



To: Columbia Association Board of Directors
From: Kristin Russell, Director, Office of Planning and Community Affairs
Subj: New Town (NT) Planning & Visioning consulting services
Date: June 3, 2020

CA has selected Mahan Rykiel as the consulting team charged with facilitating conversations among the CA Board and leadership to help develop our vision for the Columbia community into the future. We will establish “big picture” goals and priorities for greater Columbia that will be the foundation for the community as it continues to evolve and head into the coming decades.

The consulting team will bring to the table a wealth of knowledge and experience related to the planning principles and practices that are applicable to redevelopment, reinvestment, and preservation of mature master planned communities.

These conversations and information sessions will allow CA leadership to formulate its vision for NT-zoned portions of Columbia in order to best advocate for itself and work in partnership with the County during its General Plan rewrite and later comprehensive rezoning.

Mahan Rykiel team

- Tom McGilloway, a Principal at Mahan Rykiel, has been involved in the Ellicott City master plan, the Columbia Town Center Master Plan, and the current update for the Howard County General Plan. Mr. McGilloway assisted Rockville, MD with its Comprehensive Plan, where he applied new zoning criteria to older, predominantly single family neighborhoods illustrating how mixed-use infill could promote walkable neighborhoods and a greater variety of housing.
- Steve Kellenberg, founder of Kellenberg Studio, has over 35 years of consulting on the design of large-scale and mixed use new communities, town centers and business environments across the US and internationally. Mr. Kellenberg served as senior VP at the Irvine Company, developer of the largest, mature master planned community in the US, where he headed their Urban Planning and Design Group. He teaches in the Master in Real Estate program at USC.
- Ann Forsyth, Professor of Urban Planning at Harvard University is trained in planning and architecture and her primary research and practice focus on examining new towns. Her recent book, Reforming Suburbia, was an in-depth analysis of three planned new towns: Columbia, MD; Irvine, CA and The Woodlands, TX.
- Uri Avin is a former Howard County planning director. He also laid the groundwork for subsequent rezoning and growth management measures for the next decade, executed 20 projects around the sustainability needs of Howard County, six projects for CA, and collaborated to produce the Route 1 corridor study. He is currently an advisor to the County DPZ on their General Plan update.

- Erin Talkington, Principal and the Director of Consulting for RCLCO (Real Estate Advisors), has executed numerous market studies for public and private sector clients in the mid-Atlantic including the Route 1 corridor study in Howard County. Ms. Talkington is currently leading the County’s Housing Needs Study for the Department of Housing and Community Development.

Schedule of Work

Columbia 2.0 Schedule of Work

	Month 1	Month 2	Month 3	Month 4
Task 1 Discovery 1.1 Formative Principles 1.2 Issues Identification 1.3 Case Study Analysis Workshop 1	Light blue bar (top half), Orange bar (bottom right)			
Task 2 Big Ideas 2.1 Market Realities 2.2 Visioning Session 2.3 Governance Strategies Workshop 2		Light blue bar (top half), Orange bar (bottom right)		
Task 3 Synthetic 3.1 Preliminary Vision Framework 3.2 Mitigate Regulatory Dissonance Workshop 3			Light blue bar (top half), Orange bar (bottom right)	
Task 4 Final Report 4.1 Powerpoint Summary 4.2 Documentation Workshop 4				Light blue bar (top half), Orange bar (bottom right)

Although the above table has four workshops in four consecutive months, current COVID circumstances may prohibit in-person gatherings as previously imagined. We may instead opt for more, but shorter, virtual meetings within a similar timeframe. Logistics of working within the confines of COVID are still being sorted out.

Scope of Work

Task 1 – Discovery

The purpose of this task is to develop and share an understanding of the history of Columbia, its driving principles and emerging issues.

Workshop 1 (or, as above this could become multiple workshops) will cover:

- The birth of the community and the concepts developed by The Rouse Company that made Columbia the model of its time. Are those concepts valid and have they evolved? Review relevant recent plans or studies. What worked and what didn’t?
- General history of land use practices in the United States with a focus on how the greater Columbia community differs from these practices.
- Which of the principles and concepts are foundational and need to be retained/strengthened and which need refinement/redirection?
- What is missing that current demographic and cultural trends suggest may be needed to address opportunities in the coming decades?
- The team will present, from their collective knowledge, at least three ‘case studies’ reflecting on how similar sized and vintage new towns are adapting, or not, to change and anticipating their next stage.

Task 2 – Big Ideas: Options and Consensus

This task looks into the future with its purpose to help identify a “preferred future.” What are the stakeholders and community-at-large goals and aspirations? If we imagine Columbia in 25 or 50 years, what do we see?

This Task will include a market study. Potential for residential and non-residential infill and redevelopment will be presented and discussed, looking at the types of opportunities that other mature master planned communities have leveraged. This will be set in a county-wide and regional context.

Workshop 2 (or, as above this could become multiple workshops) will cover:

- The team will facilitate an ‘Ideation Session’ to further envision the future.
- Additional variables and dynamics found relevant and in other communities will be considered. This could include parks and open space, redevelopment, sustainability, housing, aging population, and more.
- The team will facilitate a discussion leading to a general prioritization.
- There will be a discussion on how private covenants are applied to land development and design decisions, with an overview of the positive and negative impacts that private covenants have on shaping the built environment and desirability of the community.

Task 3 – Synthesis into a Vision

This task will utilize the outcomes of the previous stages to refine vision components into a set of Goals and/or Guiding Principles.

Workshop 3 (or, as above this could become multiple workshops) will cover:

- Develop a high-level policy framework based on the preferences identified in the previous workshops.
- Articulate priorities and general actions required to achieve goals.
- If needed, discussion and resolution regarding perceived misalignment between the existing regulatory process and preferred goals and objectives.

Task 4 - Summary Report

The purpose of this task is to produce a final report summarizing the discussions and findings of the discovery process and subsequent synthesis. The team will prepare both a PowerPoint and written document with a draft and final version of each.