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Minutes of the Board of Directors Meeting December 22, 2009

Approved: January 14, 2010

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The regular meeting of the Columbia Association Board of Directors was held on Tuesday, December 22, 2009, at 7:40 p.m. at the Columbia Association building. Present were the Chair, Phil Kirsch, and members Cynthia A.S.H. Coyle, Russell Swatek, Suzanne Waller, Kathleen Dragovich, Pearl Atkinson-Stewart (via telephone), Alex Hekimian (at 7:43 p.m.), Shari Zaret (at 7:47 p.m.), and Michael Cornell (at 7:50 p.m.), and President Phillip Nelson.

2. Board Monitoring Form The Chair reminded the Board members to complete the Board Monitoring Form.

3. Closed Meetings

The Chair announced that there had been four closed meetings:

- a. The Architectural Resource Committee held a closed meeting on December 7, 2009. The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property § 11B-111 (4) (iv) consultation with staff personnel, consultants, attorneys, or other persons in connection with pending or potential litigation. The vote to close was 5-0-0, with members Michelle Miller, Denis Ellis, Gracie Bradford, Pat Loeber, and Kristin Shulder all voting for closure. The meeting was closed from 1:10 p.m. until 1:45 p.m.
- b. The Board of Directors held a closed meeting on December 8, 2009. The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property § 11B-111 (4) (i) discussion of matters pertaining to employees and personnel. The vote to close was 7-0-0 with Board members Michael Cornell, Cynthia A.S.H. Coyle, Kathleen Dragovich, Alex Hekimian, Phil Kirsch, Russell Swatek, and Suzanne Waller voting for closure. Gregg Schwind and Shari Zaret arrived after the vote to close. The closed meeting started at 7:05 p.m. and ended at 9:20 p.m.
- c. The Board Operations Committee held a closed meeting on December 10, 2009. The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property § 11B-111 (4) (i) discussion of matters pertaining to employees and personnel. The vote to close was 4-0-0 with committee members Cynthia A.S.H. Coyle, Alex Hekimian, Phil Kirsch, and Suzanne Waller voting for closure. Other Board members present were Russell Swatek and Michael Cornell. The closed meeting started at 7:05 p.m. and ended at 9:30 p.m.
- d. The Board of Directors held a closed meeting on December 16, 2009. The closed meeting was authorized under the Maryland Homeowners Act, Md. Code, Real Property § 11B-111 (4) (i) discussion of matters pertaining to employees and personnel. The vote to close was 6-0-0 with Board members Cynthia A.S.H. Coyle, Kathleen Dragovich, Alex Hekimian, Phil Kirsch, Russell Swatek, and Suzanne Waller voting for closure. The closed meeting started at 7:10 p.m. and ended at 8:45 p.m.

46 **4. Approval of the Agenda**

47 **Action:** Ms. Waller moved to approve the agenda and Ms. Coyle seconded. The Board
48 unanimously approved the agenda as presented.

49 Vote: 6-0-0

50 For: Mses. Coyle, Waller, Atkinson-Stewart and Dragovich; and Messrs. Kirsch,
51 and Swatek.

52 Against: None

53 Abstain: None

54

55 Mr. Hekimian arrived at 7:43 p.m.

56

57 **5. Approval of the Minutes**

58 **November 11, 2009**

59 **Action:** Ms. Waller moved and Mr. Swatek seconded approval of the minutes. The Chair
60 asked that the minutes be changed to reflect the comings and goings of the members during
61 the meeting, not just listed at the beginning of the minutes. The minutes were approved
62 unanimously as amended.

63 Vote: 7-0-0

64 For: Mses. Coyle, Waller, Dragovich, and Atkinson-Stewart; Messrs. Kirsch,
65 Hekimian, and Swatek

66 Against: None

67 Abstain: None

68 **November 24, 2009**

69 **Action:** Ms. Waller moved and Ms. Coyle seconded approval of the minutes. The following
70 correction was made:

71 by Mr. Hekimian and Mr. Kirsch: page 6, line 218, should read, "Board," not "committee."

72 The minutes were approved unanimously as amended.

73 Vote: 7-0-0

74 For: Mses. Coyle, Waller, Dragovich, and Atkinson-Stewart; Messrs. Kirsch,
75 Hekimian, and Swatek

76 Against: None

77 Abstain: None

78

79 Ms. Zaret arrived at 7:47 p.m.

80

81 **6. Resident Speakout** There were two residents who spoke during Resident Speakout.

- 82 a. Rob Schweinfurth of Owen Brown, who is the current chair of the Watershed Advisory
83 Committee, spoke about the necessity of funding the Watershed Manager position, which
84 is a top priority in the recommendations by the Watershed Advisory Committee.

85

86 Mr. Cornell arrived at 7:50 p.m.

87

- 88 b. Brian England of Hickory Ridge, who represented the Middle Patuxent Environmental
89 Foundation, spoke in support of CA funding for a Watershed Manager position.

90

91 **7. Board Member Comments**

92 **Mr. Cornell** wished everyone a Happy Holiday. He wanted to recognize the efforts of the
93 Transportation Committee in his village (River Hill), stating that they have gotten the
94 attention of state and local officials to work on some projects in their village. He said the
95 village is also looking at creating a village concepts center plan.

96 **Ms. Dragovich** wished everyone Happy Holidays.

97 **Ms. Zaret** expressed her thanks for the kindness everyone showed her family over the last
98 few weeks in which the matriarch of her family passed away. She also wanted to thank
99 everyone for all the work they've done—Board members and staff—and looked forward to a
100 productive and happy new year.

101 **Mr. Hekimian** wished everyone a really nice and happy holiday period. He said he was
102 looking forward to the new year, and said that while they had a lot on their plate, he felt they
103 would be very productive and accomplish a lot of good things by the end of their term. He
104 also mentioned that Oakland Mills is looking at its village plan.

105 **Ms. Coyle** wished everyone Happy Holidays, and said everyone should enjoy their family
106 and friends.

107 **Ms. Atkinson-Stewart** stated that Owen Brown is very concerned about pedestrian safety,
108 and referred to two recent fatalities. She said the Village Board is talking to the county
109 government on ways to make the crosswalks safer, and County Councilmember Jen Terrasa
110 told them at their meeting that the answer is educating the public to stop at crosswalks. They
111 are trying to get other villages involved in the education effort by including information in
112 their respective village newsletters. She wants Mr. Nelson to find out if the county
113 government is also going to hire a watershed manager, and if so, maybe the county and CA
114 could share the watershed manager. She also has someone close to her who is very ill, so she
115 sympathizes with Ms. Zaret's recent loss. She also wished everyone a Happy, Happy
116 Holiday.

117 **Mr. Swatek** wished everyone Happy Holidays.

118 **Ms. Waller** wished everyone Happy Holidays. She spoke about the current traffic problems
119 in light of the fact that the proposed 5500 additional residential units have not yet been built,
120 and said she thought pedestrians were putting their lives at risk to cross some of the bigger
121 roads such as Route 175. She also congratulated the volunteers of the Watershed Advisory
122 Committee and CLEER [Committee for Lake Elkhorn Environmental Restoration] on their
123 advocacy accomplishments.

124

125 **8. Chairman's Remarks** Mr. Kirsch stated that 100-150 people turned out for Wilde Lake
126 Village Board's presentation of their plan. He said that Kimco would be holding a meeting
127 in early January. He wished everyone a Merry Christmas and Happy Holidays.

128 **9. President's Report** President Nelson said that in addition to his written report, he had some
129 light (!) reading for the Board on the budget.

130

131

132

133

134 **10. Committee Reports**

135 **a. Performance Oversight Committee**

136 ➤ **Discussion**

137 • **Accept and File Second Quarter FY 10 Operating and Capital Board**
138 **Reports** Without discussion, the Board unanimously accepted the
139 committee’s recommendation to accept and file the Second Quarter FY 10
140 Operating and Capital Board Reports.

141 Vote: 9-0-0

142 For: Mses. Coyle, Waller, Dragovich, Zaret, and Atkinson-
143 Stewart; Messrs. Kirsch, Hekimian, Cornell, and Swatek

144 Against: None

145 Abstain: None

146 • **Accept and File Second Quarter FY 10 Financial Statements** Without
147 discussion, the Board unanimously approved the committee’s
148 recommendation to accept and file the Second Quarter FY 10 Financial
149 Statements.

150 Vote: 9-0-0

151 For: Mses. Coyle, Waller, Dragovich, Zaret, and Atkinson-
152 Stewart; Messrs. Kirsch, Hekimian, Cornell, and Swatek

153 Against: None

154 Abstain: None

155 • **Approval of Planning Funds for Athletic Club Parking Lot** After
156 discussion, the Board accepted the committee’s recommendation to
157 approve \$25,000. to start the planning and engineering process for an
158 additional parking area adjacent to the Athletic Club.

159 Vote: 8-1-0

160 For: Mses. Coyle, Waller, Dragovich, Zaret, and Atkinson-
161 Stewart; Messrs. Kirsch, Hekimian, and Cornell.

162 Against: Mr. Swatek

163 Abstain: None

164
165 ➤ **Chair’s Report** Mr. Hekimian requested that when these types of items are
166 presented, that the staff present environmentally sustainable options. He also
167 spoke about POC’s strategic issue of improving quality of service to the
168 community and improving quality within the organization so that it functions
169 more effectively and efficiently. The current focus is on updating and improving
170 CA’s purchasing policy.

171

172 **b. External Relations Committee**

173 ➤ **Consent Agenda**

174 • **Approve the Watershed Advisory Committee Charter** There being no
175 objections, the Watershed Advisory Committee Charter was approved.

176

177 • **Approve the Watershed Advisory Committee Protection Framework**
178 **Charter** There being no objections, the Watershed Advisory Protection
179 Framework was approved.

180 ➤ **Chair’s Report** Ms. Waller updated the information on the meeting with the
181 Village Managers and Chairs that will now be held at Slayton House on January
182 7, 2010, at 7:30 p.m. until 10 p.m. There is enough room to accommodate all of
183 those who want to attend, including the Village Boards. She also reported that
184 ERC was working on a plan to educate the community on public safety. ERC is
185 creating a charter for a Legislative Advisory Committee, which should be
186 functioning soon. The committee is also beginning the process of planning to
187 host a State of the Environment panel with industry specialists. They are also
188 researching a renewable energy source program for Columbia residents and
189 businesses.

190 **c. Planning and Strategy Committee**

191 ➤ **Discussion**

192 • **Approval of Revisions to Downtown Redevelopment Strategy Sketch**
193 Ms. Coyle explained that the updates to the document had been previously
194 approved by the Board and then inadvertently removed by staff. The two
195 items that were proposed to be re-added to the document were #5, dealing
196 with the Lakefront Development, and #9, dealing with familiarizing
197 residents and businesses with Columbia’s vision. Additionally, #1 added
198 the word “non-motorized” to the Desired Outcome statement.

199 **Action:** Ms. Waller moved that any discussion of “vision”
200 includes reference to CA’s Vision Statement. The motion failed
201 for lack of a second.

202 **Action:** Ms. Zaret moved and Ms. Waller seconded that the
203 Strategy plan document be organized to include CA’s Vision and
204 Mission Statements as a separate appendix that can be referenced
205 in parentheses.

206 **Action:** Mr. Cornell moved and Ms. Atkinson-Stewart moved to
207 refer back to committee the issue of referencing CA’s Vision
208 Statement throughout the Strategic Plan document, and also to call
209 the original question.

210 Vote: 6-3-0

211 For: Mses. Waller, Zaret, and Atkinson-Stewart; Messrs.
212 Kirsch, Hekimian, and Cornell

213 Against: Mses. Coyle and Dragovich; and Mr. Swatek

214 Abstain: None

215 **Action:** The Board unanimously approved the amended Strategic Plan
216 document.

217 Vote: 9-0-0

218 For: Mses. Coyle, Waller, Dragovich, Zaret, and Atkinson-
219 Stewart; Messrs. Kirsch, Hekimian, Cornell, and Swatek

220 Against: None

221 Abstain: None

264 **14. Adjournment** Mr. Cornell moved and Mr. Kirsch seconded that the meeting be adjourned;
265 the motion passed unanimously and the meeting adjourned at 9:12 p.m.

266

267

268 Respectfully submitted,

269 Erin Gilland Roby

270 Recording Secretary

271

272

**COLUMBIA ASSOCIATION
WATERSHED RESIDENT ADVISORY COMMITTEE CHARTER**

Mission Statement

The mission of the Watershed Resident Advisory Committee (the “Committee”) is to advise the Columbia Association on matters directly related to the Watershed Plan and to specifically work with the Village Community Associations and CA to enhance public awareness and facilitate education on watershed issues.

Goals

In fulfilling its mission, the Watershed Resident Advisory Committee has the following charge:

1. To assist Columbia Association staff in evaluating techniques, procedures and approaches (from the Watershed Plan) which will improve and maintain water quality and ecological integrity of Columbia’s watersheds.
2. To recommend the best management practices to (for CA and stakeholders) and to reduce nonpoint source pollution.
3. To recommend methods for monitoring progress of the plan/policy implementation.
4. To assist in the creation of specific and practical measurable goals for the Watershed Plan.
5. To advise CA on public awareness programs and facilitate community education.
6. Foster an informed public by encouraging resident feedback, assessments and ideas in conjunction with the Columbia Association Communications and Marketing Division.

Procedures

ARTICLE I: MEMBERSHIP

Section 1

The Watershed Resident Advisory Committee shall consist of up to eleven (11) residents. Each Village will be asked for recommendations on potential members. Members will be recommended for appointment to the Committee based on their experience, educational background, and interest in watershed issues. If any of the Villages fail to make a recommendation, the ERC will make further recommendation to the CA Board so as to bring the Committee membership to eleven.

Section 2

On any matters brought to a vote before the Committee, each member shall be entitled to one vote.

Section 3

After receiving Village input, the External Relations Committee shall recommend members of the Committee to the CA Board for approval.

Section 4

Committee members will be appointed for a one year term, with member renewal determined by the External Relations Committee.

Section 5

Committee members, in connection with their services, may be given access to certain confidential information. Before such information is provided, subcommittee members will be required to sign the "Non-Disclosure Agreement for Resident Members of Columbia Association Board of Directors Committees (attached)".

Section 6

Members can be removed from the Committee for not fulfilling Duties as defined in Article III, at the request of the External Relations Committee, or for not adhering to the Columbia Association Board and Council Values.

ARTICLE II: OFFICERS

Section 1

The officers of the Committee shall be a Chairperson, Vice-Chairperson and Secretary. Officers shall be elected by a majority vote of members present at the first regular meeting of the Committee each year, and shall hold office for their one year term.

Section 2

The Chairperson shall be responsible for preparation of the agenda for all meetings and shall preside over all meetings of the Committee.

Section 3

The Vice-Chairperson shall preside over all meetings in the Chairperson's absence and assist the Chairperson in the performance of his/her duties.

Section 4

The Secretary shall be responsible for recording and distribution of minutes and will preside over all meetings in the absence of the Chairperson and Vice-Chairperson.

ARTICLE III: DUTIES OF MEMBERS

Section 1

By accepting a position on the Watershed Resident Advisory Committee, each member agrees to attend and actively participate in regular and special Committee meetings.

Section 2

The Committee acts on specific matters as directed by the CA Board through the External Relations Committee.

Section 3

The Committee may recommend policy to the External Relations Committee, but will have no policy-making authority for CA.

Section 4

The Committee members will inform their respective Village Associations of the Committee and watershed efforts.

Section 5

The Committee will advocate for Columbia Association approved methods and techniques to address watershed concerns.

Section 6

The Committee members participate in the majority of the Committee sponsored community events.

ARTICLE IV: MEETINGS

Section 1

Regular meetings of the Committee shall be held at least quarterly and all meetings shall be open to the public, unless closed pursuant to the provisions of the Maryland Home Owner Association Act. More frequent meetings may be established by the membership.

Section 2

The Chairperson may call special meetings at any time and shall notify all members and the public, at least one week prior to such meeting, as to the time, place and purpose of such special meetings.

Section 3

Additionally, at the request of the majority of the members, the Chairperson shall cause a special meeting to be called. The request must be made in writing and be received at least two weeks before the requested scheduled date and must state the purpose for the meeting. No business but that specified in the notice may be transacted without the unanimous consent of those in attendance.

Section 4

A majority of the Committee's membership is required to be present at a meeting to constitute a quorum.

ARTICLE V: AMENDMENTS

The Committee may vote at any regular or special meeting to recommend to the External Relations Committee amendments to this Charter. The recommendation must be accomplished by a vote of two-thirds of the entire Committee. Proposed amendments must be communicated to the membership at least 30 days prior to the meeting at which a vote will be taken with respect to such amendment. The Columbia Association has the authority at any time to recommend to the External Relations Committee amendments to the charter.

ARTICLE VI: PARLIAMENTARY AUTHORITY

The rules of parliamentary practice set forth in "Robert's Rules of Order, Newly Revised" shall govern all proceedings of this Committee, subject to such special rules as may be adopted.

ARTICLE VII: STAFF SUPPORT

The CA staff member(s) of the Committee will provide support to the Committee by working with the Chairperson to prepare and distribute the agenda, maintaining a schedule of Committee meetings and notifying the public of meetings. The staff member(s) also will assist the Committee in gathering, assessing and presenting information to the External Relations Committee and CA. Requests for additional support are dependent upon available resources.

ARTICLE VIII: REPORTS AND PRESENTATIONS

Minutes of the Committee's meetings will be sent to all members of the External Relations Committee. The Committee will provide a written report to the External Relations Committee on an annual basis, or more often as requested.

ARTICLE IX – COMMITTEE CHARTER RENEWAL

The Watershed Resident Advisory Committee Charter may be renewed annually by recommendation of the External Relations Committee and an affirmative majority vote of the CA Board of Directors. If the Charter is not renewed, the work of the Watershed Resident Advisory Committee shall terminate and the Watershed Resident Advisory Committee shall be disbanded.

The Columbia Association Watershed Protection Framework

June 2, 2009

Introduction

Columbia, Maryland was planned and developed with healthy lakes, ponds, rivers and streams, as well as wooded areas and other natural environments in mind. Our plentiful and easily accessible lakes, ponds, streams and natural areas make Columbia unique, attractive to residents and visitors, and underlay and support private and community property values.

Columbia residents have a strong, long-standing, connection to these waters and have repeatedly demonstrated a willingness to invest in their restoration, integrity and health.

At the present time, Columbia's waterways are, in whole or in part, polluted by urban stormwater flowing from structures, roads, bridges, sidewalks and parking lots across the community. Practices such as improper mowing, lawn fertilizer applications, loss of tree canopy, and placing polluting materials such that they runoff a site during a precipitation event all exacerbate surface runoff and groundwater pollution problems.

The stormwater conveyance system that the stormwaters flow through is owned and maintained by a combination of Howard County, and private entities, like the Columbia Association.

Stormwater pollution can be adequately addressed through the use of control and treatment technologies, improved site design approaches, water conservation practices, water reuse and disposal options, improved landscaping techniques, and structures, roads, bridges, parking lots, sidewalks and other hard surface areas built with a sensitivity to minimizing stormwater flows and their adverse impact on area lakes, ponds, rivers and streams.

Achieving significant pollutant reductions from existing stormwater flows requires the combined efforts of residents, Association employees, businesses and the County government. All must work together to accomplish continuous improvements to water quality and stream-side wildlife habitats. It is further understood that once in place, stormwater solutions must be maintained continuously to ensure that water quality and habitats do not degrade in the future.

Columbia Association Watershed Protection Framework
June 2009
Page Two

Watershed Protection Policies

In keeping with the adopted Columbia Association Watershed Vision – *Protecting and Restoring the Waters of Columbia*, and to fulfill the goals identified in the Columbia Watershed Management Plan, the Columbia Association adopts the following watershed protection policies.

1. The Association will consider the watershed implications of any activity it engages in, approves, endorses, supports, sanctions or otherwise condones prior to taking such action, approval or endorsement.
2. Columbia Association employees and consultants, in the due course of their job, will ensure that their actions and activities do not cause or significantly contribute to water quality degradation, accelerated erosion or loss of wildlife habitat.
3. Whenever possible, the Association will exceed watershed protection performance targets and goals established by the U.S. Environmental Protection Agency, the State of Maryland, or Howard County.
4. The Association will pursue projects that will continuously minimize stormwater flows and improve stormwater quality. The prioritization of these projects will be based on a myriad of best-practices criteria including the greatest benefit to water quality and stream-side habitats, and cost benefit effectiveness.
5. The Association will include the cost of monitoring and maintenance when it estimates the cost of a watershed project, or applies for external funding.
6. On at least a pilot scale, the Association will incorporate new, innovative or experimental techniques that promise either significant enhanced watershed protection over conventional approaches, or a similar level of protection at a reduced cost.

Watershed Protection Policy Implementation

To implement a Columbia Association Watershed Management Program the following will be required:

1. The Columbia Association will establish a watershed management program by allocating appropriate funds to staff a watershed manager in the FY11 and FY12 budget cycle and beyond.

Columbia Association Watershed Protection Framework

June 2009

Page Three

2. The Columbia Association will continue to work with and solicit advice from the Watershed Advisory Committee (WAC) on outreach, community education, technical and programmatic matters related to watershed management.
3. Within the Columbia Association 2-year budget cycle process, and using the Columbia Watershed Management Plan CWMP as a guide, an annual watershed management work plan that includes resources needed for outreach and education efforts, monitoring activities, management practices, restoration efforts and stormwater improvement projects planned for that year.
4. The Columbia Association will develop, track and periodically publish results of a set of performance measures that will indicate the effectiveness of Columbia's watershed protection program. This information, along with the condition of Columbia's lakes and rivers will be distributed, published and posted no less than annually.
5. The Columbia Association will pursue external financial and technical resources to enable it to leverage Association resources and accomplish and maintain priority watershed projects and activities, including community outreach and education efforts.

CA Board of Directors Strategy Making Process

Strategy Sketch

May 2008

Redrafted June 2009

S-1 STRATEGIC ISSUE:

Downtown redevelopment should be considered and addressed in the context of Columbia's Vision and Mission.

A. ORGANIZATIONAL STRATEGIC GOALS REFERENCE: (page 3) 2-3-4-5

B. DESIRED OUTCOMES:

1. Columbia is a model community of innovative *& non-motorized* transportation, pedestrian accessibility, walkability and safety.
2. Columbia is a place that encourages diversity in housing opportunities and Town Center will be made up of an appropriate mix of residential and commercial properties which meet the needs of all residents.
3. Columbia respects its open space and is a watershed management leader and the Columbia Association as well as developers and residents use non-invasive, native Maryland plantings in their landscape designs and open space.
4. Symphony Woods is protected and serves as Columbia's Community Park.
 - a. Restoration and maintenance of a vibrant natural ecosystem
 - b. Provision for a gathering place for individuals and community events & passive recreation
 - c. Merriweather Post Pavilion is an exciting and active destination
 - d. Limited roadways or buildings of a park-like scale
 - e. Connectivity and accessibility to the rest of Downtown

5. *The Lakefront and surrounding area of Columbia is a beautiful and well maintained hub of community activity and a gathering place for entertainment and serenity.*
 - a. *Connectivity to the rest of downtown*
 - b. *Preserve/enhance distinctive landmarks*
 - c. *Provide for a place of sufficient capacity to facilitate celebrations, arts, and cultural events*
 - d. *Provide for resident enjoyment of the natural environment*
 - e. *Enhance the environmental sustainability of the lakefront area*
6. The Columbia Association is a key player in the development of downtown Columbia.
 - a. There is an ongoing CA advocacy effort to ensure that Downtown development proceeds consistent with Columbia's vision & goals
 - b. CA fosters and maintains constructive relationships with the other stakeholders in the development of Downtown Columbia
 - c. CA works with other stakeholders to develop programs and services (as part of the development of Downtown Columbia) that serve the needs of the community
7. Columbia is known for its building preservation and innovative and creative architecture, buildings and structures are platinum LEED certified, and residents are greening their homes.
8. The local government and the private sector pay their share of the development and re-development of Columbia.
9. *New residents, business owners and future generations of Columbia will be provided opportunities to become familiar with Columbia's vision.*

C. GUIDING PRINCIPLES: TO BE DETERMINED

D. STAFF ACTIONS/EVENTS SEQUENCE:

i. Action Sequence for Outcomes in Advocacy Grouping

1. Monitor developer(s) plans as they relate to CA's desired outcomes;
2. For those that do relate, conduct an analysis to understand the consequences of the developer(s) plans, which may require more detailed specifications for the CA outcomes;
3. Engage community members to get their perspective on both the developer(s) plans and the CA outcomes that may be in conflict;
4. Secure Board approval of the more detailed outcome specifications;

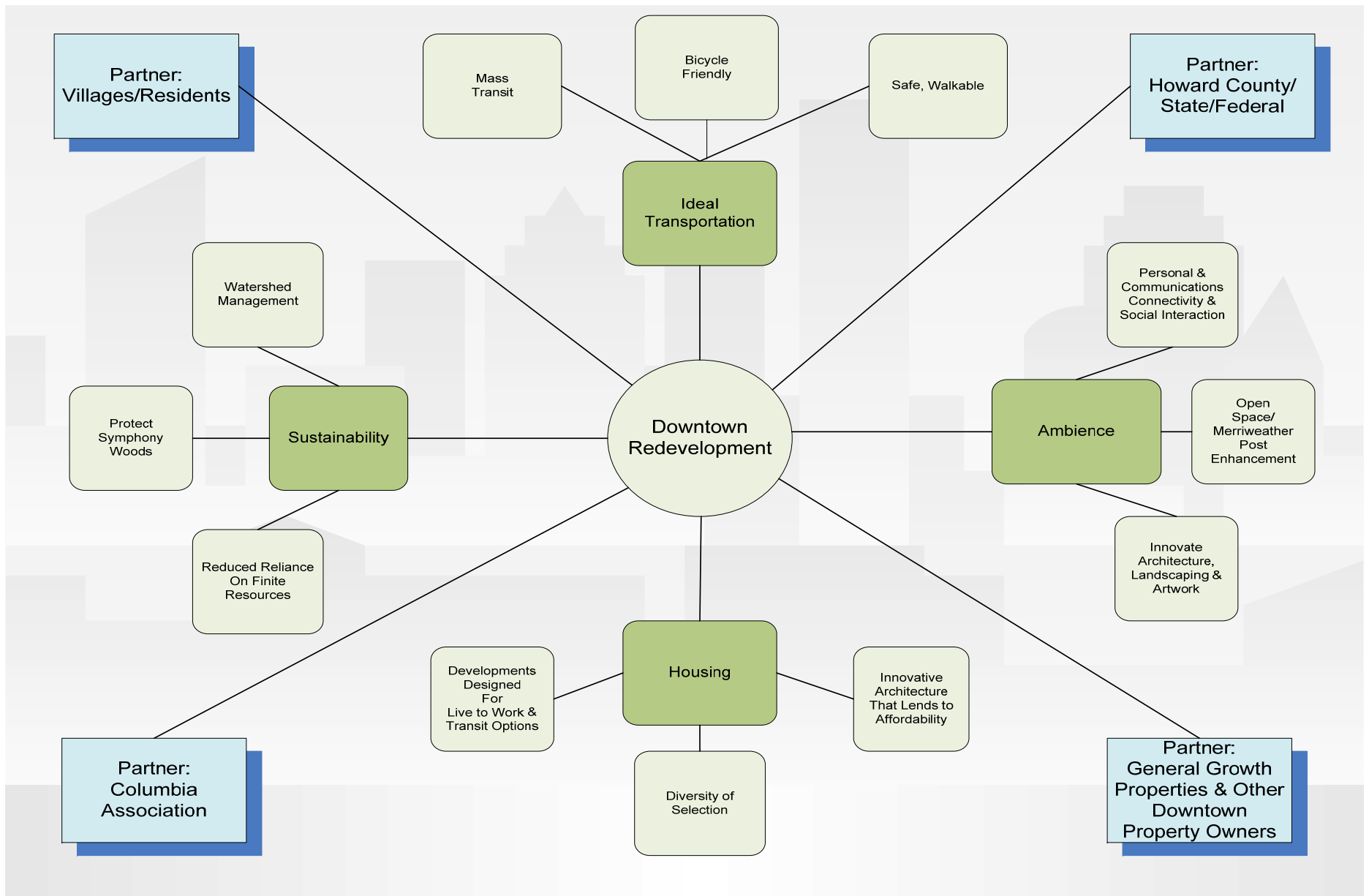
5. Develop a plan to advocate on behalf of Columbia residents to the developer(s), the County planning agencies, and the County Council.

ii. Action Sequence for Issues Related to Being True to the Columbia Vision

1. Monitor issues related to being true to the Columbia Vision outcome statements;
2. Identify issues which may detract from CA's ability to be true to the Columbia Vision;
3. Gather further information/data to fully understand the issue that may detract from CA's ability to be true to the Columbia Vision;
4. Develop a plan to address the issue that will result in an outcome that is consistent with the Columbia Vision.

iii. Action Sequence for Outcomes Related to what CA Owns/Controls

1. For each outcome related to what CA owns/controls, fully analyze all options for achieving that outcome;
2. Engage community members to solicit their perspective on the various options for achieving each outcome;
3. Secure Board approval for the specific options for achieving each outcome;
4. Develop specific plan and timeline for implementation of the approved options...



Cause	Effect (Transportation)	Effect (Miscellaneous)	Effect on CA	Possibilities
<p>Downtown redevelopment should be addressed in the context of Columbia's vision and mission</p>	<p>Without adequate planning, initial shorter-term effects of redevelopment could result in higher traffic counts in the Town Center area.</p> <p>The potential for much higher priced fuel could result in a need for additional mass transit both intra-city and inter-city.</p>	<p>Any large-scale, longer term redevelopment of the Town Center could have long-term impacts on the Villages, especially in impacts to commercial viability. Those first tier Villages could feel the biggest impact in that newer commercial venues in the Town Center could be better able to offer similar goods at lower prices due to the volume of consumers in the Town Center.</p>	<p>CA could very well be brought into the planning venue by having to stand at least a portion of the expense of helping the villages do master plans. New master plans will have to be very creative in terms of how to use single family residential areas to the continued benefit of the community, what to do with school facilities in the face of changes in the number of students, and how to handle other demographic and human changes.</p>	<p>If Town Center development is to take place, CA needs to start the efforts and expend the resources and energy to develop an overall master plan based on potentials for the future; what the villages want for their future, and what will keep Columbia as one of the premier communities in the country.</p> <p>Individual corporate autonomy of each of the villages might have to be viewed differently, i.e. in the form of intra-city regional attractions and areas for social interaction. There will always be a need for Village Centers, but they could look and serve in a totally different way.</p>
	<p style="text-align: center;">Effect (Residential)</p> <p>Without adequate planning, initial impacts could include reduced interest in homebuying in the Villages since a majority of Americans, in the new style of the times will be looking at higher density dwelling built in mixed use "live to work" areas</p> <p>Lifestyle changes could result in diminished interest in single-family housing, with more emphasis placed on higher density dwelling units.</p>	<p>This the proverbial rock and hard spot issue in that without a resurgence of the Town Center, other proximate areas near the center could follow suit. The hard spot comes from the impacts that full-scale redevelopment of the Town Center could have adverse impacts on the villages, especially those in the near vicinity of the Center.</p> <p>Lifestyle changes brought about by the Baby-Boom and Millennial generations could result in loss in popularity of single-family dwellings in favor of higher density mixed use larger scale developments.</p>	<p>There are many possibilities with the development or lack of redevelopment of the Town Center property. On the positive side, a central area renaissance could lead to more activities and a new central location for commerce and social interaction. A connection with Symphony Woods could lead to a corridor of activities for people of all ages and could keep Columbia as a true destination point. Redevelopment of the Town Center could lead to more balance of revenues for CA activities with more of the cost of programs and projects being assumed by the retail and commercial sector. Based on the nature of development, Town Center could be one of the bigger contributors to revenue generation, living areas, jobs generation and attraction of those who live outside of Columbia. As has been mentioned, on the negative side, without regard for the community as a whole, development of the Town Center could have adverse impacts on the first tier surrounding villages, and could impact types of housing, neighborhood schools and other people needs</p>	<p>The primary question to ask is what happens if a planned redevelopment of the Town Center does not take place. Potential problems that could occur include, but are in no way limited to: more hodge podge development of mixed uses growing closer to the big box centers. While the country is trying to reduce urban sprawl, these development make a commitment to retaining the old development patterns.</p> <p>Partnerships should be formed to develop the best forms of financing improvements; developing different forms of transit and transportation for the intra and inter city connections; long-term uses of public facilities; accommodating differing needs of different age cohorts and different demographic and individual styles of the times.</p>

D R A F T

COLUMBIA ASSOCIATION

OPEN SPACE MANAGEMENT DIVISION

TREE REPLACEMENT POLICY

The Columbia Association is committed to achieving environmental sustainability in its vision statement and its strategic goals. In furtherance of this commitment, and in recognition of the fact that trees provide numerous tangible and intangible benefits to Columbia residents and the environment, it is the policy of the Columbia Association that trees on Open Space will be preserved and renewed over time. The goal of this policy is to maintain or increase the number and diversity of trees on Open Space in order to enhance the environment and quality of life for all Open Space users.

Large mature trees that are removed by CA for any reason will be replaced on a one-for-one or greater basis. Preference will be given to replacement locations at or near the location of the lost tree. Open Space Management (OSM) Staff will be guided by both this policy and professional judgment in determining the exact location, number, and species of replaced trees.

Trees which die from natural causes (storms, disease, age, etc.) will be replaced through CA's annual tree planting and reforestation programs, rather than replaced individually on a one-for-one basis at or near the same location. OSM Staff, in their professional judgment, however may determine that a replacement tree nonetheless should be planted at or near the location of a lost tree.

Native, non-invasive tree species will be the primary candidates for replacement trees in all cases.

Draft 12/7/09

Rev 1 cdr 12.9.09



CA BOARD *MEMBER* INFORMATION REQUEST PROCEDURES

1. *All Board Member requests should be directed to the CA President*
2. ~~1. The CA President Staff honors all Board Member requests if he feels are non-problematic without further ado within 30 days. as soon as possible, and an initial response will be made in less than five days.~~
3. ~~2. If a request is considered problematic by the CA President, he or she will notify the requester of the potential problem and will seek further discussion a "meeting of the minds" with the requester and then provide the to create an agreed-upon information action.~~
4. ~~3. If no agreement is obtained, the CA President will refer the request to the Board Board Operations Committee which will consider such requests at the next scheduled Board committee meeting, at which time the members of the Board BOC will entertain arguments from the CA President as to why information the request should not be released to a member of the Board of Directors granted. At this time, the requester may defend his or her request. Once arguments are heard, the Board BOC will vote on a properly made and seconded motion to recommend acceptance or refusal refuse of the request for information, in whole or in part. The result of that committee deliberation will be sent to the Board as a recommendation. The Board will discuss the recommendation at its next meeting and a A two-thirds majority of the Board members present will be required to restrict in any way the provision of information to the requesting Board member 's request.~~

Approved May 26, 1994

Updated, May 2006

Revised December 2009



December 8, 2009

To: Board Operations Committee

CC: Phil Nelson

From: Rob Goldman
Angie Dabbs
Marc Kolp

Subject: Proposed Board/Staff Leadership Development Plan Outcome Statements and Timeline

At the November 13, 2009 Board/Staff Retreat, there was agreement among participants that a Board/Staff Leadership Development Plan (LDP) should be created. Staff was charged with developing outcome statements as well as a timeline for the creation of the LDP for discussion at the December BOC meeting. Following are the draft outcome statements and timeline for your consideration and discussion.

Proposed outcome statements

We have grouped the outcomes around four key segments that we believe will benefit most from the improvements related to the implementation of a LDP.

1. The Individual ~ Outcome Statements:
As a result of a Board/Staff LDP, participants in the plan will realize:
 - a. Increased self awareness
 - b. Increased awareness of others' styles
 - c. The acquisition/refresher of leadership skills
 - d. Increased role satisfaction and morale

2. Leadership Team ~ Outcome Statements:
As a result of a Board/Staff LDP, the leadership team collectively will realize improved communication, trust, respect, and civility, which will lead to:
 - a. Increased collaboration
 - b. More efficient meetings
 - c. Greater results
 - d. Greater awareness of the collective group's strengths and opportunity areas
 - e. More seamless transition for new Board members

3. Columbia Association ~ Outcome Statements
As a result of a Board/Staff LDP, the organization will benefit from:
 - a. The strong leadership example set by the Board and Staff
 - b. New and stronger strategic partnerships that are created as a result of the community's more positive perception of CA due to the improved collaboration among Board and Staff

4. The Community ~ Outcome Statements:
 As a result of a Board/Staff LDP, the community will benefit from:
- a. The increased interest among community members in serving the community as a CA Board member
 - b. New and stronger strategic partnerships that are created as a result of the community's more positive perception of CA due to the improved collaboration between Board and Staff

Proposed timeline

Date	Milestone
December 14, 2009	BOC discusses proposed LDP outcome statements and timeline at BOC meeting
December 22, 2009	BOD approves proposed LDP outcome statements and timeline at the BOD meeting
January 2010	Staff conducts needs analysis to understand BOD and Staff's desires for a LDP
February 2010	Staff determines LDP content and cost; develops the proposed plan
March 11, 2010	BOD discuss proposed plan at BOD meeting
March 25, 2010	BOD approve proposed plan at BOD meeting
April 2010	Staff communicates the approved plan to existing BOD, new BOD candidates, and staff; finalizes logistics for plan implementation
May 2010	New LDP plan launches with the new CA Board