing they think is needed from CA or other community stakeholders to better serve them.

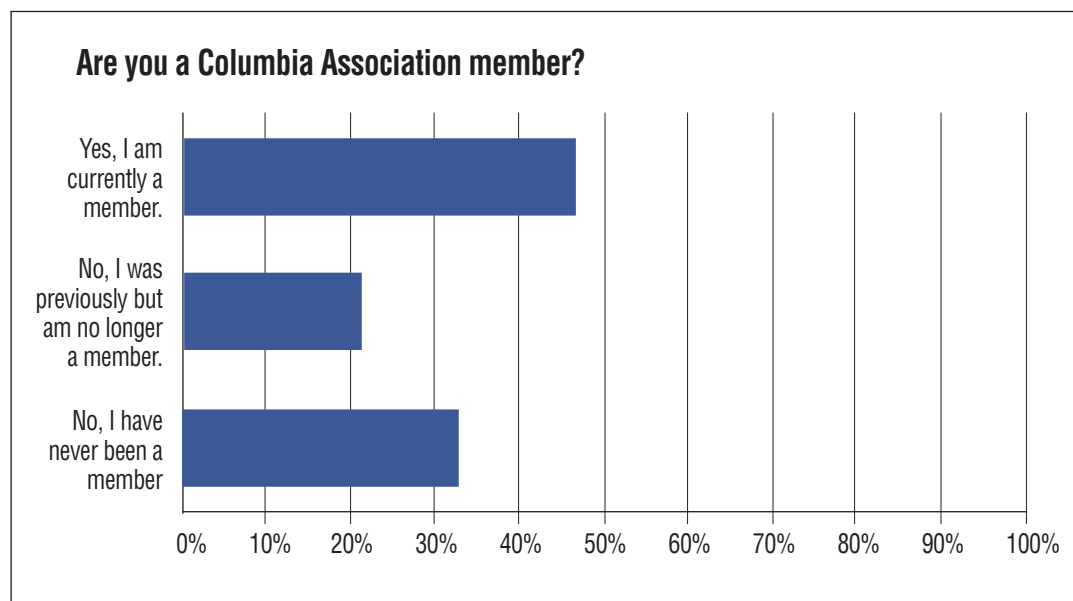
As an open-ended question, the level of detail and slight variations in verbiage are challenges in identifying themes within the responses. To assist in this process, an attempt was made to identify some summary categories that similar answers could fit within. Those have been identified as the following:

The code “N/A or invalid response” was used to separate out those answers where respondents either wrote in N/A, indicated they had nothing to add, or left deliberately offensive or provocative commentary without substance. These were removed from the calculations of summary category percentages so as not to skew the trend numbers for other responses. Unfortunately, although several respondents made good-faith efforts to indicate a desire for events, activities, programs or other improvements to serve young adult populations, their responses were too general to be interpreted into a specific program or event request. These responses were included in the calculations under the summary category “too general” but still count toward the number of total valid responses. Examples of comments of this nature include things like “more things to do,” “more events for millennials,” “more exciting or cool events.”

Four notable summary categories emerged from the open-ended response question, and the themes of these categories are expanded on below:

**Social Gathering Opportunities:** One of the most interesting results from the survey was the number of participants who expressed a need for more social gathering opportunities. This category encompasses a wide variety of examples but is united by the centralized theme of respondents searching for a way to meet other millennials and interact with their community. The responses included a desire for informal gathering areas and permanent establishments as locations at which to gather. It included a desire for local recurring events spread throughout the community to draw out their neighbors and programed activities such as an adult social sports league, which was requested by several respondents.

**Unique Restaurants and Businesses:** A desire for non-chain and unique establishments was expressed, with survey participants noting that they often went to Baltimore or D.C. to explore neighborhoods full of these small or unique businesses. Some identified the desire to improve the village centers as culinary destination hubs. Others hoped that parts of Downtown Columbia could become a central food/drink destination reflecting a walkable urban streetscape similar to the U Street Corridor in Washington, D.C., or Fell’s Point in Baltimore.



Source: CA Millennials Work Group Survey, July 2018

For current members, what do you value most about what CA currently offers?		
	Response count	Percent of valid responses
Total responses recorded	295	
Total valid responses	285	96%
<b>Summary category</b>		
Variety of offerings	66	23%
Facilities: pools	52	18%
Facilities: gym	50	18%
Pathways/trails	25	9%
Events/programs	20	7%
Open space/green area	18	6%
Convenience/proximity	13	5%
Sense of community	11	4%
Classes	8	3%
KidSpace (child care)	6	2%
Discounted rate and/or pricing	5	2%
Misc. (two responses or less per topic)	10	4%

Source: CA Millennials  
Work Group Survey,  
July 2018

**Improve Communication/Technology Interface:** Similar to the responses received during the small group discussions, survey participants said they wished they had an easier way to learn about the current events occurring throughout Columbia and wanted an improved technological interface through either the CA website and/or an app.

**Membership Structure and Pricing:** While individual responses differ, most of the respondents who indicated these categories advocated for more flexibility with CA's membership structure and plans. To some, this meant being able to have a non-consecutive month-to-month options and several mentioned wanting a pool-only summer membership plan.

### **Millennials' Relationship with CA**

Given the Work Group's charge of recommending programming and facility changes that might be needed to better serve millennials, the survey provided an opportunity to hear directly from CA's millennial members on what they liked most about what is currently offered and what they think is missing. It also provided the opportunity to learn why previous members may have discontinued membership and what may be preventing new members from joining CA.

Almost 47% of survey takers were current CA membership holders, 21% had previously been members, and about 32% have never been members.

### **Serving the Needs of Current Members**

Respondents who indicated they were CA members were asked to describe what they valued most about CA's current offerings, and they were then asked a follow-up question on what they felt was missing. The top answer to what they most valued was the variety of facilities/programming offered by CA, with respondents either indicating this directly or listing so many things that they fell into this category. CA's strength is clearly in the wide diversity of its facilities and programming. For those respondents who listed both the gyms and pools, the counts took the first item as the one most valued. For those who listed the gyms as the thing they valued most, several respondents specified Supreme Sports Club's 24/7 schedule as the primary reason. Lifestyle and outdoor amenities such as the pathway system and open space areas maintained by CA were also highly ranked. This feedback corresponds well with what the Work Group learned about millennial preferences for the environs of their community.

### **What is Currently Missing for Millennial CA Members**

Echoing a major theme discovered throughout the public engagement process, CA's current millennial members indicated that they wished CA could foster more environments and opportunities for social interaction. They mentioned wanting things like smaller, more intimate events and for CA to sponsor classes, meetups or leagues. Many respondents indicated that the current preregistration system to sign up for classes did not meet their needs and were frustrated to find the classes

For current members, what is currently missing in what CA offers?		
	Response count	Percent of valid responses
Total responses recorded	260	
Total valid responses	209	
Total “too general”	40	19%
<b>Summary category</b>		
Social opportunities	17	8%
Affordability	14	7%
Missing specific classes/spaces	13	6%
User-friendly website/class interface	12	6%
Child care/kid drop-off classes	11	5%
Wider range of programing/class times between 6-8am and 7pm to late evening	11	5%
Sports leagues	10	5%
Ability to add pool, gym, single facility to membership a la carte-style	9	4%
Extended pool pours (earlier and later)	8	4%
Events/classes advertised for young adults	6	3%
Inclusion of Haven on the Lake into primary membership	5	2%
Adult-only pool/pool bar	4	2%
Updated/refreshed facilities	4	2%
Misc. (two responses or less per topic)	37	18%

Source: CA Millennials Work Group Survey, July 2018

appeared to always be full. Millennials are very interested in the studio and mind body classes offered at Haven on the Lake, often indicating that they wish Haven was included in their current membership or that those classes could also be offered at other gyms. Some of the specific classes requested include boxing studios, “younger” spin classes (SoulCycle and Zengo Cycle), a dance studio, ninja course, foreign language classes, climbing/rockwall course and the addition of outdoor classes such as paddleboard, hiking trips, and running clubs.

### Respondents Who Were Previously, But Are No Longer, CA Members: Why They Left

The Work Group was particularly interested in understanding why millennials who had tried CA services and amenities may have chosen to discontinue their membership, and the survey provided an opportunity to ask directly. Cost was the primary reason given for former CA members who chose to leave. Many of the respondents to this question indicated they had moved to non-CA assessed properties and that the value for CA membership at the nonresident rate was no longer there. They decided that other gyms better served their needs.

In a direct inverse to current members who indicated they most valued the variety of services offered by CA, prior members who had left CA were those most likely to need only a narrow band of services or facilities to meet their needs. These respondents explained that they were only interested in utilizing a specific class, facility, or piece of equipment and that they felt they were paying for facilities they had no interest in using under the membership options available to them.

### Reason Why Respondents Are Not CA Members

The final grouping of respondents are those who have never had a CA membership.

Why those who previously had a CA membership left		
	Response count	Percent of valid responses
Total responses recorded	153	
No reason given or too general	9	6%
<b>Summary category</b>		
Too expensive	72	47%
Moved away or outside of Columbia	31	20%
Did not use enough	19	12%
Did not see value in offerings	9	6%
Parents canceled plan	6	4%
Looking for different programming and/or membership structure	5	3%
Only wanted the pool	2	1%

Source: CA Millennials Work Group Survey, July 2018

What is the primary reason you are not a member?		
	Response count	Percent of valid responses
Total responses recorded	227	
Total valid responses	219	
Total "too general"	3	1%
<b>Summary category</b>		
Too expensive	87	40%
Do not live in Columbia	54	25%
Unaware of CA or its offerings	17	8%
Not able to take advantage of it or use facilities	13	6%
Don't think CA offers what I am looking for	10	5%
Recently moved to Columbia	10	5%
Currently use/have access to non-CA facilities	9	4%
Don't know how to become a member	6	3%
Seeking more flexibility/less commitment	3	3%
Misc. (two responses or less per topic)	7	3%

Source: CA Millennials Work Group Survey, July 2018



Several survey respondents who live in CA-assessed properties but are not CA members expressed confusion about whether they were CA members or what benefits the membership conveyed. A small number thought their annual charge payment meant they would receive automatic membership or that access to pools/gyms should be part of the yearly assessment pricing. While these kind of responses do not make up a large share of the reasons why people do or do not become CA members, there seems to be substantial confusion about the CA membership offerings versus the annual charge that may benefit from clarification in the yearly annual charge letters.

## **Public Meeting**

A public meeting was held October 18, 2018, in the Merriweather Post Pavilion Community Room. The goal was to outline the work the group completed to date and to receive feedback on draft recommendations. The Work Group presented findings in a formal presentation and through four posters spread throughout the room. Comment cards were available throughout the room for attendees to leave suggestions for the group. The event was structured into three main sections. Attendees were first encouraged to mingle and read through the posters that outlined four main themes of recommendations that the group was developing at the time. Work group members were spread throughout the room to engage the community attendees. This was followed by a formal presentation and question/answer session. Following the presentation, attendees were encouraged to engage further on specific topics related to the four posters. At least one Work Group member was stationed next to each poster to answer questions related to that theme.

The presentation and posters shared four themes that were in development by the Work Group at the time: improved communication, community involvement, programming and classes, and socialization. The meeting was characterized by lower attendance overall and low attendance by millennials.

While survey respondents preferred Facebook and email for receiving communication, the feedback at the public meeting indicated that word-of-mouth is still a preferable means for disseminating information. It was suggested that social media has become saturated and that people trust family and friends to provide in-person recommendations (for events, restaurants, etc.). This was noted as a potential recommendation by the group and a good suggestion for improving communication to millennials.

Another attendee posed a question regarding both the first and second themes (improved communication and community involvement). Given that only a handful of attendees at the meeting could be categorized in the millennial generation, the questioner wanted to know how the meeting was publicized and if enough was done to engage the age group to be involved in the meeting. The meeting was

marketed using the same means that the survey used. Since the survey response rate was better than expected, the group was confident that the message about the meeting was getting out to people. It was then suggested by another attendee (a millennial) that the setting was an obstacle and that more public engagement would be likely at a restaurant, bar, or one of the local brewery taprooms. Further on the theme of community engagement, there were several attendees excited about the “shadow a community leader” program recommendation. Two people even offered their names as potential leaders to engage millennials and encourage community engagement.

There were several suggestions related to programming, classes and social gathering places that largely echoed the information received in the survey. Millennials are interested in casual recreation sports leagues (e.g., beer leagues) as a means of socializing with other people their own age. Food trucks were also identified as a way to bring people together as a community while not requiring large infrastructure investments. One interesting suggestion was that the village centers and CA community centers were underutilized and could provide a convenient, walkable space for millennials to gather if they had interesting food and beverage options. It was suggested that either of these could be the location of a food truck event to attract young people without requiring new businesses to open.

Despite a disappointing millennial turnout, the meeting was a success in that several impactful suggestions were provided to the Work Group. The millennials who attended the meeting were highly engaged and passionate about improving Columbia for upcoming generations. These are the types of people who should be engaged for further community participation and encouraged to bring their thoughts and ideas to CA board meetings.

## **Summary of Public Engagement Findings**

There are several themes that emerged throughout the civic engagement and outreach process. The Work Group identified them as 1) the need for continued engagement after the Work Group completes its report, 2) the identification of new or altered CA programs and offerings, 3) improved communication with the public about existing CA programs and future events, and 4) community-wide improvements, which require support from entities such as the county government and private businesses.

# Section 3

## Needs and Recommendations

The needs and wants of Columbia’s millennials were identified both from the community input received during the public engagement process and the representative experiences of the Work Group’s members. In addition to capturing the specific feedback on CA’s current programming, services and facilities, the Work Group discovered prevailing issues from which eight major topics emerged. This report’s recommendations are organized around these themes:

- A.** Communication and Presentation of Information
- B.** Socializing and Gathering
- C.** Expanded and Targeted CA Programming and Facilities
- D.** Cost of Living and Housing Affordability
- E.** CA Membership Structure and Pricing
- F.** Nightlife and Amenities
- G.** Barriers to Participation
- H.** Continued CA Millennial Engagement

In this section, the Work Group summarized the issues surrounding each theme and outlined recommendations that could be explored or implemented by CA or others. In many instances, the issues identified and recommended solutions are beyond CA’s purview and ability to address. However, it may be appropriate for CA to partner with outside agencies or organizations to raise awareness about these issues and advocate for solutions.

*Please note that some recommendations below are followed by the notation “(P).” This identifies the recommendations that the Work Group identifies as priorities.*

### **A. Communication and Presentation of Information**

CA faces a difficult challenge when it comes to marketing and communication. There is a huge range of ways to communicate and intended audiences — effectively communicating everything with everyone is a tall order. A lack of knowledge about existing CA offerings was a common factor among millennials. Many suggested implementing classes or programs that already exist, or reported finding out about events after they occur. Engaging programs and exciting amenities are only effective if they are successfully advertised and promoted. Millennials want to be engaged and to engage with their community. The problem is that they don’t know how.

The current CA website contains a lot of useful information but is difficult to navigate. Events need to be advertised on multiple platforms numerous times to reach the maximum number of people. Social media platforms need to be better leveraged. Facebook was an effective tool for promoting the Work Group’s survey,

but millennials who are on social media do not seek out CA materials by accessing CA profiles; they see CA communications through their own personal networks. There is a strong desire among millennials to participate in activities and utilize amenities; the challenge is communicating effectively.

## **Recommendations**

### **1. Redesign and streamline CA website (P)**

- a. Include language targeting millennials. There is a youth and teen center page; there should be a millennials page.
- b. Provide more efficient ways to sign up for classes via a mobile app or one-click favorites.
- c. Provide easier way to find events. The events calendar does not have all events that CA is putting on. Create a page that consolidates upcoming events.
- d. Consider creating an interactive map with facility locations and improve facility information by addressing the following issues:
  - i. The overwhelming number of facilities on the drop-down menu. There are no clear descriptions unless you navigate to the particular pages. Searching the facilities drop-down menu should be more focused on different users such as the first-time website visitor versus those who already use the facility.
  - ii. Facility hours are buried. All facility hours should be clearly organized and easy to find.
  - iii. Facilities are listed by name and there are also categories, which is confusing.
- e. Membership information and prices
  - i. To find actual membership prices takes many clicks (Membership, become a member, membership pricing, learn more). This section needs to be streamlined and clarified. It is frustrating to search for this information.
  - ii. People should be able to sign up for all memberships online.

### **2. Improve social media presence (P)**

- a. Work to build awareness of CA's social media presence and build networks of people who will help promote events and activities on their personal networks. Many people do not know CA has a Facebook page.
- b. Encourage the use of the "share" feature to help things move through social networks.
- c. Target communications for specific age cohorts on platforms they prefer, including Instagram, Facebook, and Twitter (and email).

- d. Dedicate more resources to Facebook, including a budget for purchasing advertising.
  - e. Create specific Facebook groups/pages dedicated to a particular event or class (such as movie nights).
  - f. Create a Columbia Millennials Facebook group for millennials to connect with other millennials, and target this group with advertising for CA events/offerings relevant to millennials.
  - g. Continued promotion of events for multiple months so people do not miss them.
3. Increase on-the-ground presence
- a. Advertise upcoming events during current events and programs. Distribute fliers, promote social media pages, etc.
  - b. Advertise with signage in the community — at the Downtown Columbia Lakefront area and banners on street lights near the CA pathway system.
4. Personalized communications **(P)**
- a. Provide the opportunity for people to opt in to certain categories of promotions and advertising (millennials, family-friendly, fitness classes, etc.) so they are more likely to read what they see.
  - b. Use push notifications to remind people of upcoming events.
5. Increase non-member opportunities for learning about CA offerings
- a. Increase frequency and advertisement of open house “bring a friend for free” days or ways for non-members to check out a class/facility before participating or joining.
  - b. Have more of a CA presence in non-CA facilities and events to reach people who are unaware of current offerings.
  - c. Increase promotion of non-member events in the community. Use many platforms and partner organizations.
  - d. Use referral campaigns so members are incentivized to share offerings with their networks.
6. Consider investing in an app that offers everything in one place
- a. Signing up for classes
  - b. Event reminders
  - c. Calendar app for non-members
  - d. Facility hours and information

## B Socializing and Gathering

The desire for a strong sense of community was one of the most predominant themes discovered during the Work Group’s exploration of this topic. This desire was expressed by both those millennials who grew up in Columbia and those who are recent transplants to the area. Many participants, especially those recently relocated to the area, do not have a local network of friends or a social group with which to become engaged in the community. Columbia’s millennials want places to meet others and spend more time with their existing friends group. There is a clear need for both physical spaces and programming that support opportunities to socialize.

The private sector has a role to play in filling this need by creating late-night entertainment venues that support social gathering around food and events. Other opportunities are needed that do not require financial investment, using publically available indoor and outdoor gathering areas. Free programming of smaller neighborhood gathering areas are a potential solution, expanding on the success of more centralized efforts at the Downtown Columbia Lakefront. CA should look at its facility spaces to assess how they can be enhanced to support members with a place to linger as amenity-rich hangout spots.

The need for predictable, recurrent programming was also indicated. As more respondents described their struggle to find opportunities for socializing, the Work Group found that the solution described by participants closely mirrored that of social event coordinators found on many university campuses. Frequently, higher education schools design programming and advertising campaigns that encourage the school’s campus population to attend events where the strong likelihood of finding similarly represented individuals was high. While it is more difficult to duplicate these efforts in a non-campus setting, the Work Group thinks CA should consider designing and advertising events for millennials in a more targeted fashion and hosting events like millennial meetups. These could be implemented as outdoor events or organized walks, classes, or at any number of CA’s outdoor spaces or indoor facilities, including the gyms.

### Recommendations

#### 1. Food trucks and more food trucks! (P)

Design food truck-centered events — establish a “First Friday” type of programming where an existing CA space can be used for casual food and music events to occur.

#### 2. Partner with local establishments to facilitate meetups. (P)

Host meetup/mixer-type events at food and drink establishments where people are already meeting. This will offer people an opportunity to socialize while also notifying bystanders of the event for future opportunities.

### 3. Next-generation farmers markets

The Howard County Economic Development Authority should explore a number of ways to enhance Columbia's farmers markets, including:

- a. Review existing timing of markets and work to have different markets meet diverse schedules (for example, evening hours).
- b. Have a CA presence at existing markets to offer customer service/advertise.
- c. Create more of a party atmosphere by allowing music/drink vendors to participate.
- d. Expand where the farmers markets are (for example, use of Vantage Point Park or the Downtown Columbia Lakefront area as an opportunity).
- e. Expand to include local crafters/services (similar to Olney's markets).

### 4. CA facilities as community hangouts

- a. Design spaces within CA facilities to be more conducive for social gathering.
- b. CA facilities can provide a physical location for people to gather informally, such as an area to plug in laptops (Starbucks-ish), similar to a functional common area in higher-end apartment buildings.
- c. Village community centers and business centers are an untapped opportunity for facilitating local hangout spots. This can build on the desire for these areas to serve as unique nearby walkable destinations. CA should partner with village center owners and village associations to coordinate and activate these areas with picnics, block parties, or gatherings to promote getting together and meeting neighbors.

## **C. Expanded and Targeted CA Programming and Facilities**

CA's focus on serving all members of the community and especially its history of being a cornerstone, family-friendly service provider has created a perception and image challenge when it comes to advertising to and engaging the millennial population. The issue of how CA visually markets itself and its programming was raised by the Work Group during its initial exploration of this topic and further echoed in feedback from the public. Imagery used in CA communications is often focused on representing children, families with children and older adults. Very little iconography shows millennial individuals. As a matter of fact, the Work Group discovered that CA did not have any images of millennials without children in its photo library.

In addition, millennials who cited a greater need for socializing opportunities raised the need for advertising to convey that other attendees their own age were likely to be present at an advertised event. It is recommended that certain events,

classes, or other programming specifically be designed and advertised to the age cohort. Essentially, CA should continue in its mission to serve a wide range of ages, but not every event or activity needs to be designed to do so.

## Recommendations

### 1. Improve data collection

Enable a data-driven tracking of what classes, facilities or programs most appeal to millennials.

- a. Consider purchasing additional software that is better suited to tracking trends and behavior patterns for specific demographic groups that complements and/or replaces Spectrum.
- b. Exploring/gathering information from former CA members on why they discontinued membership (not liking a class instructor, music, etc.).

### 2. Mix socializing and fitness

Promote certain classes specifically as millennial workouts and then hangout opportunities.

### 3. Expand Haven on the Lake offerings to other facilities

Expand mind body classes to facilities other than Haven on the Lake and increase the number of offerings.

### 4. Increase class offerings (P)

CA should explore offering more early morning (before 6am) and night (after 7pm) class offerings at all of the CA gyms' schedules to accommodate non-traditional work hours.

### 5. Extend pool hours

CA should explore extending the pool hours during the busy summer months. It was noted that the time of the pool openings conflicted with nap times for individuals with young children.

### 6. Social sports league (P)

The Howard County Recreation and Parks Department currently operates a variety of sports programs and leagues; however, all of them are structured and formal. There is a desire for a more informal system, beer league, or laid-back option that could tie in with local businesses by courting a sponsor bar, grill, or other food hangout option. Currently, there are no adult leagues for the following: flag football, karaoke, cornhole, ultimate frisbee, or rugby. Potential obstacles to establishing new league options is that most fields in Howard County are owned and operated by the Howard County Recreation and Parks Department or the school system. CA-owned parkland is limited in offerings and size.



- i. Consider partnering with Howard County Recreation and Parks to establish more informal leagues.
- ii. Advocate for the expansion of private, for-profit social sports businesses to establish operations in Howard County. DC Fray currently operates in Washington, D.C., and Volo City in Baltimore.
- iii. For leagues that require less land area (cornhole, etc.), CA could consider creating a more informal league similar to a drop-in class at a designated place, and create teams based on those who show up.

#### 7. Adult programming

There is significant support in the community for adult-only programming and events in addition to the current programming CA provides. These events should be designed and advertised as kid-free events as opposed to family-friendly. The Work Group has identified substantial support for the following types of adult-only events:

- a. Social, late-night swim at one of the outdoor pools.
- b. Adult Paint Nights with a Columbia twist, maybe at a historic site in Columbia and/or Columbia Art Center.
- c. Events involving alcohol and food trucks.

### **D. Cost of Living and Housing Affordability**

Although the focus of this study was on how CA and others can better serve millennials through its offerings and services, it soon became apparent that Columbia's millennial population is negatively affected by the high cost of living and lack of available affordable housing options in Howard County. While CA is not positioned to take on these issues, the Work Group felt it was important to capture the issues identified by millennials in this area and recommend that CA advocate and share these findings with outside stakeholders and Howard County's leadership. Columbia is a growing and desirable community that will continue to attract people from all over, resulting in increased demand for and rising cost of housing. Increasing the supply of housing at a wide range of prices will be essential to ensuring the community thrives.

In our research, the Work Group found many millennials are burdened with a large amount of high-interest student debt that drains their available resources. Millennials often expressed that events were too pricey and expressed a desire for more free things to do and places to hang out. CA can support the millennial population by offering a variety of programming that fits different budgets.

## Recommendations

### 1. Explore opportunities to meet housing needs

Howard County should continue efforts to provide affordable housing and encourage development of new housing at a range of price points and housing types.

### 2. Increase public transportation as a cost-effective alternative to private vehicles

Howard County should invest in improving public transportation options, including:

- a. Improve bus service by increasing headways, providing real-time updates for NextBus in app form and electronic signage at bus stations.
- b. Continue to support and promote the bike-share program and investigate private-sector scooter share options.
- c. Offer a free promotion to ride the bus so people can become comfortable with the bus system.

### 3. Offer a range of price points for programming (P)

CA programming should provide a range of price points for participating in activities by:

- a. Continuing to hold free events and festivals with opportunities to both bring your own food and purchase food from vendors. Consider hosting smaller neighborhood events at more locations to reach populations with less access to public transportation.
- b. Special one-off, craft/art nights priced between \$15 and \$30 for all materials, potentially BYOB.

## E. CA Membership Structure and Pricing

The Work Group was tasked with determining why millennials had lower membership rates than other age groups and to suggest how to increase their participation. Erratic work schedules that factor into millennials asking for additional class times and their preference for Supreme Sports Club's 24/7 operating schedule, also affect the type of membership structure millennials are looking for. Through the survey results, the Work Group learned that millennials have an aversion to contract-based membership structures. They expressed a preference for a high degree of membership flexibility and ability to intermittently use CA facilities.

A significant number of the millennials who engaged with the Work Group cited concern about cost and their available monthly budget as a significant factor in whether to purchase a CA membership. Many of Columbia's millennials are student debt-burdened, which affects their available discretionary spending budget. Student loan debt is not factored into CA's income-qualified membership price-reduction option.

## Recommendations

1. Consider non-consecutive month-to-month memberships.

CA should evaluate how best to incorporate a month-to-month membership, which allows flexibility for the gym membership to be shut off temporarily and then restarted without the member incurring another startup fee.

2. Factor in student loan debt

Consider offering a reduced rate, similar to the income-qualified pricing, for individuals with student loan debt to allow current and future CA members a feasible option that may fit into their monthly budget.

3. A la carte-style membership

Consideration should be taken by CA to offer the ability to add a pool, gym and/or other single-type facility (i.e., Columbia SportsPark, Columbia Ice Rink, a golf club, a tennis club) to an existing membership for an extended or limited time.

## F. Nightlife and Amenities

Millennials want to interact with one another through engaging nightlife activities. There is a particular interest in late-night bars/clubs that cater to younger crowds and that offer dancing and/or karaoke. According to the survey, venues or space in Columbia with dedicated nightlife would be extremely popular, especially with those between 21 and 26 years of age. Millennials expressed that current offerings are either nonexistent or targeted towards an older population. As a result, millennials are having to commute to Baltimore or D.C. to experience the nightlife that they desire.

Across all ages and lifestyles, there is a desire for more diverse and unique business offerings such as non-chain restaurants/shops/coffee shops. For older millennials, this includes establishments where kids and adults can enjoy themselves simultaneously, e.g., breweries/wineries/wine bars with playgrounds or other kid-friendly activities. Millennials want events to be held year-round, such as festivals, free public events, events with food trucks, and specific events for adults only. Networking events and young professional social scenes are popular amongst many millennials. To be a full-service community, Columbia will need to provide fun adult activities, more options for dating or nights out with friends, and more of a central hub or downtown area with live music venues.

## Recommendations

1. Cultivate a nightlife culture

The private sector should coordinate to develop a central location with establishments that cater toward a nightlife scene, with nighttime bar options that are targeted towards the millennial population that include dancing and/or karaoke options.

2. Recruit/support non-chain businesses/food establishments

Local commercial land owners should focus on recruiting non-chain and unique businesses.

3. Organize predictable year-round and bimonthly events **(P)**

CA should advocate for and consider partnering with community stakeholders to offer consistent events around Columbia that are festival in nature, free, offer food trucks, offer adult-only options, and networking opportunities.

4. Utilize outdoor space

Howard County Government, CA, and community stakeholders should participate in placemaking by revamping their land holdings with lighting and amenity-rich gathering areas.

## **G. Barriers to Participation**

A lack of information and financial stability, as discussed previously, are certainly big contributors to millennials' lack of participation in the community. However, research results showed additional barriers to participation, particularly a lack of time and feelings of intimidation.

In the survey, many expressed that they weren't able to commit the time and energy needed to participate in community events or serve in community leadership positions – activities that are ongoing and consistent. Specific reasons varied, but included things like having other work commitments, long commute hours, and job shifts outside the typical 9-5 workday.

For those interested in participating in CA classes or facility offerings, many said they were too intimidated to join classes they were interested in. The group noted apprehension around walking into a class or event due to feeling out of place. Experiences showed that millennials feel that community classes and events drew a different audience (usually significantly older or younger). This leads to situations where millennials didn't feel welcome and became a deterrent to future attendance, since they were not able to socialize or meet others in their age group. Millennials want to attend classes with other millennials, that are taught by millennials – they want to know they will share the experience with others their age. They also want more basic and intro-level classes to ease them into learning a new workout routine or type of exercise where other participants are also new.

## **Recommendations**

1. Millennial moments classes **(P)**

Promote specific classes directly to millennials, making it a millennial meetup opportunity. This would ensure that millennials have a higher chance of seeing people their own age in the class.

## 2. Beginner bonding

Design an introductory class devoted only to first-time attendees (yoga for novices, intro to CrossFit/high-intensity training, etc.). Advertise these classes to millennials as a one-time introduction to a new fitness style, where instructors will slowly introduce the material and fellow classmates can be expected to also be novices.

## 3. Robust representation

Ensure instructors represent a diverse group of ages and genders.

# H. Continued CA Millennial Engagement

The Work Group conducted multiple engagement efforts with their peers to understand how Columbia Association can better serve millennials. Some of the topics discussed (e.g., cost of living; affordable housing; transportation; and job opportunities) will benefit from increased study. This report's recommendations will also benefit from millennials' continued input as they are implemented. The Work Group noted that younger millennials (ages 17-21) should be given more opportunities to provide feedback on how to improve their community. The Work Group had a representative of this age group, but that person had to resign from the Work Group due to other commitments. Lastly, the Work Group believes that a standing advisory committee is the most effective method to solicit this feedback and work toward implementing the recommendations of this report.

## Recommendation

### 1. Millennial ambassadors

Recruit dedicated millennials in the community to promote CA activities and plans to peers in their own social circles.

### 2. Expand Columbia Association Board of Directors membership

CA should establish a millennial Columbia Association board member position to serve a yearlong term. Similar positions exist on the Howard County Board of Education, Howard County Human Rights Commission, the Howard County Recreation and Parks board, and the Howard County Commission for Women.

### 3. Create a Millennials Advisory Committee (P)

CA should convert the Work Group into a standing Millennials Advisory Committee with these potential duties:

- a. Monitor the implementation of this report's recommendations.
- b. Inform and advise CA of community issues as they relate to Columbia's millennials.

- c. Assist CA in disseminating information about CA events and programming to Columbia's millennial population.
- d. Encourage community businesses, organizations, and associations to lead in implementing recommendations that will improve Colombia's ability to serve millennials.
- e. Organize social gathering events that:
  - i. Engage the following: new residents; Howard Hughes Corporation; management of the new Downtown Columbia apartment complexes; and renters.
  - ii. Foster a sense of community and provide predictable gathering opportunities.
- f. Recruit a broad range of age cohorts to serve on other CA and community boards.

The Millennials Advisory Committee should reach out to those millennials who expressed interest in participating in the Work Group but were not selected.
- g. Reach the younger millennials (age 17-21) and address them as a separate age cohort.

Explore unique recommendations, platforms of communication and events specific to their needs.

# Chapter 4 Implementation

This section includes an implementation matrix that compiles all the recommendations and indicates who the lead agency or set of agencies should be, and to highlight those recommendations that the Work Group recommends are priorities. In all, there are 33 recommendations, with nine highlighted as priorities.

Topic	Recommendation	Lead Organization	Priority Designation
A. Communication and Presentation of Information	1) Redesign and streamline CA website	CA	Priority
	2) Improve social media presence	CA	Priority
	3) Increase on-the-ground presence	CA	
	4) Personalized communications	CA	Priority
	5) Increase non-member opportunities for learning about CA offerings	CA	
	6) Consider investing in an app that offers everything in one place	CA	
B. Socializing and Gathering	1) Food trucks and more food trucks!	CA Village associations	Priority
	2) Partner with local establishments to facilitate meetups	Millennials Advisory Committee Community stakeholders	Priority
	3) Next-generation farmers markets	Howard County Economic Development Authority	
	4) CA facilities as community hangouts	CA	

C. Expanded and Targeted CA Programming and Facilities	1) Improve data collection	CA	
	2) Mix socializing and fitness	CA	
	3) Expand Haven on the Lake offerings to other facilities	CA	
	4) Increase class offerings	CA	Priority
	5) Extend pool hours	CA	
	6) Social sports league	CA Howard County Parks and Recreation Private businesses	Priority
	7) Adult programming	CA	
D. Cost of Living and Housing Affordability	1) Explore opportunities to meet housing needs	Howard County Government Private development	
	2) Increase public transportation as a cost-effective alternative to vehicles	Howard County Government Maryland Department of Transportation	
	3) Offer a range of price points for programming	CA	Priority
E. CA Membership Structure and Pricing	1) Consider non-consecutive month-to-month memberships	CA	
	2) Factor in student loan debt	CA	
	3) A la carte-style membership	CA	



F. Nightlife and Amenities	1) Cultivate a nightlife culture	Private businesses/ developers  Howard County Government	
	2) Recruit/support non-chain businesses/ food establishments	Private businesses/ developers	
	3) Organize predictable year-round and bimonthly events	Private businesses/ developers  CA  Village associations	Priority
	4) Utilize outdoor space	Private businesses/ developers  CA  Village associations	
G. Barriers to Participation	1) Millennial moments classes	CA	Priority
	2) Beginner bonding	CA	
	3) Robust representation	CA	
H. Continued CA Millennial Engagement	1) Millennial ambassadors	CA	
	2) Expand Columbia Association Board of Directors membership	CA	
	3) Create a Millennials Advisory Committee	CA	Priority

# Endnotes

1. **“Millennials expected to outnumber Boomers in 2019” —**  
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3. **Research Report, Issues 19 and 26, January 2012, July 2017, Howard County Department of Planning and Zoning, Division of Research**
4. **“Millennial Migration: How has the Great Recession affected the migration of a cohort as it came of age?” —**  
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5. **“The millennial generation” —** Brookings Institution.  
[https://www.brookings.edu/wp-content/uploads/2018/01/2018-jan\\_brookings-metro\\_millennials-a-demographic-bridge-to-americas-diverse-future.pdf](https://www.brookings.edu/wp-content/uploads/2018/01/2018-jan_brookings-metro_millennials-a-demographic-bridge-to-americas-diverse-future.pdf). Accessed November 15, 2018.
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<http://www.washingtonpost.com/sf/brand-connect/nar/the-millennial-home-buying-effect/>. Accessed December 17, 2018.
9. **“2018 Real Estate Trends: How Millennials are Shaping the Home ....” —** 31 Jan. 2018. <https://www.joinparks.com/blog/2018/1/31/2018-real-estate-trends-how-millennials-are-shaping-the-home-buying-process>. Accessed December 17, 2018.





Date: January 17, 2019  
To: CA Board of Directors  
From: Sheri Fanaroff  
Re: Guilford Industrial Restrictions

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At the December 13, 2018 Board work session, the Board discussed the East Guilford Industrial Park Restrictions (the "Restrictions") and considered a possible agreement modifying the Restrictions (the "Agreement") to allow for their enforcement by Columbia Association. As you may recall, Christopher Alleva and Brian England spoke on this topic at that work session and provided a few suggested revisions to the Agreement.

Having reviewed their proposed revisions, I have attached a red-lined version of the Agreement marked to show those changes that seem appropriate.

As regards the process for modification of the Restrictions, section 3.02 of the Restrictions states that "these Restrictions may be modified in any particular or terminated in their entirety by the recording in the Land Records of Howard County, Maryland, of an agreement of modification or termination executed by the then record Owners of a majority of the Property subject thereto." In other words, in order for any modification of the Restrictions to be effective, it must be approved by the owners of a majority of the acreage subject to the Restrictions. As a result, before the Board proceeds with a decision regarding the Agreement, it would be advisable to invite the Guilford owners to a meeting to obtain their views as to whether the Agreement is something they desire, and if so, whether they have any comments on the content of the Agreement.

## **AGREEMENT TO MODIFY GUILFORD INDUSTRIAL RESTRICTIONS**

THIS AGREEMENT TO MODIFY is made as of this \_\_\_ day of \_\_\_\_\_, 2018, by the undersigned parties, which are the record owners of a majority of the Property (as defined below) that is subject to the terms, conditions, and restrictions of the Declaration (as defined below).

WHEREAS, a certain Deed, Agreement and Declaration dated May 31, 1972, by and between The Howard Research And Development Corporation ("HRD"), as Grantor, Rose Marie Venere, as Grantee, and The Columbia Park And Recreation Association, Inc. ("CPRA"), now known as Columbia Association, Inc., as a result of a name change ("CA"), was recorded among the Land Records of Howard County, Maryland in Liber 588, Folio 371, et seq. ("Declaration"), subjected certain parcels of land consisting in the aggregate of 129.7039 acres to certain restrictions commonly known as the Guilford Industrial Restrictions (the "Restrictions") and

WHEREAS, certain Deeds and Declarations of Annexation (collectively the "Annexations") recorded in the Land Records of Howard County, Maryland at Liber 595, Folio 59, et seq., Liber 638, Folio 440, et seq. and Liber 1544, Folio 213, et seq., subjected certain additional parcels of land consisting of 25.011 acres, 10.381 acres and 10.973 acres, respectively, to the Restrictions; and

WHEREAS, all of the property now subject to the Restrictions, which collectively comprises 176.7669 acres, is referred to herein as the "Property"; and

WHEREAS, pursuant to the provisions of Section 3.02 of the Declaration, at any time after January 1, 2000, the "Restrictions may be modified in any particular or terminated in their entirety by the recording among the Land Records of Howard County, Maryland, an agreement of modification or termination executed by the then record Owners of a majority of the Property subject thereto;" and

WHEREAS, all of the current record owners of property subject to the Restrictions are listed on Exhibit "A" hereto, and the signatories to this Amendment own \_\_\_\_\_ acres of the Property, thereby constituting a majority of the Property;

NOW, THEREFORE, the undersigned hereby agree to modify the Restrictions as follows:

~~1.~~1. Section 5.01 of the Restrictions is deleted in its entirety, and the following is inserted in its place:

"The 'Architectural Committee' shall be composed of those five individuals so designated from time to time by CA, consisting of three persons with knowledge and experience that is deemed by CA in its sole discretion to be relevant to making determinations called for by the Restrictions and two other persons, at least one of whom shall be the owner of property subject to the Restrictions. The affirmative vote of a majority of the membership of the Architectural Committee shall be required in order to

adopt or promulgate any rule or regulation, or to make any finding, determination, ruling or order, or to issue any permit, authorization or approval authorized or required by these Restrictions (including, but not limited to, any determination whether to approve or disapprove plans and specifications submitted pursuant to this Article V). The decision of a majority of the members of the Architectural Committee shall be final and binding.”

2. Section 5.02 is amended by inserting after “(i) a site plan of the Lot” the phrase “and architectural building elevations” and by inserting after “(ii) a grading plan” the phrase “and a landscape plan.”

2.3. Section 5.05 of the Restrictions is amended by inserting after “promulgate rules” in the first sentence the phrase “and/or design guidelines” and by substituting the phrase “ninety (90)” instead of “thirty (30)” in the last paragraph.

3.4. Section 5.06 of the Restrictions is amended by deleting “HRD or” from the first sentence of the second paragraph and deleting “HRD,” from the second sentence of the second paragraph.

4.5. Section 5.08 of the Restrictions is amended by deleting the phrase “fifty percent (50%) of.”

5.6. Section 5.09 of the Restrictions is amended by deleting “HRD,”.

6.7. Section 7.01 of the Restrictions is amended by deleting the phrase “and CPRA” in both places that it appears and by inserting at the end of Section 7.01 the following: “CA and its agents, successors and assigns shall have the right to enter upon all parts of the easement area of each Lot, but CA shall have no obligation to perform any work thereon or to maintain any such areas.

7.8. Section 9.01 of the Restrictions is amended by substituting the term “CA” for “HRD” in both places where the latter appears.

8.9. Section 10.01 of the Restrictions is amended by inserting in the first sentence the phrase “but not the obligation” following the phrase “shall have the right.”

9.10. Section 10.03 of the Restrictions is amended by deleting “HRD, its subsidiaries, successors and assigns,” from the first sentence and by inserting as ~~a~~ new third ~~sentence~~ and fourth sentences: “CA’s determination whether to enforce the Restrictions shall be in its sole discretion, and a determination not to enforce the Restrictions shall in no event be deemed a breach of the Restrictions. CA’s determination not to enforce the Restrictions shall not bar any other person entitled to enforce the Restrictions from enforcing them.”

WHEREFORE, the following duly execute the foregoing Agreement to Modify as of the date first above written.

[SIGNATURE BLOCKS]



**TO: COLUMBIA ASSOCIATION BOARD OF DIRECTORS**  
**FROM: SHERI FANAROFF**  
**RE: 2019 PROPOSED LEGISLATION**  
**DATE: JANUARY 17, 2019**

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This memo is being provided in response to the board's request for bi-weekly status reports on proposed legislation from January to April 2019 while the Maryland General Assembly is in session. (The session began last Wednesday, January 9<sup>th</sup>.) This and future memos will include information regarding bills of interest that have been filed with the General Assembly and if applicable, also provide information on Howard County Council bills.

### **MARYLAND GENERAL ASSEMBLY BILLS**

#### **Howard County Delegation Bills**

I described in my January 4, 2019 memo to the board (which is attached) four bills and one bond request for Inner Arbor Trust that the Howard County Delegation has proposed to file in the General Assembly. The Delegation scheduled a work/vote session for January 16 to discuss their proposed bond initiatives, but they deferred discussion of the Inner Arbor bond request, which likely will be discussed at their next session on January 23. No work/vote sessions have yet been scheduled to discuss the proposed bills.

#### **Ho. Co. 12-19 – Howard County – Public Ethics – Developer Contributions**

This bill would apply to the owner of or holder of an interest in a property that is the subject of an application for a zoning map or zoning regulation amendment or who participates in the approval of a comprehensive zoning plan amendment that changes the classification or increases the density of the applicant's land. The bill would prohibit such an applicant from making a payment to an elected official during the pendency of the application. Likewise, the bill would prohibit a County Council member from voting on or participating in the proceeding on the application if [s]he received a payment from the applicant during the 36-month period preceding the filing of the application. This bill does not impact CA but certain CA board members expressed interest in the bill at the January 10, 2019 board work session.



### **HB 8 - Business Regulation - Amusement Attractions - Maryland Rider Safety Act**

This bill sets forth certain regulations that would apply to individual riders of amusement attractions. CA's SplashDown falls within the definition of an amusement attraction, so if the bill passes, CA would be required to revise SplashDown signage to reflect the language of the new regulations. This bill has been scheduled for a hearing on January 22nd.

### **HOWARD COUNTY COUNCIL BILLS**

#### **Council Bill 4-2019**

This bill would remove the Necessary Disturbance provision of County Code Section 16.116 - Protection of Wetlands, Streams, and Steep Slopes (which permits construction and maintenance in wetland areas if certain requirements are met). If this bill were to pass, it would inhibit CA's ability to construct and maintain its pathways. The bill is scheduled for public discussion on January 22<sup>nd</sup>.



**TO: COLUMBIA ASSOCIATION BOARD OF DIRECTORS**  
**FROM: SHERI FANAROFF**  
**RE: PROPOSED LOCAL BILLS FOR 2019 GENERAL ASSEMBLY SESSION**  
**DATE: JANUARY 4, 2019**

The Howard County Delegation to the Maryland General Assembly has posted a list of bond initiative requests and local bills proposed for filing during the 2019 legislative session in Annapolis. As stated in the posting, the "list of proposed legislation is subject to change as determined by the Delegation Chairs." In some cases the proposed legislation is still in bill drafting, and a copy is not yet available for review.

This memo is being provided pursuant to a request by the Board at its December 13, 2018 board meeting that I provide a report on local bills to the extent they may be of concern to CA.

### **BOND INITIATIVE REQUESTS**

#### **Ho.Co. 05-19 - Butterfly Building for Visual Arts Gallery and Guest Services – Design and Build – \$2,000,000**

There is no written documentation at present in support of this bond request. It apparently would provide funding for the Inner Arbor Trust to proceed with plans for the design and construction of the Butterfly Building in Symphony Woods. This bill benefits CA in that it moves forward the development of the park.

### **PROPOSED BILLS**

#### **Ho.Co. 1-19 – Howard County Board of Education – Elected School Board**

This bill would provide for five members of the Board of Education to be elected by the voters of their Councilmanic districts and two members to be elected at large by the voters of the County. This bill does not impact CA but certain CA board members expressed interest in the bill at the December 13 board meeting.

#### **Ho.Co. 4-19 – Howard County – Authority to Impose Fees for Use of Disposable Bags**

This bill would allow the County to impose a fee, not to exceed five cents per bag, on a retail store that provides plastic disposable bags to customers at point of sale. This bill does not impact

CA but certain CA board members expressed interest in the bill at the December 13 board meeting.

**Ho.Co. 6-19 - Howard County - Alcoholic Beverages - Marketplace License**

A version of this bill was filed during the 2018 session of the General Assembly. This bill would create a “marketplace liquor license” in Howard County, i.e. a “house license” covering an entire facility which would permit the license holder (owner/operator of the facility) to allow different food vendors within the facility to also sell liquor. This bill thus would create a type of liquor license that would cover the Butterfly Building food hall concept envisioned by Inner Arbor Trust. This bill benefits CA in that it allows for increased income for the Trust.

**Ho.Co. 16-19 – Property Tax Credit – Elderly Individuals – Eligibility**

This bill would broaden eligibility for the property tax credit by requiring that the claimant have lived in the same county rather than the same dwelling for 40 years. This bill would negatively impact CA to the extent that it increases the number of property owners entitled to a tax credit because CA honors such credit by providing a corresponding percentage reduction in the annual charge.



To: Columbia Association Board of Directors (CA Board)  
Through: Jane Dembner, Director of Planning and Community Affairs  
From: Jessica Bellah, Community Planner  
Subject: Jordan Overlook and Enterprise/Community Homes Development Proposals  
Date: January 17, 2019

### Background

At the January 10<sup>th</sup> CA Board work session, CA staff presented two development proposals that staff believed to be of particular consequence or interest to Columbia Association (CA). In the January Development Tracker, staff had recommended that CA provide comment and/or testimony for these items. The purpose of this memo is to provide a status update on these items and recommend a course of action for them.

### Jordan Overlook

Over the past year, CA staff has closely monitored a proposed 21-unit, age-restricted active adult community on an outparcel in the Thunder Hill neighborhood of Oakland Mills. As proposed, the development is a conditional use case that would need to go before the Hearing Examiner. As part of that process, the Applicant was required to present their concept plan to the Design Advisory Panel (DAP) for advisory review. ***The DAP had several issues with the project including that the size of the units and scale of the development were inappropriate for the site and that the proposal did not meet the conditions of the age-restricted site plan criteria. They ultimately voted to recommend that the Applicant not pursue the development of an age-restricted conditional use development on this site.*** On behalf of the Columbia Association, CA staff previously submitted comments to the DAP regarding our concerns about the amenities and pedestrian connections proposed as part of the project.

At this time, the Applicant may undertake one of two possible development scenarios:

- 1) Instead of the 21-unit, age restricted concept, pursue the development of 11 single-family, detached homes, which would be permitted under the existing R-20 zoning district as a matter of right.

**CA staff recommendation:** take no action. If this option is pursued, there is no public review process because the zoning that permits single family development is already in place.

- 2) Submit a conditional use petition for their current 21 unit, active adult concept plan to the Hearing Examiner for consideration. The DAP's recommendation that the Applicant not pursue this course of action would be part of the record considered by the Hearing Examiner.

**CA staff recommendation:** that the CA Board request that staff testify before the Hearing Examiner against this proposed condition use petition and enumerate issues of concern with this proposed development as follows. In addition to concurring with the issues raised by the DAP, CA staff's assessment of the proposed development concept plan is that the amenities are very much tacked on to this project, meant to meet the minimum requirements of the conditional use regulations, but not their intent to balance the increased intensity of development with amenity-rich open space and consideration of the project's impact on surrounding neighborhoods. Finally, the proposed pedestrian connections to and from this property do not logically connect to the existing sidewalk infrastructure on Canvasback Drive.

ZB 1120M Enterprise Homes, Inc. / Community Homes

The Zoning Board will consider a petition to amend the Preliminary Development Plan (PDP) for the Columbia New Town District to increase the total allowable dwelling units by 300 apartment-multifamily dwelling units and assign these units to the following five properties:

10301-10421 Twin Rivers Road – 3.5 acres;  
5501-5627 Cedar Lane - 3.7 acres;  
5817-5991 Harpers Farm Road - 5.76 acres;  
5503-5615 Harpers Farm Road – 2.84 acres;  
5951-6033 Turnabout Lane – 2.01 acres

These properties are currently developed with a total of 300 affordable housing units. Most of the existing units do not meet modern housing standards and are in need of redevelopment. The proposed change in the PDP would allow the existing properties to be redeveloped as mixed income communities, maintaining the 300 affordable housing units and adding 300 market rate units to these properties.

CA staff is supportive of this change in the PDP for the purposes of redeveloping these five properties as mixed-income multifamily-apartment communities. Our assessment is that the redevelopment of these properties will provide an overall net benefit to the community and the existing residents. The Planning Board voted at their January 3<sup>rd</sup> meeting to recommend the Zoning Board approved the PDP amendment. The five properties are located in the villages of Harper's Choice and Wilde Lake and both villages have provided letters of support for the projects. A Zoning Board hearing date has not been scheduled as of the date of this memo.

**CA staff recommendation:** that the CA Board authorizes staff to write a letter of support and/or testify in support of the proposal at the Zoning Board hearing.

Board Request Tracking Log  
FY 19  
As of January 14, 2019

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
2	Gregg Schwind	CA's process for investigating and resolving sexual harassment complaints	5/31/2018	Office of the General Counsel	7/26/2018	7/26/2018
3	Ginny Thomas	One-page summary of the process used to study the neighborhood centers	6/9/2018	Open Space and Facility Services	7/13/2018	E-mail sent to the BOD on 7/13/2018
4	Chao Wu	CA Board Expenses - 2017-2018	7/9/2018	CFO's Office	8/9/2018	E-mail sent to the BOD on 8/2/2018
5		How many FY/PT employees and their costs				
6		How much spent on the meeting				
7		How much spent on stakeholders dinners				
8		How much spent on BOD members gift cards/benefits				
9		How much spent on outside consulting hired by the BOD				
10		Include any other expenses associated with the BOD				
11	Janet Evans	Request for data related to harassment complaints	9/19/2018	Office of the General Counsel	10/31/2018	E-mail sent to the BOD on 11/1/2018
12	Ginny Thomas	Equipment and Programming changes in the upstairs fitness space at the Supreme Sports Club	10/1/2018	Sport and Fitness	11/1/2018	E-mail sent to the BOD on 10/22/2018
13	Ginny Thomas	Use of plastic containers/bags at CA facilities	10/10/2018	Sport and Fitness	11/10/2018	Memo sent to the BOD on 11/6/18

Board Request Tracking Log  
FY 19  
As of January 14, 2019

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
14	Ginny Thomas	Resolution for Columbia's "Bike Guy" - What has been done in the past and what does CA staff recommend?	10/17/2018	President's Office	12/21/2018	In light of interest at the village level, referred to members of the Harper's Choice and Hickory Ridge BOD to prepare the resolution.
15	Ginny Thomas	Jordan parcel near Dalton	10/17/2018	Planning and Community Affairs	11/17/2018 (information will be provided at the 11/8/18 BOD work session)	Updated provided at the 11/8/18 BOD work session. Staff will continue tracking this item.
16	Gregg Schwind	Steps regarding Longfellow Neighborhood Center mold remediation	11/5/2018	Open Space and Facility Services	12/5/2018	E-mail sent to the BOD on 11/29/2018
17	Alan Klein	Provisions in the governing documents and the Maryland Homeowners Association Act regarding who can call a closed meeting of a Board of Directors	11/8/2018	Office of the General Counsel	12/21/2018	Memo shared with the BOD on 12/20/2018

Board Request Tracking Log  
FY 19  
As of January 14, 2019

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
18	Janet Evans	Additional data requested regarding harassment complaints	11/8/2018	Office of the General Counsel	12/8/2018	E-mail sent to the BOD on 11/27/2018
19	Ginny Thomas	Is CA able to track the usage by user of the electric vehicle charging stations on CA property?	12/14/2018	Open Space and Facility Services	1/14/2019	E-mail with information sent to the BOD on 1/10/2019
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Resident Request Tracking Log  
FY 19  
As of January 17, 2019

	A	B	C	D	E	F
1	<u>Originator</u>	<u>Issue/Task Description</u>	<u>Origination Date</u>	<u>Assigned To (Department)</u>	<u>Due Date</u>	<u>Resolution</u>
2	Robert Slattery	Questions re: three bids/RFP's on CA's website	5/5/2018	Administrative Services	6/1/2018	Letter sent 5/22/2018
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