



October 4, 2019

To: Columbia Association Board of Directors
(**E-mail: Board.Members.FY20@ColumbiaAssociation.org**)
CA Management

From: Andrew C. Stack, Board Chair

Columbia Association's Board of Directors will hold a Work Session on Thursday, October 10, 2019 at 7:00 p.m. at Columbia Association headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046. The Work Session will be followed by a Special Board of Directors meeting.

BOARD WORK SESSION AGENDA

- | | | |
|--|-----------|-----------|
| 1. Call to Order | 5 min. | Page Nos. |
| (a) Announce Directors/Senior Staff Members in Attendance | | |
| (b) Remind attendees that Work Sessions are not Recorded/Broadcast | | |
| (c) Inquire if any Board members are attending remotely via phone | | |
| 2. Approval of Agenda | 1 min. | |
| 3. Resident Speakout | | |
| 3 Minutes per Individual; 5 Minutes per Group; 1 Minute for Response to Questions | | |
| 4. Work Session Topics | 135 min. | |
| (a) Next Steps for Haven on the Lake, including recommendations | (60 min.) | 3 - 17 |
| (b) Neighborhood Centers – Discussion only. No votes will be taken. | (30 min.) | 18 - 37 |
| (c) Lakefront North Neighborhood Final Development Plan | (30 min.) | 38 - 43 |
| (d) Capital Projects and Open Space Updates | (15 min.) | 44 - 56 |
| 5. Chairman's Remarks | 3 min. | |
| 6. President's Remarks; Follow-Up Questions from the Board Members | 10 min. | 57 - 58 |
| 7. Possible New Topics | 5 min. | |
| 8. Adjournment – Anticipated Ending Time: Approximately 10:00 p.m. | | |

AGENDA - SPECIAL MEETING OF THE BOARD OF DIRECTORS

- | | | |
|---|---------|-----------|
| 1. Call to Order | 5 min. | Page Nos. |
| 2. Approval of Agenda | 1 min. | |
| 3. Board Votes – Strategic Priority No. 4 – President/CEO's Strategic Initiatives for FY 2020 | 15 min. | 59 |
| 4. Adjournment – Anticipated Ending Time: Approximately 10:30 p.m. | 1 min. | |

Upcoming Board Work Session and Meeting

Thursday, October 17, 2019 – Special Budget Work Session – 7:00 p.m.

Thursday, October 24, 2019 – Board Meeting – 7:00 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

Engage our diverse community, cultivate a unique sense of place, and enhance quality of life

CA Vision Statement

CA creates and supports solutions to meet the evolving needs of a dynamic and inclusive
community.



October 10, 2019

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

From: Dan Burns, Director of Sport and Fitness

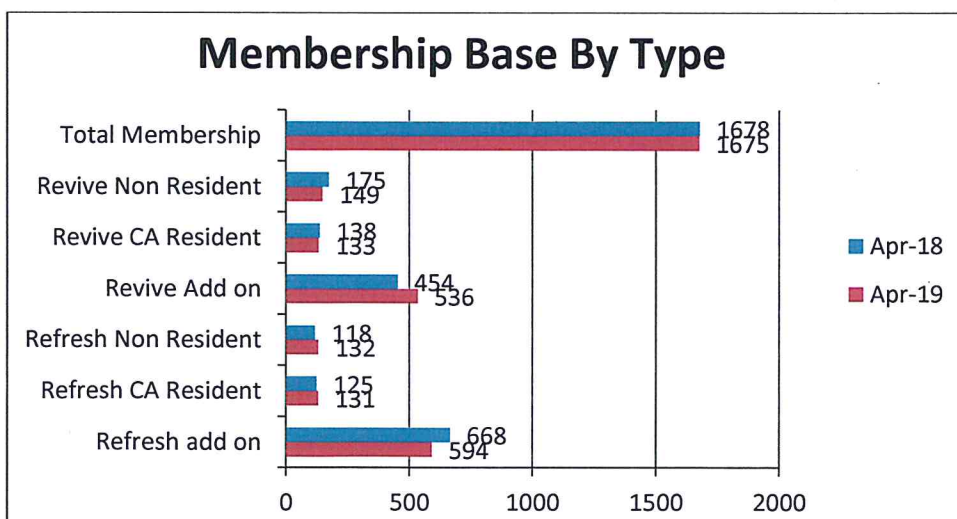
RE: Haven on the Lake

Membership, Usage and Demographic Background Information

Haven on the Lake (Haven) will finish its fifth calendar year of operation in January, 2020. A map of the current layout of Haven is included in the appendix on page 10. Haven currently has 1,699 members as of August 2019 and had a peak of 1,777 in July of 2017. When Haven opened, 4 memberships were offered. The Refresh membership included the locker rooms and wet area. The Revive membership offered the benefits of the Refresh plus all non-fee based classes. The Restore was solely a spa membership. The Rejuvenate membership was inclusive of the benefits of the Revive and Restore memberships. In August 2017, we eliminated the Restore and Rejuvenate memberships and in August of 2018, the spa tenant closed their doors. This has resulted in the slight decrease in overall memberships to a level that has been consistently around 1700. With that, the annual attrition rate for FY19 was 40%, with slightly more than half of the cancellations coming from full Haven members as opposed to Haven add-on memberships. This is higher than the overall CA attrition rate of 25% and on par with industry averages.

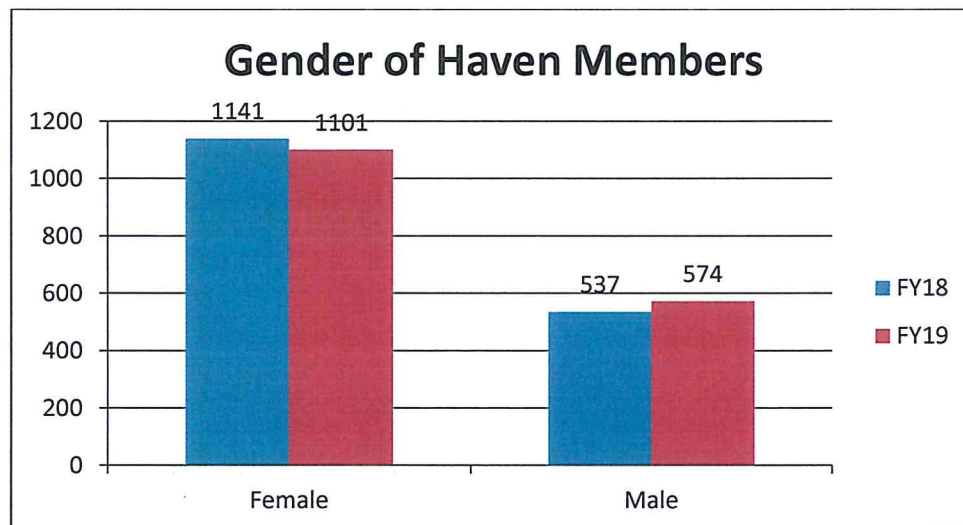
The data for the first quarter of FY20 has not materially changed from the end of FY19, therefore all data in the report will reference FY18 and FY19 to allow for full year comparisons between fiscal years and to the financial statements.

In April 2019, Haven had 1675 members compared to 1678 in April of 2018.

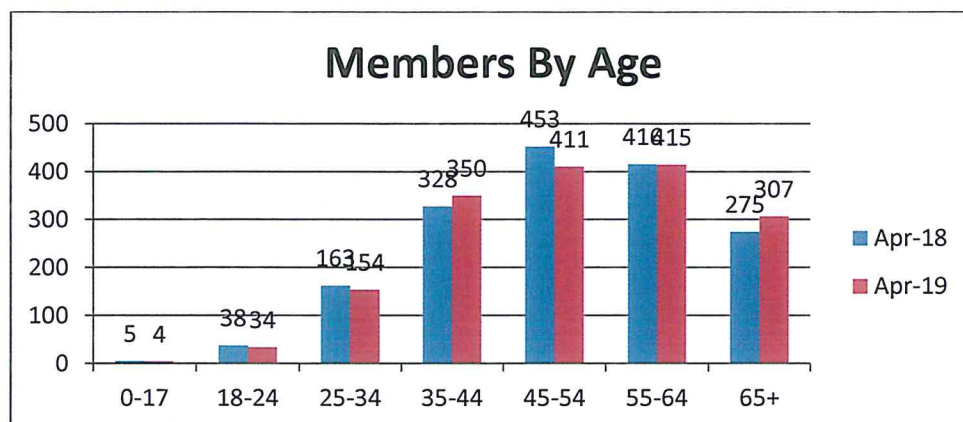


While membership has remained relatively constant since the closure of the spa, the mix of the membership types has changed, beginning with the price and programming change in January 2016. In April of FY17, we had 1070 Refresh memberships and 512 Revive along with 132 spa related memberships. By April of FY19, we had 857 Refresh memberships and 818 Revive memberships. This serves to illustrate the benefit and demand for more on the active participation based memberships like the Revive as opposed to the passive Healing Environments based membership like the Refresh. What we have missed from the closure of the spa, beyond the revenue potential, is the additional traffic and exposure that it created. When the spa was operating, but we were not selling spa related memberships, sales remained on an upswing. Once the spa closed and we lost the related exposure and traffic, we saw sales slow to the point where we would essentially maintain our membership base rather than continue to grow.

The gender split of the membership base is almost two to one female, with 1101 female members and 574 male members. This ratio has improved slightly from FY18 with an increase in males and a slight decrease in female members. This is in contrast to the fitness clubs that tend to see higher usage from males.



In terms of age demographics, Haven is similar to our overall membership base differing only with a lower representation of under 17 (Use of Haven is 18+ only, so this would be the KidSpace demographic) and a slightly higher 65+ representation. The majority of the users are in the 35-64 age range with modest representation in the 25-34 age bracket.

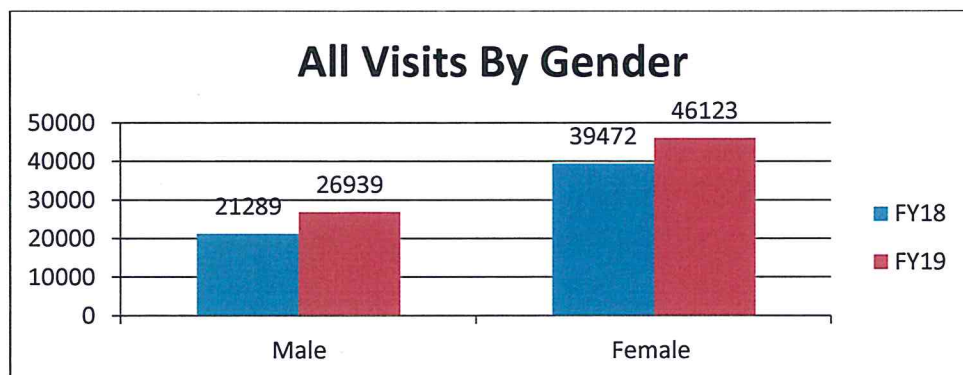


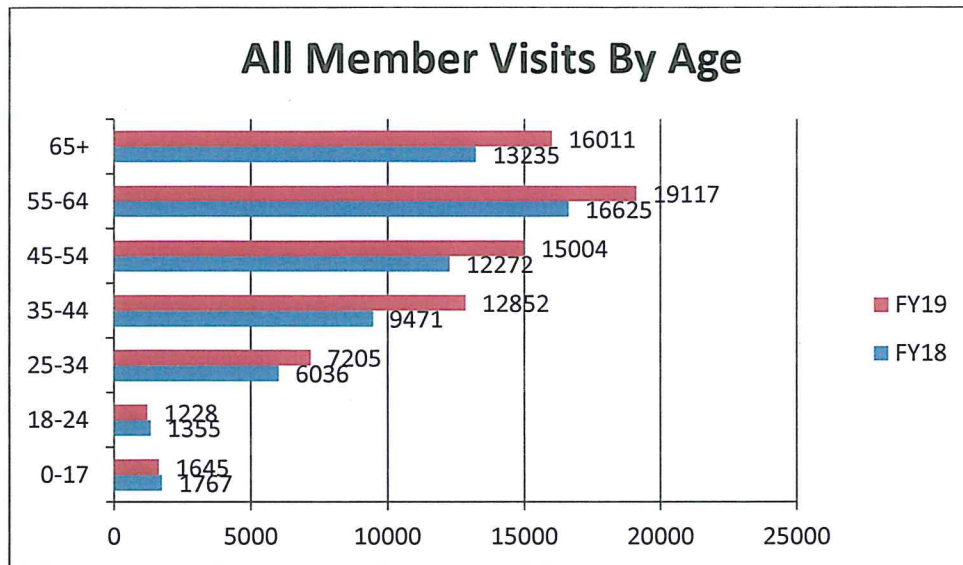
More detailed charts outlining the demographic makeup of the Haven membership base are included in the appendix beginning on page 11.

The change in focus to participation based memberships rather than focusing on the Healing Environments (wet areas) also impacted the total visits and who was visiting the facility.

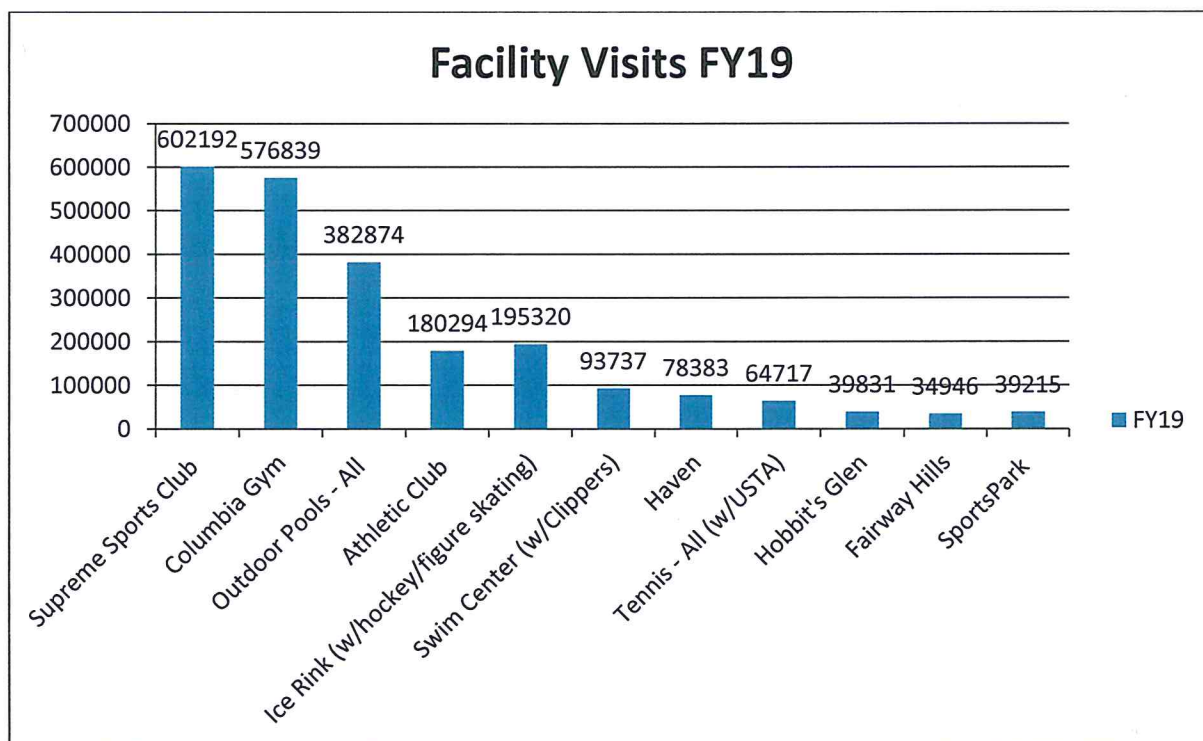
In FY 15, Haven experienced 36,000 member visits; FY 17 saw 47,000 member visits; and in FY 19 there were 73,062 member visits. These totals do not include visitors to the spa or guest visits. Based on information provided from the spa tenant while they were operating, we estimate that the spa was responsible for another 15,000 to 20,000 visits annually at their peak.

As noted, Haven saw 73,062 member visits during FY19. This was up from 60,761 in FY18. This represents 2,007 unique users as compared to 1,848 unique users in FY18. With the exception of the 0-17 age demographic, which was higher, the visits were spread along the age curve in a manner representative of the membership base make up. The usage gender wise also mimicked the membership base, but FY19 saw a greater increase in the percentage of male visits.





For comparative purposes of total usage (includes mass use, guests, spa etc.), the chart on the following page shows all facility visits across all of the major Sport & Fitness facilities in FY 19¹.



More detailed charts outlining the visits and usage of the Haven are included in the appendix beginning on page 12.

¹ Athletic Club was closed for renovation until December 2018 in FY19

Where We Missed

The original pro forma expectations included a timeline that had Haven open for operations the entirety of FY 15, which would have translated into FY 19 being its fifth full year of operations. Unfortunately, Haven opened eight months late, thus we are nearly a full year off the original pro forma. The original pro forma outlined three potential financial outlooks for Haven – pessimistic, expected, and optimistic.

The pessimistic version projected a cumulative Increase/Decrease in Net Assets (excluding allocations) of **(-\$3,425²)** through the end of FY19. For the same time period, the expected version projected a cumulative loss of **(-\$669)** and the optimistic version projected a cumulative gain of \$2,523. The reality is that Haven has experienced a cumulative loss of **(-\$7,722)** from January 2015 through the end of FY19. The annual deficit peaked in FY17 at **(-\$1,929)** and has decreased by \$200 each year and is projecting the same for FY20.

There have been many challenges facing Haven that we have attempted to navigate to get to this point in time, some beyond control and some self-imposed. Those challenges include, but are not limited to:

1. Overly aggressive revenue pro forma that relied on a studio business model (drop-in class participation versus relying on membership). The typical studio is 3,400 square feet versus Haven's 27,000 square feet, thereby requiring an unrealistic number of visits per day to achieve revenue targets.
2. Building the facility with a significant amount of nonfunctional space.
3. Haven opened eight months late.
4. Insufficient membership pre sales to create a revenue stream until programming had reached a self-sustaining level.
5. The \$10 Refresh membership produced a volume of membership sales, but fell short in producing participation and inhibited membership dues base growth.
6. Over-emphasis on spa services at opening at the expense of developing industry leading programming, despite the pro forma relying on 91% of the revenue in the first year to come from membership and fees income.
7. Slow action to move from the "destination retreat" concept to a more membership/program/community based model.
8. Once the move to a membership/program based model was decided upon, we did not move aggressively enough to capitalize on the change.
9. Challenges with the tenant (lease terminated) have made the experience incomplete. Haven has never been able to capitalize on the full wellness experience and leverage the synergies that should exist.
10. Financial hardships created on both the revenue and expense sides as a result of relations with tenant and the termination of their lease
11. Changes to how the rent abatement was amortized resulted in accelerated expenses and led to higher cost earlier in the lease term than originally projected to be balanced out as the lease term matured.
12. Continuity in the general manager position has been another challenge. We have hired three General Managers for Haven since its inception. Fortunately, this issue has been resolved with our current General Manager.

² All Dollar Amounts in \$1,000

More financial documents, including the FY19 financial statement and an itemized list of non-membership sales at Haven are included in the appendix beginning on page 13.

The Future of Fitness

The fitness industry is evolving, and a new segment of class based studios and facilities are serving a growing segment of the market. Twenty-eight percent of all traditional club members and 86% of all studio members belong to more than one facility. Class Pass, a service with a target age demographic of 24-45 that allows consumers to purchase studio/class visits at a discount without having to purchase a membership, reports that the fastest growing segment of classes purchased in 2017 were meditation, restorative and recovery classes. According to the International Health Racquet and Sports Club Association (IHRSA), the fitness industry's international trade association, 41% of Millennials belong to more than one facility and, when they do chose a membership based facility, they only stay 3.2 years on average. CA's current average membership length is 9 years. IHRSA also reports that the median age for members of the following facility types is 33 or under: boxing/martial arts/MMA (27); boot camp/cross training (30); yoga/Pilates/barre (31); personal and small group training (32); and indoor cycling /rowing (33).

The increase in the popularity of studios has been driven by two primary factors. The first is the on demand programming. This is class based programming that individuals can move in and out of as they please by purchasing single visit passes. The second is the experience factor. Big box clubs lack the intimacy and connection that creates a "tribalism" that new fitness consumers seek as an alternative experience. This is why many consumers have multiple memberships, which challenges the "one size fits all" mantra that has often been repeated.

The Strategic Future of Haven

Haven is relatively unique to CA in many ways, but most importantly in that we lease the space. This creates a dynamic where we need to generate more revenue per square foot than any other CA facility just to cover that lease expense. Given our current membership structure, any business model that is not a standalone concept and thus able to differentiate itself from our other facilities and command its own revenue stream would face even more significant head winds than Haven has already experienced.

With 5 years remaining on the initial lease term, Staff sees three options that are currently available to explore. The first is the most dramatic. That would be to close the doors of Haven and reduce the loss to just the lease payment. This would cost CA approximately \$1,000³ per year, but would save the incremental \$700 - \$800 net operating costs. This is obviously the least desirable, as a significant amount of the community's money would be spent while serving no one.

The second option is to convert the facility to a fitness center. On the surface, this would seem to be the easiest choice. As they say, "looks can be deceiving." The physical conversion would require significant capital resources to demolish and refit that existing spa space, upgrade the HVAC, purchase equipment etc., just to make the space viable for a full service fitness center.

³ All Dollar Amounts in \$1,000

There would also be significant operational expense due the demolition of the spa space that has not been fully depreciated.

Beyond the construction costs, there are significant challenges related to creating an ongoing revenue stream. The space currently requires approximately 3,500 members paying \$83 per month on average (our current CA average) to cover the operational costs. Once we reopened, some members would carry over, but not all. Most current members joined because Haven was not a gym, and 695 are Haven add-on members, so that revenue would go away immediately . Most want a complementary fitness component in Haven, not a full gym experience. We would be faced with the challenge of finding a majority those 3,500 additional memberships outside of our current membership base. This is made increasingly difficult with our current investment of over \$13M in our two fitness center less than two miles in either direction already attracting a significant portion of the population. This is complicated even further with Howard Hughes Corporation's expressed intention to build a fitness club in Lakefront North regardless of what CA does with Haven. Their belief is that with the 6,000 new housing units being built downtown and the new business tenants moving in, the members will eventually be there. That line of thinking would mean that a gym would have to exclusively capture somewhere on the order of 40-50% of those households along with a substantial portion of the corporate market to cover operating costs at Haven's current rent. This represents a significant over penetration of the market in general, but even more so given our current facilities offering the same amenities in close proximity along with every building going up in Downtown Columbia having a fitness center. This presents the potential for a significant dilution of the market for that type of product. One current downtown developer has already tested this theory and was unable to attract a fitness facility to his space.

The third option is to replace the spa and continue to offer an attractive and differentiated product to a growing marketplace. This would be a product that continues to add to what is currently being offered in Columbia rather than just replicates what already exists. We continue to believe that this is a product the market wants, but was just ahead of its time. Anecdotally, the corporate membership with MedStar materialized because they wanted to offer Haven to their team members and this week our sales team has been approached by Verizon for the same reason. These are just two data points, but with fitness facilities in their buildings, downtown businesses continue to be looking for something they can't supply for their workforce to attract the young and educated talent they require.

Although it has taken staff the better part of three years, we are confident that we have found the formula to provide services at Haven on the Lake that we are not currently providing and will engage our diverse community. Since the membership pricing change, we have seen increased participation by the 18-34 cohorts, while the 55+ cohort has become less dominant. This is attributable to the change in emphasis from a Destination Spa Retreat that you visit for a special occasion to more of a Wellness Center that you visit on a regular basis to facilitate your journey to a greater overall wellbeing. The changes included pricing and a shift in programming to include more classes that focus on the fitness aspect of the mind and body equation in addition to yoga and meditation. These classes included programming like Aqua Cycle, TRX Suspension Training and Aerial Yoga. When combined with the yoga, Pilates and barre classes we were offering members, we were able to engage in a much more complete wellness program in the unique environment that younger consumers are seeking.

The spa completes the holistic approach to overall wellbeing by providing services, such as massage and acupuncture. These services help a member or guest move further along on their wellness journey by providing both physical and mental rehabilitation and recuperation. The

added benefit of being able to enjoy these services outside of a wellness routine and as a special event enables Haven to serve an even bigger segment of the community.

Recommendation

Staff recommends continuing to provide spa services and enhancing the programming to further maximize the wellness opportunities that are beginning to define Haven on the Lake. This recommendation includes adding a supplementary fitness space in the 650 square feet (**A** on layout in appendix) that is currently occupied by the seating area near the lakefront entrance of Haven. This amenity would serve to fulfill an oft repeated request from members and guests (potential members) for a way to enjoy a complete workout without having to attend multiple facilities on the days they want to visit Haven. Again, the goal would be to provide a complete wellness experience without losing the essence of what Haven has become.

In preparing for the potential of reintroducing the spa, Staff has completed an RFP to identify an expert that could assist CA with the operations. We have identified Exhale Spas www.exhalespa.com as an organization uniquely positioned to manage a spa for CA. Their business model is almost identical to Haven on the Lake with the spa, programming and Healing Environments. They have successfully grown to over 30 locations and were recently acquired by Hyatt hotels. If we engaged them, they would manage the spa but would bring all of their expertise on the entire business to bear and be able to support our continued growth. Staff believes that this combination provides CA the greatest opportunity to serve the community with programming that appeal to a different segment of the community than currently served. Additionally, staff believes the combination is a more realistic and clearer path to financial sustainability, given the rent structure that Haven operates under.

The biggest challenge Haven has in its evolution is to continue to provide a complete mind and body experience without one overwhelming the other. If the “body” overwhelms, Haven becomes a gym. If the “mind” overwhelms, Haven reverts to the retreat concept that has proven difficult to find an audience for. To manage the balance and provide that complete experience that individuals are seeking, staff recommends creating mind and body spaces within the facility. The goal would be to ease the burden of relaxation that has been placed on the entire facility and focus it on the spa side of the facility, while allowing the programming side to continue to provide a wider range of classes and programs that are garnering new memberships from a wider range of younger people. This can be accomplished by utilizing the 600 square feet of space (**B** on layout in appendix) at the back of the current spa space and converting it into a space that is focused on meditation and restoration. Capitalizing on this space allows us to deliver this growing segment of programming while removing the burden from the Healing Environments and allowing Staff to increase the volume, variety, availability (membership or drop in) and intensity of the programming to continue to attract the diverse demographic that is expected to make up downtown as it develops.

While big box clubs (Athletic Club, Supreme Sports Club and Columbia Gym) aren't going anywhere anytime soon, they do not and cannot provide the same experience as a studio environment and are limited in their ability to fully engage the demographic that is seeking it. While Haven on the Lake is substantially bigger than a typical studio, the proposed plan would allow CA to continue to cultivate an environment that is more unique than our current facilities and attractive to that demographic.

To provide context to the strategic path Staff has envisioned and outlined, please explore the links below to other emerging facilities that are exploring the same general pathway. Staff has also included a few articles that discuss Millennials and their fitness trends. This represents the emerging market and the space CA that Haven has the potential to fill.

<http://www.truebody.fit/>

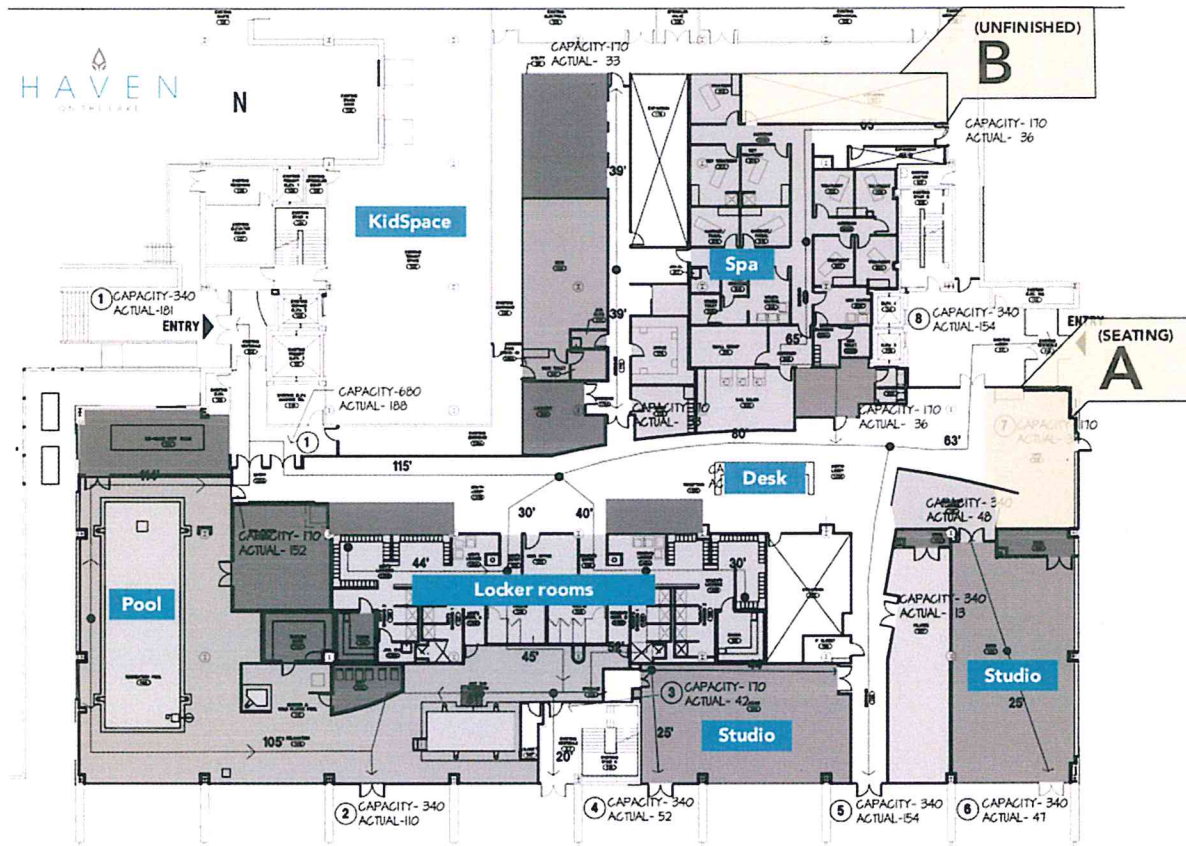
<https://www.inscape.life/studio/>

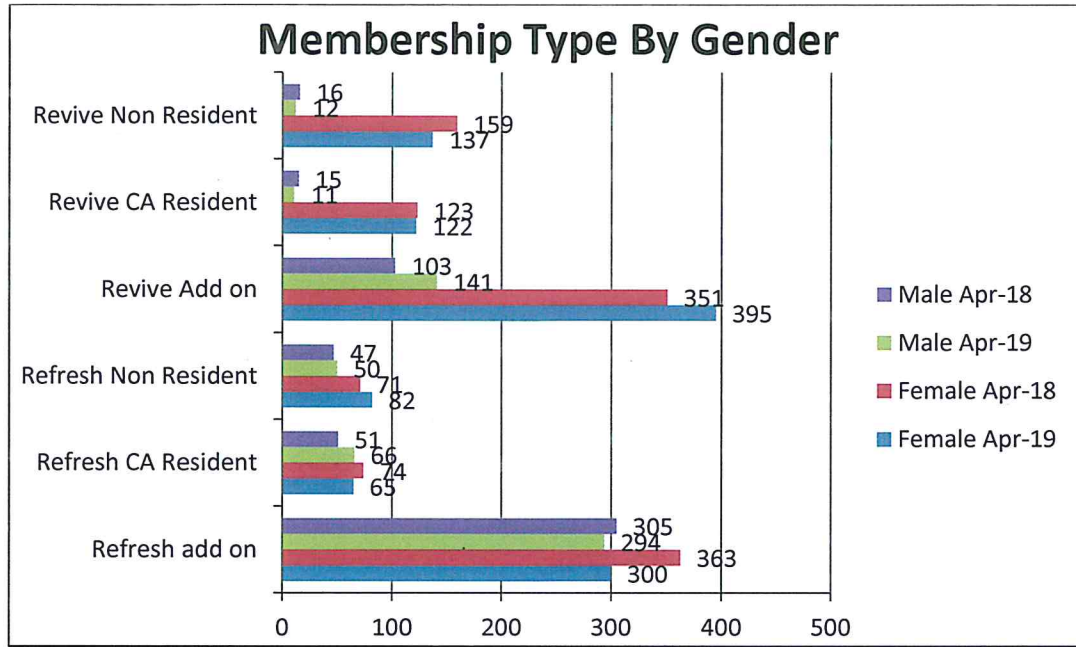
<https://www.fitnesswise.net/>

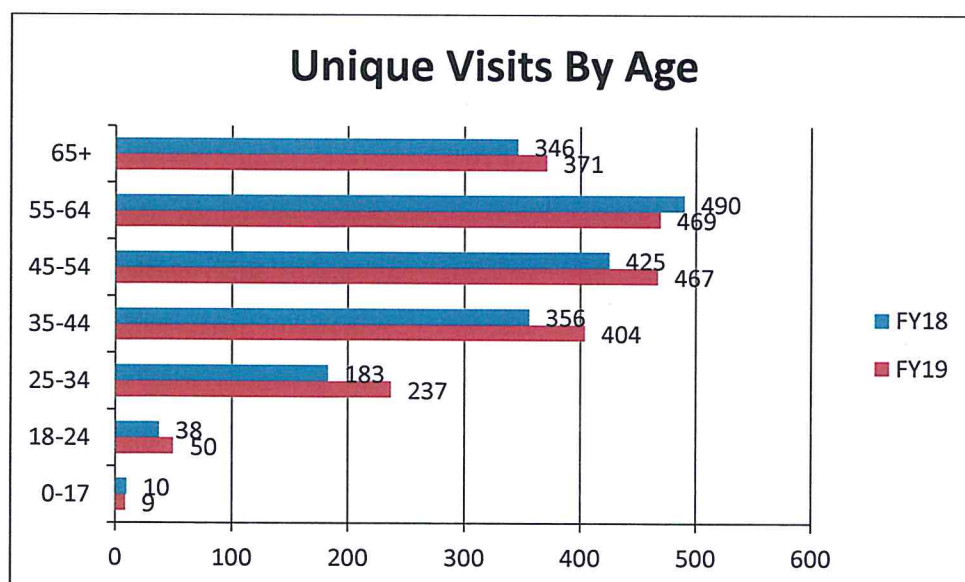
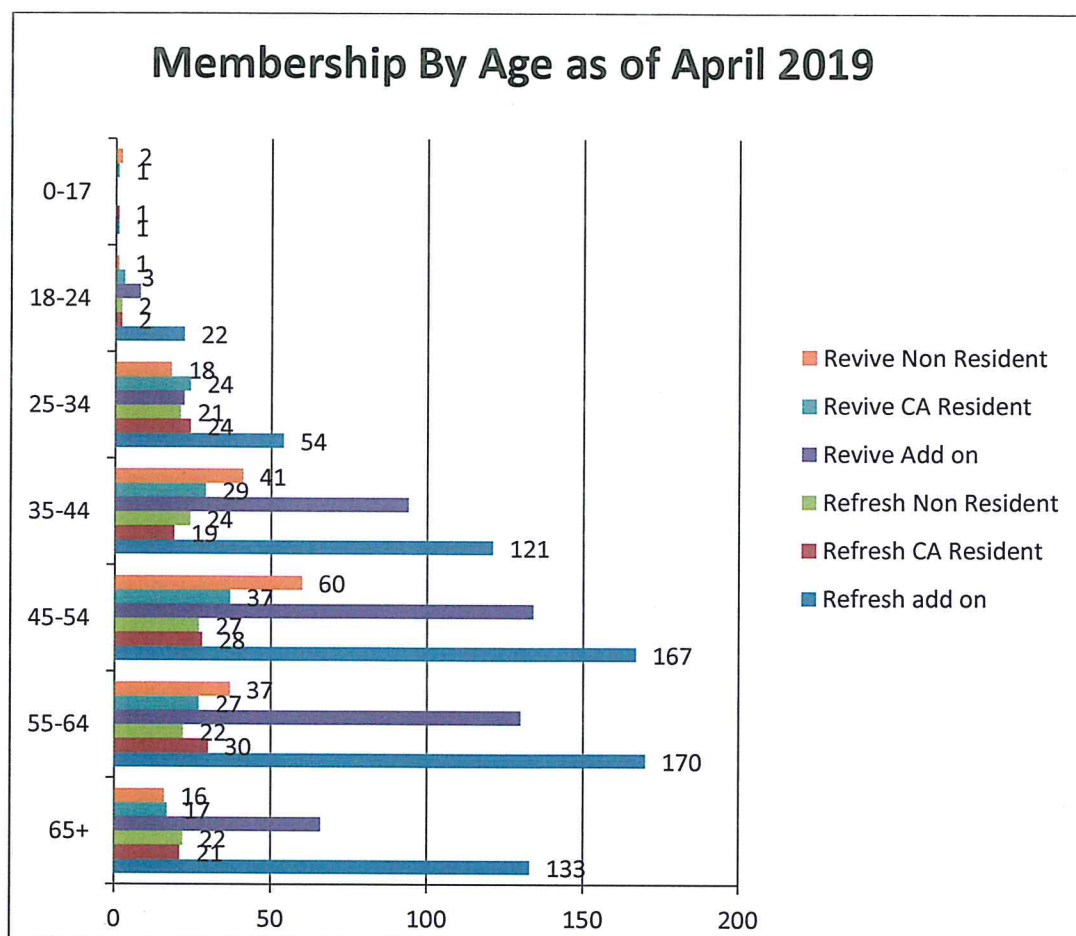
<https://millennialmagazine.com/2017/10/22/the-allure-of-fitness-boutique-studios-over-gyms-for-millennials/>

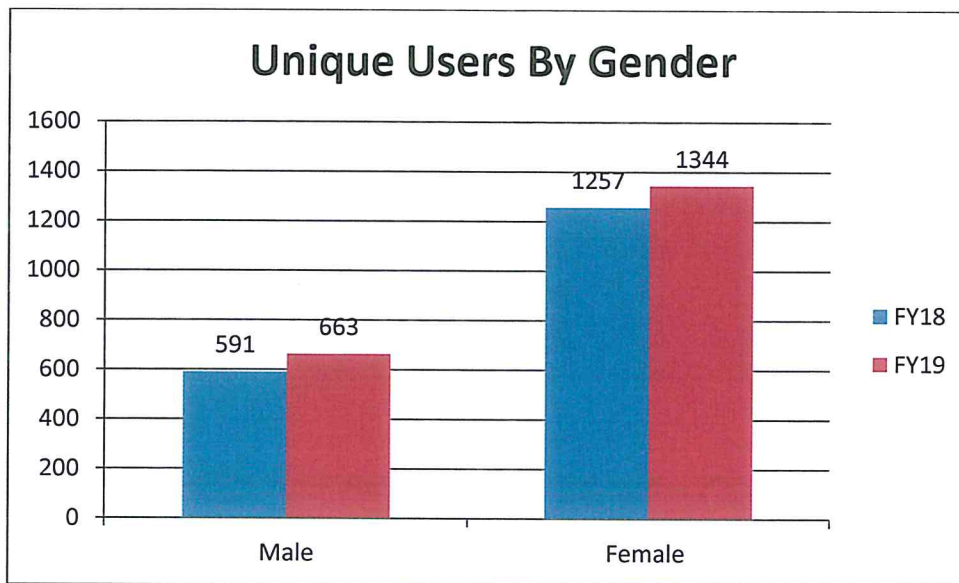
<http://genyu.net/2017/04/14/2915/>

Appendix









Item Code	Total description Quantity	Total Revenue
Haven KYS-Haven Kidspace- Category:Haven on the Lake	4	\$21.99
HOL 1 Pack-Haven 1 Class Pack- Category:Haven on the Lake Classes	3	\$96.00
HOL 10 Pack-Haven 10 Class Pack- Category:Haven on the Lake Classes	4	\$720.00
HOL 15 Pack-Haven 15 Class Pack- Category:Haven on the Lake Classes	0	\$24.00
HOL 3 Comp-Haven 3 Pack Complementary Classes- Category:Haven on the Lake Classes	5	\$0.00
HOL 5 Pack-Haven 5 Class Pack- Category:Haven on the Lake Classes	5	\$475.00
HOL Daily Guest-Guest with Member Daily Admission- Category:Haven on the Lake	5	\$80.00
HOL Daily NM-Non Member Daily Admission- Category:Haven on the Lake	186	\$4,632.00
HOL Drop In Ref-Haven Drop In Reformer 1- Category:Haven on the Lake Pilates	186	\$6,003.00

HOL DuetMas12-Duet Master Reformer 12 Sessions- Category:Haven on the Lake Pilates	6	\$3,828.00
HOL DuetRef4-Duet Reformer 4 Sessions- Category:Haven on the Lake Pilates	2	\$480.00
HOL Free Class-Haven Non Member Class- Category:Haven on the Lake Classes	6	-\$100.02
HOL Free Pass M-Haven Member Guest-Class- Category:Haven on the Lake Classes	30	-\$276.03
HOL KidSpace LP-Haven KidSpace Late Pick Up Fee- Category:Haven on the Lake KidSpace	6	\$30.00
HOL KidsYoga-Haven on the Lake Kids Yoga- Category:Haven on the Lake KidSpace	13	\$179.00
HOL KS DROP-Haven KidSpace Drop In Fee- Category:Haven on the Lake KidSpace	37	\$296.00
HOL KS Specials-HOL KidSpace Specials- Category:Haven on the Lake KidSpace	44	\$600.00
HOL MAT/TW DR 1-Mat/Tower Drop In (1 class)- Category:Haven on the Lake Pilates	79	\$2,145.00
HOL Pilates-Haven pilates- Category:Haven on the Lake Pilates	42	\$4,589.50
HOL PriMas12-Private Master Reformer 12 Sessions- Category:Haven on the Lake Pilates	3	\$2,352.00
HOL PriMas4-Private Master Reformer 4 Sessions- Category:Haven on the Lake Pilates	3	\$1,000.00
HOL PriMas8-Private Master Reformer 8 Sessions- Category:Haven on the Lake Pilates	1	\$600.00
HOL PriRef12-Private Reformer 12 Sessions- Category:Haven on the Lake Pilates	2	\$1,560.00
HOL PriRef4-Private Reformer 4 Sessions- Category:Haven on the Lake Pilates	2	\$640.00
HOL PriRef8-Private Reformer 8 Sessions- Category:Haven on the Lake Pilates	1	\$560.00
HOL PVT MAT/CH 6-Private Mat/Chair 6 sessions- Category:Haven on the Lake Pilates	1	\$360.00
HOL PVT PRIM PCK-Pilates Primer Pack- Category:Haven on the Lake Pilates	2	\$300.00
HOL Single Class-Haven Single Access Class Fee- Category:Haven on the Lake Classes	115	\$2,078.00
HOL Workshop-Haven on the Lake Workshop- Category:Haven on the Lake Classes	299	\$8,793.00
HOLPVT YOGA 1-Private Yoga (Any type) 1 Session- Category:Haven Private/Small Group Training	4	\$320.00
HOLPVT YOGA 4-Private Yoga (Any type) 4 Sessions- Category:Haven Private/Small Group Training	1	\$300.00
Total Revenue For The Period:\$42,686.14		

HAVEN ON THE LAKE
For the Period Ended April 30, 2019
(\$000's)

	Year-to-Date Actual vs Budget				Year-to-Date Actual vs Actual				Current Year Actual vs Budget			
	FY 19 Budget	FY 19 Actual	Variance Amount	Variance %	FY 18 Actual	FY 19 Actual	Variance Amount	Variance %	FY 19 Budget	FY 19 Actual	Variance Amount	Variance %
Income:												
Annual Charge												
Tuition & Enrollment												
Direct Memberships												
Fees	936	1,136	200	21.4%	943	1,136	194	20.5%	936	1,136	200	21.4%
Rental Income	223	193	(30)	-13.3%	209	193	(17)	-7.9%	223	193	(30)	-13.3%
Sales	25	118	93	373.7%	143	118	(24)	-17.1%	25	118	93	373.7%
Gain (Loss) on Fixed Asset Disposals		(10)	(10)	-100.0%		(10)	(10)	-100.0%		(10)	(10)	-100.0%
Other Income												
Membership Allocations	240	269	29	11.9%	232	269	38	16.2%	240	269	29	11.9%
Total Income	1,424	1,706	282	19.8%	1,527	1,706	180	11.8%	1,424	1,706	282	19.8%
Expenses:												
Salary & Wages												
Annual Performance Incentives												
Contract Labor												
Payroll Taxes	91	85	(6)	-6.4%	82	85	3	2.8%	91	85	(6)	-6.4%
Employee Benefits	84	68	(16)	-19.1%	63	68	5	8.5%	84	68	(16)	-19.1%
Cost Of Sales												
Operating Supplies/Expenses	155	228	73	46.9%	286	228	(58)	-20.3%	155	228	73	46.9%
Insurance	22	14	(8)	-36.0%	11	14	3	25.6%	22	14	(8)	-36.0%
Fees	26	17	(9)	-35.8%	15	17	2	11.4%	26	17	(9)	-35.8%
Rentals	1,092	1,030	(62)	-5.7%	1,044	1,030	(14)	-1.3%	1,092	1,030	(62)	-5.7%
Taxes	1	2	1	251.3%	1	2	1	27.6%	1	2	1	251.3%
Utilities	1	4	3	-5.5%	3	4	1	15.4%	1	4	3	-5.5%
Repairs & Maintenance	149	141	(8)	-5.5%	122	141	19	15.4%	149	141	(8)	-5.5%
Comm. Assoc. Annual Charge Share Grant												
Depreciation	620	548	(73)	-11.7%	545	548	3	0.6%	620	548	(73)	-11.7%
Interest Expense Allocation	118	30	(88)	-74.9%	39	30	(10)	-24.6%	118	30	(88)	-74.9%
Alloc. of Customer and Member Services	54	61	7	12.2%	82	61	(21)	-25.5%	54	61	7	12.2%
Alloc. of Department's Admin.	123	115	(8)	-6.8%	106	115	9	8.1%	123	115	(8)	-6.8%
Alloc. of Branding and Media Production	195	168	(27)	-13.8%	172	168	(4)	-2.3%	195	168	(27)	-13.8%
Total Operating Expenses	3,753	3,502	(251)	-6.7%	3,529	3,502	(27)	-0.8%	3,753	3,502	(251)	-6.7%
Increase/(Decrease) in Net Assets from Operations	(2,329)	(1,796)	533	22.9%	(2,002)	(1,796)	206	10.3%	(2,329)	(1,796)	533	22.9%
Alloc. of Admin. Serv. Expenses												
Non-Operating Exp./Contingencies	114	137	23	20.5%	122	137	15	12.6%	114	137	23	20.5%
Increase/(Decrease) in Net Assets	(2,443)	(1,933)	510	20.9%	(2,124)	(1,933)	191	9.0%	(2,443)	(1,933)	510	20.9%

Neighborhood Centers Quick Review

There are a total of 14 Neighborhood Centers located in seven of Columbia's 10 villages. These buildings range in size from 586 to 4,400 square feet. Most were built early in Columbia's development — on average, they are 46 years old.

The Rouse Company's initial plans called for placing a Neighborhood Center in each of Columbia's neighborhoods. That plan was adjusted over time, reduced in scope and ultimately abandoned, providing Columbia with 14 Neighborhood Centers instead of 25 buildings. A majority of the Neighborhood Centers were built to residential standards and do not meet existing building codes for ADA compliance and energy conservation.

DS	1; Dorsey Hall (1515 sq ft) 1983; significant renovation 2015
HC	2; Longfellow (1285 sq ft) 1968; Swansfield (1440 sq ft) 1969
HR	No neighborhood centers
KC	1; MacGills Common (586 sq ft) 1982
LR	3; Jeffers Hill (3240 sq ft) 1976, Locust Park (2430 sq ft) 1972, Phelps Luck (4302 sq ft) 1973
OM	3; Stevens Forest (1380 sq ft) 1971, Talbott Springs (1302 sq ft) 1970, Thunder Hill (1169 sq ft) 1969
OB	No neighborhood centers
RH	1; River Hill (1681 sq ft) 1995
TC	No neighborhood centers
WL	3; Bryant Woods (1788 sq ft) 1967, Faulkner Ridge (1264 sq ft) 1967, Running Brooks (1401 sq ft) 1967

Dorsey Search

[illegible]

Harper's Choice

Village	Name of Neighborhood Center	Maximum Capacity (ex: 50 people; 35 people with tables)	Uses	Number of hours per week center is available	Usage Percentage (hours rented/hours available; on a weekly basis)	Percent of renters who are residents of Columbia	Hourly Charges for space (please specify resident, non-resident, non-profit, etc.)	What space is used exclusively for a commercial entity; please name entity	If a commercial use is specified, then how many hours per week	Any ideas for different uses of the Neighborhood Center space?
Harper's Choice	Swansfield	40 (we don't provide tables)	Daycare	55	100	100	\$1500/month	Happy Sprouts Day Care	55	
			Church Services	8	100 (Sunday Morning/Afternoon Use)	0	380/mth			
			Ghanian Association	3	100 (Sunday Night Use)	100	\$30/use			
			Rentals/Paid Mtgs.	Less than 1	1	100	Saturday Only - \$20/hr (Res. 4-hour Social); \$25/hr (Non-Res. 4-hour Social; \$20/hr (Res. 2-hr mtg); \$30/hr (Non-Res. 2-hr mtg)			
			Local Meetings	Less than 1	100	100	Mostly Free, but see above for pricing			
Harper's Choice	Longfellow	40 (we don't provide tables)	Drama Club	6	100 (Saturday Night Use)	100	\$65/use			
			Church Services	6	100 (Tuesday Night Use) 100 (Sunday Morning/Afternoon Use)	0	240/mth			
			Nursery School	37.5	100 for 9 months	100	\$1000/month			
			Rentals/iPaid Mtgs.	Less than 1	1	100	Saturday Only - \$20/hr (Res. 4-hour Social); \$25/hr (Non-Res. 4-hour Social; \$20/hr (Res. 2-hr mtg); \$30/hr (Non-Res. 2-hr mtg)			
			Local Meetings	Less than 1	100	100	Mostly Free, but see above for pricing			



August 30, 2019

Columbia Association
6310 Hillside Court, Suite 100
Columbia, MD 21046

Dear CA Board of Directors:

Along with this letter and as requested, you will find our completed Neighborhood Center Survey. However, all of the information we have been asked to provide to date has been focused on quantitative rather than qualitative data.

To begin, there are a few things to consider regarding some of the data points that you are seeking. First, our NCs are not staffed. Second, the notion of “hours rented/hours available” is a misnomer. The only time that we market available rental time is on Saturdays before 5 pm and when I say market, I mean in a hands off way; we do not aggressively promote these spaces as rental venues. Most of the event rentals at the NCs are childrens’ birthday parties; there is no alcohol permitted and again, the events are not staffed. Third, technically speaking, we really don’t have hours that are not available for some clients. For example, if one of our church groups wanted to hold a midnight service, we would permit that, but we do not market that timeframe as available. Similarly, if a local HOA wanted to hold a board meeting on a weekday evening, we would permit that. Fourth, we can only inform on the residential status of the person/entity who rents/leases our NC spaces, not those who participate in the programs that those rents/leases represent.

We agree that it is necessary to understand the costs involved in maintaining the NCs and we support that effort. All of us should have a clear understanding of costs, both current and future, of these facilities. We are intimately familiar, especially in more recent times, with the tremendous costs involved in maintaining these centers. As we’re sure you will recall, Longfellow NC went through a major renovation just over five years ago. More recently, the mold problem and subsequent remediation, cost all of us -- owner, operator, and tenants alike. In essence, it was a second major renovation in those short five years. We estimate that, between the fall of 2018 and summer of 2019, the Harper’s Choice Community Association (HCCA) lost roughly \$12,000 from tenants and renters at Longfellow and \$6,000 from our Swansfield NC day care provider which lost its license. I am pleased to report that the nursery school is back and we have replaced the day care with another provider.

Kahler Hall
5440 Old Tucker Row • Columbia, MD 21044
410-730-0770 • fax 410-730-8046
www.harperschoice.org

It is equally important however, to conduct an analysis of the benefits of the NCs, both monetary and in support of our village missions. The spreadsheet helps address the monetary portion of the analysis, but not the non-monetary, more subjective aspect of the NCs operations. For example, there appears to be a question of the amount of time that the centers are being utilized vs. the amount of time that they are available for use. While this is a legitimate area to look at, it is not as important as one may think. A stand-alone church, for instance, is used sparingly during a typical workweek. If one looks at the time available vs. the time used, one could come to the conclusion that the costs of the church operation are not worth it. Of course, this couldn't be further from the truth; the value of the church to the community is not found in the time utilized, but rather, in what is accomplished in that time.

We also have some concerns about questions that are aimed at distinguishing between renters/tenants being residents or not. If you are looking to find whether we're making more money on non-residents as opposed to residents, this question will get at that. However, we run a nursery out of Longfellow and a day care out of Swansfield. Most of those utilizing these services are likely going to be either residents or nonresidents who work in the area. So, from our perspective, both serve an equally important function in our Village and in Columbia as a whole.

As for the more general, non-monetary value of our NCs, our nonprofit nursery school has been in operation for 50 years. Clearly, it is serving a valuable need as the demand for the service has not dwindled in all of that time. Simply put, that service is priceless. While the timeframes may not match the 50 years of the nursery school's tenure, the other programs, such as our churches and day care center, are also priceless when it comes to meeting our mission and that of the Columbia Association. More specifically, HCCA's mission is to create and nurture community and to work to maintain the Village as an exceptional place for residents, businesses, property owners, and other stakeholders. CA's mission is to engage our diverse community, cultivate a unique sense of place and enhance quality of life.

When Longfellow was down and Swansfield had no daycare, at no time did anyone from our community even mention the need or desire to be rid of our NCs. In fact, it was everyone's inclination to ask out of concern, what happened with our Longfellow renters and tenants and whether we were able to take care of them. Similarly, the board was concerned with how long it would take to re-lease Swansfield, but not whether we should or shouldn't continue to serve our community with that NC.

We also take this opportunity to address Owen Brown Community Association's (OBICA) letter to the CA Board dated July 12, 2019. While we appreciate OBICA's right and desire to participate in this discussion in its entirety and to formulate and distribute their opinions on this subject matter, we are very disappointed in the tone and tenor of the notions expressed within. Most disappointing was the expression of an "us and them" mentality as opposed to a "we" mentality. If there's a belief that our NC renters and tenants have value only to Harper's Choice residents, that would be ill informed. As mentioned before, our new day care provider, our

Page Three
CA Board of Directors

nursery school, our churches, etc., serve not just the Harper's Choice population, but Columbia as a whole. This is true of all of the Villages and the Columbia Association. We're all in this together!

We appreciate your consideration of our comments and we look forward to working with you to come to a mutually agreeable position.

Sincerely,



Rebecca Beall
Chair
HCCA Board of Directors

Cc Board of Directors, HCCA
 Steve Ingley, Village Manager, HCCA

Long Reach

Village	Name of Neighborhood Center	Maximum Capacity (ex: 50 people; 35 people with tables)	Uses	Number of hours per week center is available	Usage Percentage (hours rented/hours available; on a weekly basis)	Percent of renters who are residents of Columbia	Hourly Charges for space (please specify resident, non-resident, non-profit, etc.)	What space is used exclusively for a commercial entity; please name entity	If a commercial use is specified, then how many hours per week	Any ideas for different uses of the Neighborhood Center space?
Long Reach	Phelps Luck-Front Room	50	COMMUNITY USE-pre school, HOA meetings, non profit meetings, parent meetings, board meetings, self defense classes, birthday parties, graduation parties, weddings, Christenings, Baptisms, seminars, fraternal meetings, church	105	73%	55%	3 hr mtgs-\$65 CA/\$75 6hr party \$350 CA/\$425	not exclusive usage		Ongoing community usage is being obtained through a variety of different types of rentals.
Long Reach	Phelps Luck-Back Room	50	COMMUNITY USE-pre school, HOA meetings, non profit meetings, parent meetings, board meetings, self defense classes, birthday parties, graduation parties, weddings, Christenings, Baptisms, seminars, fraternal	105	70%	55%	3 hr mtgs-\$65 CA/\$75 6hr party \$350 CA/\$425	not exclusive usage		Ongoing community usage is being obtained through a variety of different types of rentals.
Long Reach	Locust Park	50	COMMUNITY USE-pre school, HOA meetings, non profit meetings, parent meetings, board meetings, self defense classes, birthday parties, graduation parties, weddings, Christenings, Baptisms, seminars, fraternal meetings, church	105	71%	55%	3 hr mtgs-\$65 CA/\$75 6hr party \$350 CA/\$425	not exclusive usage		Ongoing community usage is being obtained through a variety of different types of rentals.
Long Reach	Jeffers Hill	50	COMMUNITY USE-pre school, HOA meetings, non profit meetings, parent meetings, board meetings, self defense classes, birthday parties, graduation parties, weddings, Christenings, Baptisms, seminars, fraternal meetings, church	405	78%	55%	3 hr mtgs-\$65 CA/\$75 6hr party \$350 CA/\$425	not exclusive usage		Ongoing community usage is being obtained through a variety of different types of rentals.

River Hill

Village	Name of Neighborhood Center	Maximum Capacity (ex: 50 people; 35 people with tables)	Uses	Number of hours per week center is available*	Usage Percentage (hours rented/hours available; on a weekly basis)**	Percent of renters who are residents of Columbia* **	Hourly Charges for space (please specify resident, non-resident, non-profit, etc.)	What space is used exclusively for a commercial entity; please name entity	If a commercial use is specified, then how many hours per week	Any ideas for different uses of the Neighborhood Center space?
River Hill	Meeting Room	60 - Banquet 130 - Theatre Style	Private Rentals	102	84.38%	7%	CA Resident & Non-Profit	Large Storage Closet:	168 hrs/week	Senior Programs
			- Social				Discount = 10%	Montessori Preschool	(24 hrs/day)	Teen Programs
			- Meetings (nonprofit+)	Monday - Thursday			Children's Birthday	WuShu Martial Arts		Middle Schooler Activities
			- Classes	7 am - 9 pm			Party =			CA Classes
			- Leases (churches)	Friday			\$165/3 hours,			Non-profit Offices &
			Montessori Preschool	a.m.			\$75/hour additional			Related Programs/Trainings
			(8/19 - 8/20)	Saturday			Other Socials =			Multi-cultural Center
			Free Uses (varies)	am			\$399/5 hours,			ESOL Classes
			- Scout Troops	Sunday			\$75/ hour additional			Satellite Library Programs
			- Swim Teams	9 am - 10 pm			Meetings = \$35/hour			Organization
			- CA Aquatics Dept				Class Rates =			Partnerships
			- CA Training Programs				Start-up = \$18/hr			
			- CA Events (varies)				Regular = \$22/hr			
			- Village Meetings (occasionally)				Lein Payer = \$20/hr			
			Events							
			(varies from year to year)							
			e.g. Pool Party,							
			Talks,							
			RHCA/CA Watershed							
			Events							

Notes:

*Includes hours for the Montessori School that began in August 2019.

** Average usage based on a typical week of rentals at the Meeting Room and includes the hours used by the Montessori School.

***Based on FY19 rental contracts. However, multi-use renters have only been counted once.



August 20, 2019

Board of Directors
c/o Dennis Matthey
Columbia Association
6310 Hillside Court
Columbia, MD 21046

RE: Neighborhood Center Survey

Dear Members of the Board of Directors,

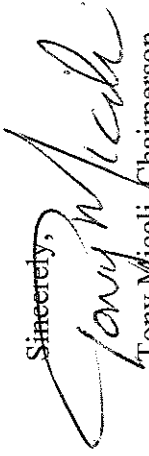
Please find attached the completed Neighborhood Center Survey for the River Hill Meeting Room.

The Neighborhood Centers play an important role in the life of Columbia and these roles naturally change over time. In River Hill's case, the Meeting Room was home to the association's offices prior to the construction of Claret Hall and was the central gathering place for residents in the early years of the village. The association's Board of Directors and Resident Architectural Committee met in the facility, the association's special events were held in the building, and space was rented for classes, social events, religious groups, and other similar uses. Once Claret Hall opened, the facility was rented for 10 years by a non-profit, cooperative nursery school that many children from throughout Columbia attended. During this time, the building continued to be rented out evenings and weekends for other uses. Following the closure of the co-op nursery school, the facility has twice housed another co-op nursery school while renovations were made to their location. For many years the River Hill Meeting Room housed a popular driver education school. Throughout its life, the building has been used for a wide variety of "free uses" that benefit the community including scout troop meetings and swim team events/meetings. Beginning in August 2019, the facility began, once again, to be utilized weekdays for a preschool/daycare program. The Neighborhood Centers in other villages have and continue to serve in similar capacities.

As you evaluate the survey responses from the villages, please recognize that it is highly likely that the methods used by each village to derive the responses may differ. Therefore, any comparisons you make must acknowledge this. Additionally, while we can measure revenue and

expenses and the number of uses, when considering the future of the Neighborhood Centers we must recognize their intrinsic value. We need to value the importance of these spaces to the communities they serve and their varied roles in building interpersonal connections. After all, the Columbia Association and the village associations were created to enhance the quality of life for Columbians and others who choose to work and play here. This responsibility takes many forms. Providing recreational facilities such as pools and gyms are just one method to fulfill this mission. When considering the Neighborhood Centers, let's also ask what needs do the Neighborhood Centers currently fill and how can they be used to better serve the Columbia community in the short and long term? Let's also remember, having a neighborhood center in one village doesn't just benefit the residents of that village or that village association. We are all better off when there are strong community connections.

We look forward to discussing the future of Columbia with you.

Sincerely,

Tony Miceli, Chairperson
Board of Directors

Cc: Dennis Matthey, CA
Village Board

Oakland Mills

Village	Name of Neighborhood Center	Maximum Capacity (ex: 50 people; 35 people with tables)	Uses	Number of hours per week center is available*	Usage Percentage (hours rented/hours available; on a weekly basis)	Percent of renters who are residents of Columbia**	Hourly Charges for space (please specify resident, non-resident, non-profit, etc.)***	What space is used exclusively for a commercial entity; please name entity	If a commercial use is specified, then how many hours per week	Any ideas for different uses of the Neighborhood Center space?****
Oakland Mills	Stevens Forest	25 seated; 75 standing but this is two rooms	Non-Profit 501C3, The Village in Howard, M-F; Church on F/Sun; HOA meetings during month in evenings; Late June through Late July "Adventures in Camp, for profit, privately owned	n/a	100%	33%	Columbia resident - \$40/hour; Non resident - \$50/hour	n/a	n/a	OM Board has not discussed this.
Oakland Mills	Thunder Hill	58 seated; 125 standing	Cooperative Nursery School since 1968; Adult Improve Drama Group; Summer swim team meeting/events	n/a	100%	50%	Columbia resident - \$40/hour; Non resident - \$50/hour	n/a	n/a	OM Board has not discussed this.
Oakland Mills	Talbott Springs	25 seated; 75 standing but this is two rooms	2 churches, Fri/Sat/Sun.; currently we do not have a weekday tenant. This is the first in 13 years w/out a tenant and we	n/a	100%	100%	Columbia resident - \$40/hour; Non resident - \$50/hour	n/a	n/a	OM Board has not discussed this.
				*Neighborhood Centers are self-serve, non-staffed facilities that do not have regular operating hours. They are only open and available during the hours in which they are leased/rented.	Varies based on rental contract	Varies based on rental contract				*OM Board briefly discussed the current Neighborhood Center issue but did not brainstorm at the time on potential uses. Board chair/manager will participate in 9/5/19 meeting



Oakland Mills Community Association
The Other Barn • 5851 Robert Oliver Place
Columbia, MD 21045
410-730-4610 • oaklandmills.org



October 3, 2019

Columbia Association Board of Directors
6310 Hillside Court
Columbia, MD 21046

Dear CA Board of Directors:

“We inspire and engage our diverse community by providing programs, services, and amenities that foster a unique sense of place and enhance quality of life.” This is CA’s new mission statement. This is a shared mission and perfectly describes the unique existence of the neighborhood centers within our villages that serve as sense of place unlike any other in Columbia.

This letter supplements the neighborhood center spreadsheet requested this past summer. The information requested for the spreadsheet required statistical data. This letter provides an overview of the overall operation of the neighborhood centers.

Columbia’s neighborhood centers were purposefully created within the villages to serve as a center of community activity, a gathering spot, and meeting space. Fifty years later the neighborhood centers continue to serve this purpose.

Imagine a multi-generation venue in the heart of a village serving our diverse community. **Imagine** neighborhood centers, often described as “no frills,” which have evolved over the last 50 years which are home to the educational, programmatic, and recreational needs of the community at large. **Imagine no more** – Columbia’s neighborhood centers do just that.

Stevens Forest Neighborhood Center

Stevens Forest NC is fully occupied year round. Current tenants are The Village in Howard, Adventures in Camp, and a house of worship. Other current uses include local HOA Boards. Stevens Forest NC is truly a multi-generational center.

The Village in Howard (TVIH) occupies the facility weekdays, September through June. TVIH is a non-profit membership organization for Howard County residents’ age 55+ who wish to be a part of a community where members support each other as they remain in their own homes. TVIH builds community by providing activities and programs which educate, entertain, and connect members; and provides the bonus of decreasing isolation. TVIH promotes “neighbors helping neighbors” by assisting one another. The Stevens Forest neighborhood center is TVIH’s center to meet all of their needs.

The center is their “ideal” place because it is: affordable; one floor with easy, no stair entry; ample and easy parking; flexible, providing 2 separate rooms and an office; accessible restrooms; outdoor benches and tables for gathering and informal conversations; adjacent to the Stevens Forest Pool which has aquatic activities for seniors; and strong support from Oakland Mills management and staff.

Adventures in Camp (AIC)

Adventures in Camp (AIC) was established in 2004 and the Stevens Forest Neighborhood Center has been its home for the past 16 years. Stevens Forest is an ideal setting for the summer camp. Adventures in Camp is privately owned by a public school teacher, and every counselor is a local professional educator, or in college hoping to become a teacher. The neighborhood center is centrally located in the neighborhood and adjacent to the Stevens Forest tot lot and pool, both of which are used several times a week by the campers. AIC rents the center from mid-June through late August and provides before and after camp hours for those families who need additional camp time. Along with weekly educational and fun field trips AIC also provides reading, math, and writing enrichment. AIC is the perfect fit in Oakland Mills serving all of Columbia and provides a unique camping experience of “teacher run/summer fun.”

Additional uses of the Stevens Forest Neighborhood Center include weekend worship services and HOA meetings.

Thunder Hill Neighborhood Center

Oakland Mills Nursery School (OMNS)

The Oakland Mills Nursery School opened its doors at the Thunder Hill Neighborhood Center in 1970 and has been in operation ever since! What an amazing **50 years** of nurturing Columbia’s preschoolers in a parent/coop setting. OMNS leases the facility 5 days week running 2 sessions per day for children ages 3 – 5.

OMNS’s philosophy affirms the individual learning styles of each child. The spirit of play is present in all activities to promote the social, physical, intellectual and emotional development of the children. OMNS’s is aligned with and accredited by Maryland State Department of Education’s (MSDE) early childhood standards. OMNS promotes and builds relationships with families and community agencies. OMNS is recognized as a community partner with the majority of the families residing throughout Columbia.

Other Uses of Thunder Hill Neighborhood Center

The facility is rented throughout the year to a **Drama Improve Group**. The setting is perfect with the adjacent courtyard and restaurant. We have rented to this group for the past five years.

Thunder Hill Swim Team – the swim team uses the neighborhood center for meeting space, social space throughout the pool season. Other uses have been houses of worship, small family gatherings, and a driving school.

Talbott Springs Neighborhood Center

Until this September, Talbott Springs was home to preschool for the past 12 years. Our current tenants are two houses of worship renting the space on Friday, Saturday, and Sunday. During July and August the center space is donated to the Howard County Police Department one day a week for the Summer Youth Activity Program. HCPD School Resource Officers and HCPD's Youth Division run the program which is free and open to the community-at-large. Several years ago, the Oakland Mills staff facilitated a partnership between CA Aquatics and HCPD for free use of the Talbott Springs Pool for those attending the summer youth program. This is a great partnership for many of our young residents whose families could not afford a pool membership.

Currently we are brainstorming on the future use of the center. We have several ideas that we would love to share with the CA Board as we embark on the neighborhood center policy process.

We are working on finding a tenant for weekdays on a short term basis as we explore great possibilities and uses for TSNC.

Hours of Operation – All Centers

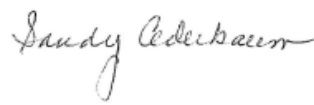
All of Oakland Mills neighborhood centers are surrounded by residential properties and not staffed by OMCA. Thus, we must be extremely cognizant of the village's responsibility to provide a safe and secure environment and not negatively impact on the surrounding community. SFNC is open during the hours it is rented to the longstanding tenants. Those tenants often request some night programs which are permissible. We do not rent the building for social parties. While this may have been acceptable 50 years ago, it is no longer the prudent way to manage a facility. On occasion we will rent to small business meetings and local non-profits for meetings and small gatherings.

We look forward to working with the CA Board regarding the creation of the CA Neighborhood Center Policy. Please feel free to contact either of us with any questions you have or additional information you need.

Sincerely,



Jonathan L. Edelson, Board Chair
Jledelson.omca@gmail.com



Sandy Cederbaum, Village Manager
manager@oaklandmills.org

Wilde Lake

Village	Name of Neighborhood Center	Maximum Capacity (ex: 50 people; 35 people with tables)	Uses	Number of hours per week center is available*	Usage Percentage (hours rented/hours available; on a weekly basis)	Percent of renters who are residents of Columbia**	Hourly Charges for space (please specify resident, non-resident, non-profit, etc.)***	What space is used exclusively for a commercial entity; please name entity	If a commercial use is specified, then how many hours per week	Any ideas for different uses of the Neighborhood Center space?****
Wilde Lake	Bryant Woods	50	Non-profit Montessori Nursery School since 1969, religious services, meetings, band rehearsals, classes	n/a	100%	67%	Columbia resident - \$32/hour; Non resident - \$35/hour	n/a	n/a	No
Wilde Lake	Faulkner Ridge	35	Cooperative Nursery School since 1968, CA summer camps, meetings, religious services, improv club, classes	n/a	100%	80%	Columbia resident - \$27/hour; Non resident - \$30/hour	n/a	n/a	No
Wilde Lake	Running Brook	35	Cooperative Nursery School since 1969, CA camps, meetings, religious services, classes	n/a	100%	83%	Columbia resident - \$27/hour; Non resident - \$30/hour	n/a	n/a	No
				*Neighborhood Centers are self-serve, non-staffed facilities that do not have regular operating hours. They are only open and available during the hours in which they are leased/rented.		**Varies from year to year. Figures provided are for FY2019.	***FY2019 rates			****The Wilde Lake Village Board discussed this question at its August 5, 2019 meeting.

September 6, 2019

To: Nancy McCord

Fr: Kristin Shulder

RE: Wilde Lake Neighborhood Centers

Overview

Wilde Lake Community Association manages three neighborhood centers located in the Village of Wilde Lake. The centers do not have on-site staff and do not have regular operating hours. Renters are required to do their own set ups and clean ups. During the school year, the centers are primarily used by nursery schools. The centers are available during evenings and weekends for HOA & club meetings, classes and church services.

	BRYANT WOODS	FAULKNER RIDGE	RUNNING BROOK
Room Capacity	50	35	35
Building Size	1,788 sq. ft.	1,264 sq. ft.	1,401 sq. ft.
Activity Space	1,044 sq. ft.	775 sq. ft.	966 sq. ft.

Bryant Woods Neighborhood Center

[Bryant Woods Montessori Children's House](#) has been the main tenant at BWNC since 1969. BWNC is a non-profit nursery school. In May 2018, BWNC signed a two year lease for the 2018/2019 and 2019/2020 school years. In accordance with the lease, BWNC has use of the neighborhood center Mondays through Thursdays (8:30am-8:30pm) and Fridays (8:30am-4:30pm) from late August through mid-June. In FY2019, the school also rented the center for three weeks during the summer for a camp program.

In FY2019, BWNC was used by regular renter Glorious Gospel Ministries each Sunday through the year. It was also rented by other groups for meetings and band rehearsals during evenings and weekends. BWNC is located in a residential neighborhood on Green Mountain Circle near the Bryant Woods neighborhood pool.

Faulkner Ridge Neighborhood Center

[Wilde Lake Children's Nursery](#) has operated out of FRNC since 1968. WLCN is a non-profit cooperative nursery school. The school signs a one year lease for use of the center from September through June. For FY2020, WLCN has use of the neighborhood center Mondays through Fridays, 9am-3pm.

During the summer, CA camps rents the center for its programs. In FY2019, CA used the space for six weeks for "Camp C.O.O.K." and before & after camp care. The location is ideal for summer camp because it is attached to the Faulkner Ridge neighborhood pool. The camp program includes daily outdoor pool time.

In FY2019, FRNC was rented to a small church for six months on Sundays and, occasionally used for small board, HOA and improv club meetings during the evenings and weekends. FRNC is located on Marble Faun Way off of Faulkner Ridge Circle.

Running Brook Neighborhood Center

[Running Brook Children's Nursery](#) was established in 1969. RBCN is a non-profit cooperative nursery school. The school signs a one year lease each year for use of the center from September through June. For FY2020, RBCN has use of the neighborhood center Mondays through Fridays, 8am-4pm.

During the summer, CA camps rents the center for its programs. In FY2019, CA used the space for ten weeks for "My First Camp" and before & after camp care. The location is ideal for summer camp because it is next door to the Running Brook neighborhood pool. The camp program includes daily outdoor pool time.

In FY2019, RBNC was also rented by two regular clients during evenings and weekends: Bosniak-American Islamic Community (Saturdays from September through June) and Running Brook Condominium Association.

Cooperative Nursery Schools

Cooperative nursery schools, like Wilde Lake Children's Nursery and Running Brook Children's Nursery, provide a unique community building opportunity. The schools are run with parent volunteers. There are teachers on staff, but parents are scheduled to help out in the classroom and with all aspects of running the school, including administrative support, cleanup and food prep. Because parents are giving their time for free, the schools operate with few paid staff and at lower costs than traditional preschools. Cooperative nursery schools allow parents to get to know other parents and children.

Neighborhood Centers Timeline

Date	Activity	Purpose
25 July 2019	Send survey to Villages	Purpose of the survey is to collect usage data from the Villages and any ideas they have regarding neighborhood centers
21 Aug 2019	Survey Responses Due	Collect Villages response to survey
5 Sept 2019	Meet with Village Chairs	Discuss Neighborhood Centers topic with Chairs; solicit Villages help with the discussion and decision
10 Oct 2019	Review and discuss data collected	CA Board work session (public); review the usage data, financial data; capital spending data for neighborhood centers
14 Nov 2019	Determine potential options	
	Meet with Villages to discuss potential options	Special meeting/work session; could be one or two meetings
	Introduce draft Neighborhood Center Policy	CA Board work session (public); discuss draft policy which will be based upon input from the Villages
	Adopt Neighborhood Center Policy	CA Board meeting (public); finalize and adopt the new Neighborhood Center policy

Likely CA Board Considerations

- **Purpose**

- Why have neighborhood Centers?
- What are the uses in each Neighborhood Centers?
- Is each Neighborhood Center serving a community need?

- **Financial**

- What is the cost to maintain a Neighborhood Center (operational - CA & Villages)?
- What is the income potential of a Neighborhood Center?
- What is the cost to bring a Neighborhood Center up to code (capital & operational)?
- What is the overall cost?

- **Impact**

- If a center is brought up to code (including ADA access), is it still viable?
- Is there a better way to serve community need(s)?
- Is there a better use for a particular Neighborhood Center?



To: Columbia Association Board of Directors
From: Jessica Bellah, Acting Director, Planning and Community Affairs
Subj: Lakefront North FDP-DC-L-2
Date: October 3, 2019

Introduction

At its October 10th work session, the Columbia Association Board of Directors (Board) will be discussing Howard Research and Development's (HRD) development proposal for a section of the Lakefront Neighborhood in Downtown Columbia. This memo provides an overview of the required development review process and opportunities for public comment; summarizes the development proposal; and outlines CA staff identified issues and related activities to date.

Downtown Development Project Review Process and Opportunities for Public Comment

When development is proposed in Downtown Columbia, the following submission documents are required: a Final Development Plan (FDP), Neighborhood Specific Design Guidelines, a Neighborhood Concept Plan, and the Neighborhood Specific Implementation Plan.

The Final Development Plan pertains only to those properties included within its boundaries. It provides the acreage and parcel description, the proposed use and associated maximum gross floor area, the maximum number of residential units, maximum building heights, and descriptions of the proposed Downtown Community Commons, their minimum size and general location. These features will be further refined in subsequent Site Development Plan (SDP) submissions.

The purpose of the Neighborhood Specific Design Guidelines (NSDG) is to express what character-defining urban design criteria will differentiate the Lakefront Neighborhood from the other five downtown neighborhoods and carry forward the vision outlined in the Downtown-Wide Design Guidelines. This document provides narrative and illustrative descriptions of the desired built environment. NSDG are developed and submitted in tandem with the first FDP submitted for a particular neighborhood and supersede criteria and planning guidance found in the Downtown Columbia Plan and Downtown-Wide Design Guidelines. Subsequent development proposals within the same neighborhood may either develop under the approved NSDG or propose modifications.

The Neighborhood Concept Plan (NCP) essentially shows a block and street layout for the entire neighborhood and must demonstrate how the proposed FDP works within this plan. The NCP shows

how both the FDP and the overall neighborhood plan conforms with the relevant descriptions, plans and diagrams included in the Downtown Columbia Plan. It also incorporates previously approved FDPs and Environmental Restoration SDP areas within the neighborhood

While individual parcels will be developed according to market conditions and subsequent SDP's may redistribute where and when uses are built in a particular FDP or neighborhood, the Neighborhood Specific Implementation plan outlines the phasing schedule for development of the FDP area compared to the overall development planned throughout Downtown Columbia. This includes outlining the required transportation, amenity, utility, and other infrastructure that will be developed in concert with build out of the FDP area.

The FDP process for Downtown Columbia development requires a number of steps. Outlined below are project-specific steps and dates (as known) for the HRD Lakefront North proposal. In addition, opportunities for public comment are highlighted.

Development Review Process Step	Date	Opportunity for Community Input
✓ Pre-submission community meeting	11/13/2018	In person
✓ Design Advisory Panel meeting	11/28/2018	Written input only
✓ Submission of Plans & County Staff Technical Review		
HRD submission of FDP & related documents to DPZ	1/17/2019	Input to DPZ by phone, email or letter
DPZ Subdivision Review Committee written comments & request for revised plans	3/13/2019	
HRD written response and submission of revised FDP & related documents to DPZ	4/30/2019	
DPZ Subdivision Review Committee written comments & request for revised plans	6/10/2019	
HRD written response and submission of revised FDP & related documents to DPZ	7/25/2019	
✓ County staff determination that application is complete	9/19/2019	
⇒ DPZ schedules Planning Board public hearing – PB 448 Decision Making Meeting	11/7/2019	Community input at the meeting, by email, or letter

Overview of Lakefront North Development Proposal

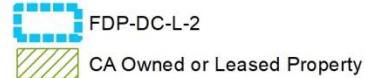
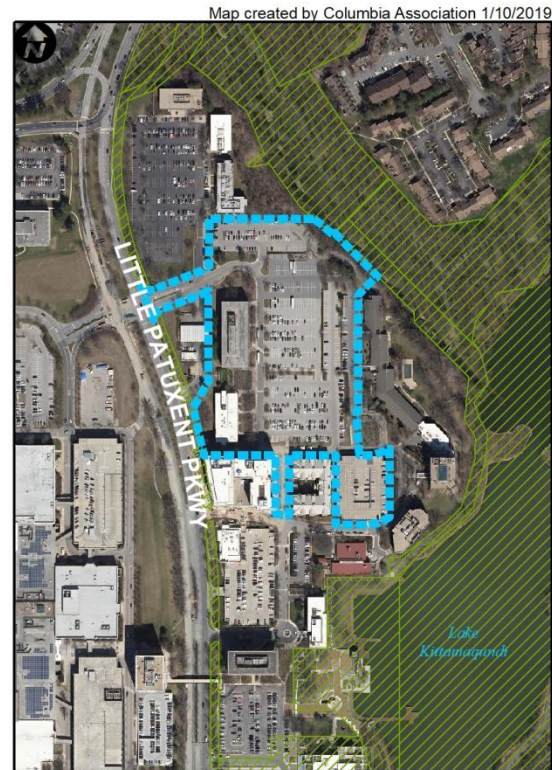
FDP-DC-L-2 pertains to a majority of the HRD owned properties within the northern portion of the Lakefront Neighborhood of Downtown Columbia. The proposal includes five blocks/building sites, a network of private streets, and amenity spaces that will consist of a neighborhood square, the Wincopin Green and the Warfield Promenade amenity spaces.

The FDP covers a 12.8 acre portion of the Lakefront Neighborhood located just north of the Lakefront Core area. This area is currently developed with 155,912 square feet of office space split between one standing and one previously demolished building. The proposal calls for the demolition of the existing Sterrett Building and utilization of the previously demolished Ridgley Building site. Other developed area within the FDP boundary includes surface and garage parking.

While specific building programs for building blocks/sites in the Lakefront Neighborhood are not prescribed until the SDP stage, the overall development program proposed is a maximum of some 775 residential units, 150,000 square feet of retail and restaurant uses and 200,000 square feet of office uses. HRD's Justification Statement indicates that they intend to utilize the proposed uses in the following manner:

Residential	125 age-restricted apartments and another 650 non-age-restricted units
Retail	50,000 sf general retail
	20,000 sf restaurant, including a potential food hall
	80,000 sf fitness/athletic club
Office	200,000 sf medical offices

The proposed development levels of the revised FDP are significantly reduced from those presented at last fall's pre-submission community meeting. While the amount of residential and retail use development has remained relatively the same, the proposed amount of office space is substantially reduced from the previously proposed 1.05 million sf. This change better aligns with the planning guidance from the Downtown Columbia Plan for the Northern portion of the Lakefront Neighborhood to primarily serve as a residential hub with some office uses.



HRD's submitted Lakefront Neighborhood Design Guidelines indicate that the specific land use and design vision for the neighborhood will be a Health/Wellness/Fitness District. The Northern section of the Lakefront Neighborhood is described in the Downtown-Wide Design Guidelines as a modestly scaled, primarily residential and hotel community oriented toward Lake Kittamaqundi. The scale and massing of buildings were described as mid-rise residential and some office buildings. The Downtown-Wide Design Guidelines also envision the area as lively and the mixed-use retail and restaurant components proposed in the FDP will help achieve this.

CA Staff Identified Issues and Related CA Staff Activities to Address These to Date

Multi-use Pathway

A ten-foot wide multi-use pathway is planned along the eastern side of Little Patuxent Parkway. This will be a great benefit to improve pedestrian and bicycle circulation within and around Downtown Columbia. CA owns a strip of land along the corridor that currently includes a sidewalk in this location. CA's land holdings vary in width along the corridor, but in this area, it is approximately 30 feet wide. While the land is owned by CA, CA planning staff understand that the requirement to build the pathway would fall upon the developer of the adjacent lands. In this case, HRD. Of course, the applicant would have to request and receive an easement from CA to access and construct this pathway on CA land.

A few potential issues related to the pathway have been identified by CA planning staff. The first is that the current FDP boundaries do not extend fully to Little Patuxent Parkway and do not incorporate the CA land corridor. This may not be an issue as prior multi-use pathways associated with the development of Downtown Columbia have been constructed with a separate SDP and no FDP requirement. Staff is working to confirm this. The second issue is that the existing Exxon Station fronting the parkway is also not scheduled for redevelopment or inclusion in this FDP, however, any development of a multi-use pathway associated with this FDP should also include this section of frontage so as not to leave a gap in the transportation network. And the third issue is that throughout the Lakefront Design Guidelines the language referencing this trail connection indicates that it is an optional or desired but not required element. CA planning staff would prefer that the language of the guidelines be updated to make clear that the shared use connection is a development mandate in the Lakefront Neighborhood whether on CA property or other property.

CA planning staff have asked DPZ to clarify and confirm that the planned multi-use pathway will be required to be constructed by the adjacent developer in the Lakefront Neighborhood and to ensure that both the neighborhood design guidelines and FDP reflect this.

Amenity Spaces -Wincopin Green

The proposed Lakefront Neighborhood Design Guidelines and FDP envision the Wincopin Green amenity space to be located in the southeast quadrant of the Sterrett Place and Wincopin Circle intersection, one block north of the location shown in the Downtown Columbia Plan. This change is being proposed in

order to accommodate a more desirable street and block plan and avoid undesirable views of an existing loading dock and service entrance. Although the purpose for this change is reasonable, the relocation of Wincopin Green to a more active street corner location does alter the original intended use of this space.

As outlined in the Downtown-Wide Design Guidelines, the original vision for Wincopin Green was a tucked away contemplative/passive area with space for children's play and dog walking. While the proposed Lakefront Design Guidelines note that the green will still retain some of its intended use as a passive gathering space, it is important that the design guidelines continue forward the more specific intent of this amenity space or identify how other amenity areas in the neighborhood will accommodate them.

CA planning staff recommends that CA ask DPZ and/or the Planning Board to include language in the Lakefront Neighborhood Design Guidelines indicating that these activities should be appropriately accommodated within at least one of the proposed amenity space areas within the FDP proposal and revise the FDP as needed.

Building Height

HRD has proposed to increase the maximum building height from 9 stories and 120 ft. to 9 stories and 145 ft. within the FDP area. HRD indicates that the purpose of this change is to accommodate greater ceiling heights of 22 ft. on the first and second floors and 14-foot ceiling height per floor for office uses. The submitted Lakefront Neighborhood Design Manual includes language indicating that medical and health related office uses generally require taller ceilings than other office uses. CA planning staff has concerns about the potential impact the additional height would have on the character of the neighborhood as a modestly scaled, primarily residential neighborhood if it does not also reflect the Downtown Plan's primary goal of encouraging a variety of building forms and heights.

In both the Downtown Columbia Plan and Downtown-wide Design Guidelines, the maximum building height plan not only sets a maximum number of stories expressed as an "up to" clause but also a maximum building height in linear feet expressed in an "and not to exceed" clause. This is an and clause that should be respected and the Lakefront Neighborhood Design Guidelines and FDPs should be approved to reflect both conditions. As written, while on paper the proposed building height is maintained at 9 stories, the reality is that from the exterior of the building, the greater linear feet height is more comparable to an 11 or 12 story building. While it is up to the discretion of the developer to determine what floor to ceiling heights are most viable for the success of their development, these are decisions they should make within the guidance of the Downtown Columbia Plan.

The primary goal of the Downtown Plan's recommended building height guidance is to achieve a variety of height within a neighborhood. To achieve this, the Downtown wide design guidelines do recommend modification of maximum height sub zones and encourages heights to vary by building within each neighborhood from the minimum to the maximum outlined in Exhibit F of the Downtown Columbia Plan. However, FDP-DC-L-2 proposes this modification in linear feet height increase across all building sites

within the FDP, which does not achieve the intent or particular goals of the Downtown Columbia Plan. While it may be appropriate to increase the linear feet height for specific areas in the FDP boundaries to accommodate market opportunities for specific use goals in the neighborhood, this should be tiered within the FDP area and not throughout.

While the specific profile and massing (the shape of the buildings) will be addressed at the SDP stage, CA Planning staff has concerns about the massing of the proposed buildings at this point in the process as described in the Lakefront Neighborhood Design Guidelines and the FDP. As a result, staff recommends that CA ask DPZ and/or the Planning Board to include language in the Lakefront Neighborhood Design Guidelines and the FDP indicating that the architecture of the four main building sites in the FDP shall provide for a variety of heights within their own footprint and in relationship to one another and that this relationship should be directly proportional to offset the added height requested in association with specific office land uses. For example: 9 stories and 120 ft. is the base maximum building height permitted in the FDP area, except that, for specific medical office uses, the final height of a building accommodating such uses may be increased to 145 ft. provided that the maximum height of other building(s) in the FDP area be reduced by an equal or greater reduction in linear height. Architectural guidance in the design manual should prescribe how best to articulate such offsets and the relationship between these buildings.

Board Discussion

These and other issues are to be discussed at the October 10 Board work session. CA planning staff will be on hand to provide additional information and answer the Board's questions related to the proposed Lakefront North development.

Please note that the staff analysis presented in this memo is based on the most recent publically available plan documents and relevant submission material. Such materials may have been altered or updated to reflect DPZ comments. It is anticipated that the final versions of these documents will be submitted to DPZ within the next several weeks leading up to the Planning Board meeting. Staff will review these documents as they become available and determine if the issues raised in the memo or in the Board's discussion have been reasonably addressed.



Open Space and Facility Services October 2019 Update

October 10, 2019

Columbia
Association

Capital Improvement Projects

Steps Replaced

Hesperus Drive



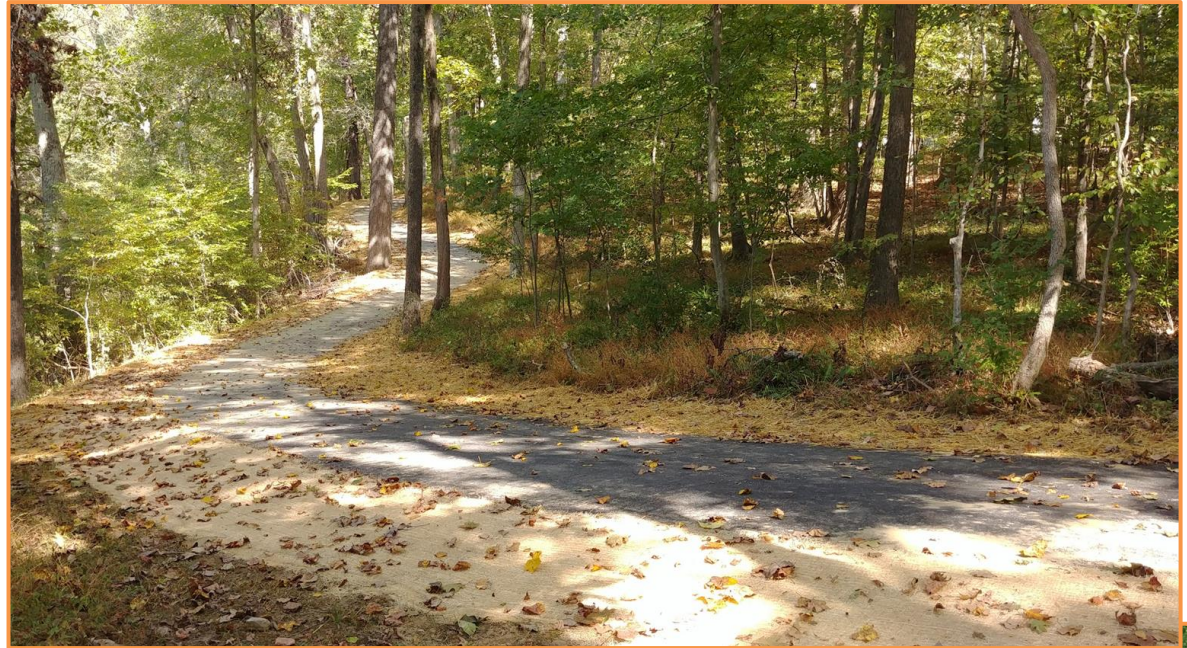
AFTER



BEFORE

Pathway Renovation

Kings Contrivance



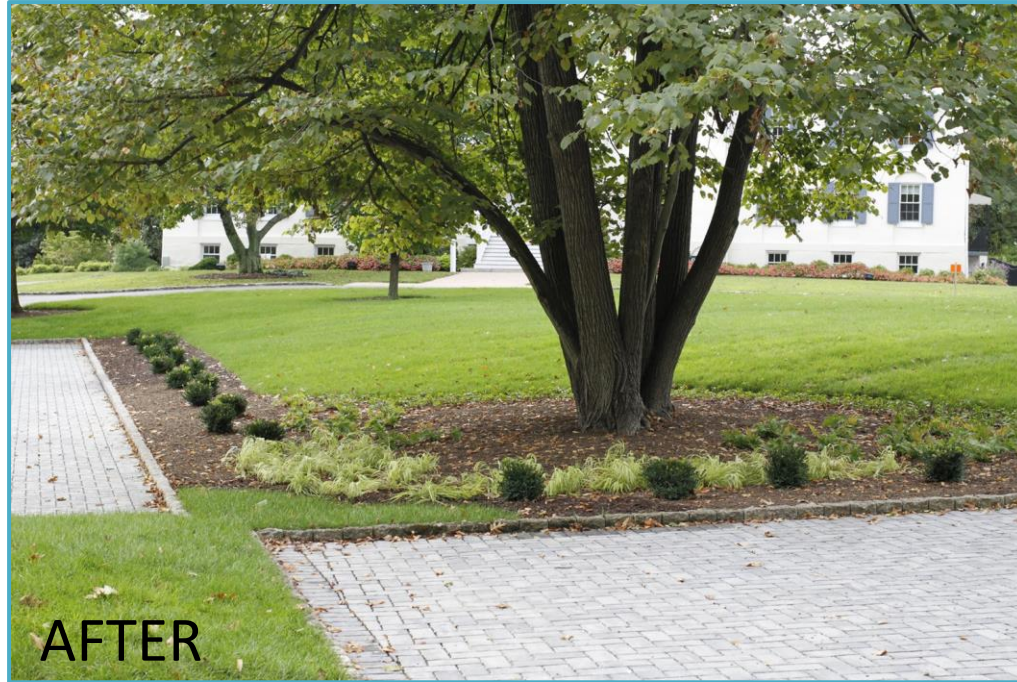
AFTER



BEFORE

Capital Improvement Projects

Front Lawn Area Improved Oakland Manor



Construction

Locker Rooms Renovated Supreme Sports Club



Construction

Pool and Spa Areas Renovated

Supreme Sports Club



Construction

Interior Upgrades

Longfellow Neighborhood Center



Preparing for Fall

Kennedy Gardens



Landscape Services

Planting Replacements

Lake Elkhorn Bioretention Area



Community Engagement

Columbia on Foot Nature Walk Wilde Lake



July 4th at Lake Kitt



No Board action requested or
required





October 4, 2019

Chair's Remarks October 10, 2019 CA Work Session

<u>Date</u>	<u>Activity</u>	<u>Time</u>
Oct 5, 2019	Supreme Sports Club Grand Reopening Pool Party	10:00 AM
Oct 5, 2019	Oakland Mills Fall Festival (The Other Barn)	11:00 AM
Oct 6, 2019	Downtown Columbia 5K Race (see Downtown Columbia Partnership website)	9:00 AM
Oct 8, 2019	Solar Coop session (Claret Hall, River Hill)	7:00 PM
Oct 10, 2019	Exploring Columbia On Foot (meet at the People Tree on the Lakefront)	10:00 AM
Oct 10, 2019	Volunteering Made Easy	6:00 PM RR
Oct 10, 2019	Healthy Eating: Ayurveda Style (see website for details)	6:30 PM RR
Oct 10, 2019	CA Board work session	7:00 PM
Oct 12, 2019	Long Reach Village-wide Yard Sale	8:00 AM
Oct 17, 2019	Health Session on Urology (Slayton House - CA Health & Fitness; see website for details)	7:00 PM RR
Oct 17, 2019	CA Board work session on FY-2021/2022 budget	7:00 PM
Oct 18, 2019	Music & Memories: Recording the Community's Legacy (Merriweather Post Pavilion - Columbia Archives)	4:00 PM RR
Oct 18, 2019	Totally 80s Murder Mystery (Oakland, Town Center)	7:00 PM RR
Oct 19, 2019	Harper's Choice Village-wide Red Ribbon Yard Sale	8:00 AM
Oct 19, 2019	Kings Contrivance Fall Community Cleanup (see Kings Contrivance website for details)	10:00 AM
Oct 19, 2019	HallowFest at the CA Sports Park (in conjunction with the Columbia Art Center)	12:30 PM RR
Oct 19, 2019	Plant Swap & Rain Garden Workshop at Owen Brown (see website for details)	1:00 PM RR

Oct 19, 2019	Dorsey's Search OctoberFest (Linden Hall)	6:00 PM RR
Oct 21, 2019	Health & Fitness Advisory Committee (Haven on the Lake)	7:00 PM
Oct 21, 2019	Master Gardener session on Perennial Gardening (Stonehouse)	7:00 PM RR
Oct 23, 2019	Aquatics Advisory Committee (CA Maintenance Facility)	7:00 PM
Oct 24, 2019	Information Session of Sister Cities Exchange Trips	7:00 PM
Oct 24, 2019	CA Board meeting	7:00 PM
Oct 25, 2019	Wilde Lake's Wilde Halloween (Slayton House)	4:30 PM RR
Oct 25, 2019	Dorsey's Search Haunted Hallow's Eve (Claret Hall)	6:00 PM RR
Oct 26, 2019	Columbia Plein Air Paint Out (see website for details)	10:00 AM
Oct 26, 2019	Dog Day Afternoon (CA Dog Park; see website for details)	10:00 AM
Oct 26, 2019	Goat Yoga at the Haven (Haven at the Lake)	9:30 AM RR
Oct 31, 2019	Harper's Choice Halloween Fest (Kahler Hall)	6:00 PM RR

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

Meetings with the Villages continue. So far I have visited Town Center, Hickory Ridge, Long Reach, Kings Contrivance, Harper's Choice and Dorsey Search. The Villages have been appreciative of the meetings.

TO: Columbia Association Board of Directors
FROM: Milton W. Matthews, President/CEO
DATE: 24 September 2019
RE: Strategic Initiatives for President/CEO for Fiscal Year 2020

Strategic Priority No. 4 – Leadership Development

Strategic Initiative: Hold an event/forum, with a focus on attracting attendees from across the community to engage them in discussions about and the benefits of a diverse leadership within community groups, including Columbia Association and the village associations.

Action Steps

Action #1 – Determine most logical community partner (s) to join CA in this Strategic Initiative and meet with a representative from each to ascertain willingness to participate in this effort (November 2019)

Action #2 – Finalize plans for the format of the event/forum (January 2020)

The outcome would be to hold this event/forum in **April 2020**.