



Date: March 1, 2018; Updated March 5, 2018

To: Columbia Association Board of Directors (Board)

From: Jane L. Dembner, AICP
Director of Planning and Community Affairs

Subject: Identification of Board Strategic Initiatives

Note: This memo was updated to include ideas submitted after the earlier version was posted as part of the Board's back-up materials.

In preparation for the March 8 Board work session agenda item related to development of the Board's strategic initiatives for the next 12 months (April 2018-March 2019), the Board Chair called for Board member's ideas. Those are reflected below. Although not strategic initiatives, at the February 22 Board meeting, two board members suggested budget related actions in the context of the FY19-20 budget. Those are also included below.

The March 8th work session will focus on these as well as other ideas the Board may generate that evening, with the goal of honing the list to a few strategic initiatives that, once voted on at the March 22 Board meeting, will be priorities for the Board for the next 12 months.

Three Board members provided the following items:

1. Phase 2 of the Rewrite of Howard County's Development Regulations with a focus on New Town zoning.
2. Columbia development, including transforming the existing Gateway Business Park into an Innovation District (impact on CA and Columbia), Long Reach Village Center redevelopment, Downtown Columbia.
3. Sport and Fitness memberships, current status and future direction.
4. Rates, seniors and membership.
5. Rates and Membership: Need to revise/expand our definition of "family rate" to include single parents with older children, and to adjust the application of the under-used Senior discount to include more seniors on moderate fixed incomes.

6. Zoning and Strategic Planning: Need to take an in-depth look at New Town Zoning, as a long-term strategic issue. There also are potential zoning issues involving infill projects in all of our villages.
7. Open Space: It is not entirely clear what forested undeveloped land belongs to HRD, which is CA Open Space (often contiguous), and what is county owned. The CA Board needs to pro-actively engage with these issues now, to examine threats and opportunities, by focusing on potential future impacts on open space, parks and pathways.
8. Covenants: There is a critical issue with HRD, owned by Howard Hughes, involving their reluctance to enforce nonresidential covenants.
9. Watershed Policy: Residents have raised issues about backyard erosion of their properties. Since watershed management projects are now taking up greater amounts of CA budget projections, the CA Board should look at crafting a watershed management policy with regards to ponds, stream beds, pathway restoration and residential erosion. How much remediation will CA be responsible for? Under what circumstances and criteria might CA be involved in residential restoration? I would like to get input from the Watershed Advisory Committee on this issue, as well as data from senior staff.

At the February 22 Board meeting, two board members suggested budgeted related actions in the context of the FY 2019 and FY 2020 budgets, which were approved by the Board at that meeting. Those are outlined below:

- A. Lower the Annual Charge Rate to \$0.65 cents per \$100
- B. Reduce all Sport and Fitness membership rates and fees by 10% for FY19 and FY20. This means a 10% reduction from current (FY18) rates and fees.
- C. Change CA policy with respect to the senior discount, and direct that the senior discount shall be combinable with other membership discounts. With this change, seniors will receive the current 10% senior discount on all memberships, including renewals.
- D. Change CA policy with respect to the income qualified discount and direct that this discount be combinable with other memberships discounts. With this change, residents will receive the current 50% income qualified discount on all memberships, including renewals.
- E. Abolish start-up or initiation fees.
- F. Redefine "family membership" to include single parents and their children.
- G. Redefine "family membership" to include children living at home up to the age of 25 (current max age is 22).
- H. Create a college student (undergraduate and graduate students), single-facility discount of 50% off of the single facility new member or renewal rate (whichever applies).
- I. Create a high-school membership for free use of our gyms during the months of June, July, and August. This membership would allow any CA resident high schooler (all they need is a current high school id and proof of residence) to use our fitness facilities for free during the summer months.

- J. Reduce hourly indoor tennis fees by 50% for residents (current rate is \$20 per person per hour during most times).
- K. Reduce the ice rink and roller rink entry fees for members and residents to \$5.00 (currently \$7.25).
- L. Reduce the outdoor pool entry fees on weekends and holidays for Columbia Card holders and guests of members to the weekday rates.
- M. Direct that Staff obtain Board approval before raising any fees or other charges not included in the budget section titled "Rates." This restriction would not apply to food, beverages, or apparel.
- N. Allocate \$50,000 for the purchase of a van or other suitable vehicle as part of a pilot program to transport seniors on demand to and from our fitness facilities.