

40% of residents are now involved as much as they want to be; 45% less than they want to be. 48% of residents feel they are less involved than their neighbors; 23% feel they are equally involved. 68% of residents believe that Columbians are more active in community and civic affairs than the people with whom they lived before.

11% said it was harder and 68% said it was easier to be active in community and civic affairs in Columbia than where they had been before; of those who said it was easier, 64% gave these reasons: more opportunity and the spirit of a new community.

51% of residents feel that community and civic activity are primarily for those who enjoy it; 39% said they were an obligation for all residents.

The most popular form of participation for residents is serving with temporary or ad hoc groups (43%); the next most popular form of activity is leaving it to others, but jumping in to help (17%). Only 16% want to serve on standing committees of any kind.

ACTIVITIES ENGAGED IN

The following activities were the most popular ones:

1. Prior to Move to Columbia

Child Related	16%
Civic	14%
Religious	12%
Have Not Participated at All	60%

2. In Columbia

Community Government (CA, Village Board, etc.)	26%
Child Related	23%
Recreational-Social	19%
Have Not Participated at All	39%

62% of all residents indicated they had no interest in activities other than the ones in which they are currently engaged. Of those who indicated an interest in activities other than those currently engaged in, the highest ratings went to Recreational-Social (13%), and Community Government (10%).

DECISION MAKING AGENCIES IN COLUMBIA

People were asked to rate the agencies' performance on the basis of "very good", "fairly good", "not good", "don't know".

The Village Boards got the highest "very good" rating (23%), followed by HRD (20%), and CA (17%).

CA got the highest "fairly good" rating (54%), followed by HRD (45%), Howard County Government (39%), the Village Boards (38%), and the Columbia Council Representative (26%).

The Columbia Council Representative got the highest "don't know" rating (56%).

Asked which of the above agencies represents you and works in your behalf, residents voted 43% for Village Boards, 19% for CA and 43% "don't know".

When asked, "Do you have criticisms of these agencies or feel they should be doing anything differently", 54% answered "no"; of those who said "yes", 17% referred to CA; 15% to HRD; and 13% to Howard County Government.

THE COLUMBIA TASK FORCE

The Columbia Association initiated the Task Force. Its membership is composed of one representative from each village board, two representatives from the Columbia Association, two representatives from HRD, the chairman of the Howard County Board of Education, and the chairman of the Howard County Recreation and Parks Board.

The Task Force was charged with reviewing the original planning concepts and purposes of Columbia, determining how well they have been realized and making recommendations for change if needed. Special emphasis in the study was given to an examination of the village and neighborhood concepts. The issue of Columbia governance was also examined.

The Task Force began its work in January, 1971. A final draft of its report has been completed, but it has not yet been released to the community.

THE QUESTION OF INCORPORATION

Local residents frequently raise questions regarding the possibility of Columbia becoming an incorporated city. This issue will not be directly discussed at the First Annual Columbia Conference; our focus here is on the present internal organization. We do feel, however, that it would be useful to at least acquaint participants with the legal procedures required for incorporation.

In the state of Maryland, the incorporation process is worked out exclusively through the County governmental structure. Article 23A, Sections 20-30 of the Annotated Code of Maryland stipulates that any area and group of persons may petition for incorporation, provided that at least three hundred persons maintain bona fide residence within the proposed municipal area. Such a petition may be initiated by not less than 20% of those living in the proposed area and registered to vote in County elections, together with the owners of not less than 25% of the assessed valuation of the real property in that area. In turn, the petition must be presented to the county governing body, which may, through resolution, provide for a public referendum on the question.

The role of the County in this process is central. Not only is discretion implied in the language of the law (a County "may" rather than "shall" schedule a public referendum), but over and above the referendum, the County government still retains full and final authority to grant or disallow incorporation. Article 23A, Section 21 of the Annotated Code of Maryland is especially significant:

No municipal corporation shall be created under the provisions of this subtitle without the specific approval of the board of county commissioners or of the county council of the county in which the proposed municipal corporation is located.

There have been no incorporations in Maryland since 1953. For an excellent review of the arguments opposing incorporation, please see: County Reform, Advisory Commission on Intergovernmental Relations, (Washington: U.S. Government Printing Office, 1971).

THE ECONOMIC MODEL

At the neighborhood pre-meetings, many questions were raised regarding the CA "Economic Model". The most frequently asked questions were addressed to Raymond Meals, Treasurer of the Columbia Association. His responses have been summarized below.

The economic model is a projection of all operating costs, revenue, capital costs and interest, incurred during the development period of Columbia; April 30, 1967 to April 30, 1981.

The economic model is revised four times annually to reflect the latest input data.

The primary sources of CA revenue consist of the annual assessment and the user fees charged at facilities. Currently residential property accounts for 70% of the assessment and commercial/industrial property accounts for 30%.

At present the Capital Development Debt stands at approximately \$15,000,000, which is close to the original projection. The peak debt to be reached in 1979 is currently projected to be about \$28,000,000.

Operating facilities should break even; that is, pay their operating costs and individual debt service during 1973.

When Columbia is fully developed, assessment income will be 7.8 million dollars; operation expenses will be 5.6 million dollars and debt service will be 2 1/2 million dollars; commercial/industrial property will account for 45% of the assessment income.

If the Columbia Association does not increase the debt after the development period, the projected debt should be retired in 2,009.

If property taxes are eliminated as the basic source of local government revenue, the CA covenants state that the CA assessment will be maintained at the level of the last assessed property valuation of the Howard County government.

HRD has its own economic model for the over-all development of Columbia parallel to that of CA.

LEGAL DOCUMENTS OF THE COLUMBIA ASSOCIATION AND THE VILLAGE ASSOCIATIONS

The Columbia Association and the Village Associations are each governed by three separate legal documents: Covenants, Articles of Incorporation and By-Laws. The definitions which follow are very general and apply to the documents of both Associations.

COVENANTS

The Covenants are formal agreements which accompany the deed on each piece of property in Columbia. These agreements make all property subject to the restrictions, maintenance standards, zoning and architectural controls.

ARTICLES OF INCORPORATION

The Articles of Incorporation are documents which establish the Columbia Association and the Village Associations as non-profit organizations and which outline their purposes, powers, membership, rights of members and voting rights in the organization.

BY-LAWS

The By-laws are regulations which establish the operating procedures for the corporations.

The Covenants, Articles of Incorporation and By-Laws each include different conditions that must be met in order to change their content.

The documents of the Columbia Association may be altered in the following ways:

Covenants - no provision for change until the year 2065

Articles of Incorporation - affirmative vote by 2/3 of the members of the Columbia Association (i.e., Board of Directors)

By-Laws - a majority vote of the members of the Columbia Association

The documents of the Village Associations may be altered in the following ways:

Covenants - affirmative vote by 90% of the land owners

Articles of Incorporation - affirmative vote by 2/3 of the Board of Directors and a majority of the members entitled to vote

By-Laws - a majority vote of the members present at any association meeting at which a quorum of members (10% of the membership) is present

SO, AS THE SUN SINKS SLOWLY IN THE WEST

Hold it. You haven't heard yet from those industrious people with all the clever (and quite serious) ideas . . . The Roles Study Committee.

They've been working and talking with their fellow Columbians for almost a year now . . . trying to find out what everybody would like to see done. And they've come up with some pretty surprising recommendations.

Please, read them carefully and consider them fully, because they will be the basis of your discussions at the Conference.

COLUMBIA ROLES STUDY TENTATIVE RECOMMENDATIONS ON GOVERNANCE IN COLUMBIA

GENERAL RECOMMENDATIONS

THE NEIGHBORHOOD

A principal feature found in the physical planning for new town Columbia is that of stressing "neighborhood" - not so much for the purposes of identity but rather as a way of achieving community fulfillment and citizen participation. In that there is little evidence to show the neighborhood concept is achieving its objectives; it is recommended that greater attention be given the neighborhoods by extending special recognition to neighborhood associations, both townhouse and apartment types. Such attention could be given for example by allowing each neighborhood to elect its own representative to the Village Association.

COMMUNITY LEADERSHIP

Countless meeting hours, both paid and voluntary, are worked by residents, Columbia Association personnel, Village and Columbia Council Representatives in community-centered activities, conferences, and seminars. It is not uncommon that this work is stymied because of poor communication, unclear objectives and roles, inadequate resources, no coordination of effort, and very frequently an absence of leadership. A partial solution to this problem could be achieved by:

1. Providing formal leadership training to the community's representatives, drawing upon the resources of the residents, colleges and universities. This should be sponsored by The Community, i.e., The Village Boards, but the Columbia Association should play the key role in facilitating and arranging for such training to be conducted.
2. Identifying and affording more opportunities for residents to participate in short-term projects in which they have both interest and special knowledge(i.e., recreation, transportation studies, personnel management, etc.). Currently a small minority participates at will in such projects while large numbers of the population are excluded.

3. Intensify ongoing village and neighborhood programs under the joint sponsorship of CA and the Village Boards of Directors geared to orienting new residents to the roles and responsibilities of organizations and elected offices.
4. The Village Associations should maintain a data bank of special volunteer resident resources and skills (legal, audit, accounting, clerical, counseling, social services, etc.).

CONTINUING THE COLUMBIA CONFERENCE

A primary objective of the Columbia Conference is to bridge the perennial communication gaps throughout Columbia and thereby bring about an even higher level of citizen participation. In the anticipation that that goal is achieved this year, it is recommended that an annual conference similar to this year's Columbia Conference be held during subsequent years to identify and establish community priorities and goals. Columbia residents need such a goal-setting activity since currently the only opportunity for them to express their priorities is through the lengthy and complicated CA budget process.

INCENTIVES FOR CITIZEN PARTICIPATION

The increasing importance of resident participation in the growth of new town development has placed increasing time demands on the part of many Columbians. This tendency will undoubtedly continue. It will become very difficult to meet the objective of meaningful and effective involvement unless steps are taken to make participation interesting and fun. It is recommended then that:

1. Attention be given to establishing visible incentives for elected representatives, i.e., providing full membership in CA facilities while they hold office.
2. Additional paid staff be provided for resident organizations, which would be solely responsible to these organizations.
3. A community centered suggestion program be set up in each neighborhood or village with adopted suggestions given appropriate recognition.
4. An annual Community Service Award be established for extraordinary resident participation. CA should sponsor the award with nominations coming from resident organizations.

COLUMBIA ELECTIONS

Four election years in Columbia have focused on numerous problems which have unquestionably affected the residents' level of participation both in terms of their interest in running for public office as well as the resident vote. Accordingly, the following recommendations are made to deal with several facets of these problems:

1. Election dates should be changed to more appropriate seasonal times of the year (late Spring-early Fall).
2. Elections should be extended so they are held during weekends, Friday evening through Saturday.
3. Elections should encourage maximum resident participation by taking on a community-centered festival atmosphere (including refreshments, entertainment, etc.).
4. Special rules on advertising done by candidates and electioneering should be developed.
5. Procedures should be established so that builders participate in a uniform manner.
6. Studies should be conducted to re-evaluate vote eligibility (age, length of residence).
7. Voting should be constituted on a one-man one-vote basis instead of the current property based system. An all-out effort should be made to give residents a chance to change the system. A 90% vote of lot owners is required to change this covenant provision.
8. Elections should continue to be held annually with consideration being given to staggered terms for elected officials.

COMMUNICATION

A. Preliminary Recommendations

1. That an analysis of current community communication be undertaken by informed experts in order to determine present level of effectiveness and to recommend models for effective communication as Columbia and its communication needs grow. Existing systems appear to be ill-prepared for growth patterns for proliferating groups, organizations, and institutions. Already saturation, strangulation, and overlap appear to be established as communication precedents.

2. This analysis should lead to practical recommendations for both existing and future (projected) community communication needs.
3. Both demographic and subjective data should be drawn upon in order to effect realistic and creative analyses and recommendations.

B. News Media

1. A "Press Council" composed of residents and members of the press should be established to foster and facilitate complete and responsible media coverage.
2. The Columbia Association and Howard Research and Development Corporation should have consistent policies regarding press communications. While integration of news policy is not recommended, there is sufficient room for coordinated press policy and practice.
3. Columbia should have a Community-Wide Communication Network. The need for a "non-political", internal capability to transmit information between community components, the citizen, and our organizations is apparent; many frustrations and difficulties could be positively diverted if "as needed" information were systematically available. Potential communication is being lost while our growth patterns increase both our communication needs and the complexity for future network development. Informal systems often currently utilized are being over-taxed and rendered immeasurably ineffective. The potential for Cable TV in establishing such a network is unlimited and should be explored (by resident technicians) and commenced at this stage of our growth.

C. Role of the Town Meeting

The town meeting concept currently being followed by Village Associations should be carefully evaluated. The practice of having monthly town meetings for the sake of having them has frequently led to dull and lack-lustre evenings. Effectiveness of this method of resident participation depends upon skill and organization by those seeking to maximize resident involvement and voice. We suspect that our increasing population alone may soon render the town meeting obsolete. However, before we dismantle the town meeting concept, we recommend that:

1. They be scheduled only when there is likely to be an attractive program, or when it is necessary to communicate quickly on a mass basis.
2. Program committees be instituted to plan and organize the meetings.

INSTITUTIONAL DEVELOPMENT

Meaningful community participation reaches beyond social consciousness itself and into physical planning and development which enhances the achievement of people oriented goals and objectives. Specifically, the Committee recommends that the Developer, the Columbia Association, and the resident organizations jointly undertake the task of providing facilities such as:

A. Auditorium Facilities

While space is still available and planning is still possible, there should be provisions for an auditorium which can accommodate hundreds of people. Those provided by the public schools will not be adequate to meet Columbia's long-range needs.

B. A Performing Arts Center

Adequate and appropriately designed space and facilities for the performing arts are already a problem for residents inclined toward cultural and artistic expression. We recommend that resources be generated to close this gap for current and projected needs.

INTERGROUP RELATIONS

Over the past two years particularly, the community has sought an awareness of the "people impact" on new town. This concern has been expressed in a number of different ways by various groups but has had the overall effect of the community thumbing through and acting on social issues, whether they emanate from racial or interracial concerns, income levels, cultural or urban or even moral differences. While there have been some successes, much more needs to be done. This preliminary report offers the following recommendations with the expectation that the Columbia Conference itself will expand this aspect of the Role Committee's work.

1. There is a need to coordinate present organizations and to improve and facilitate human relations. We advocate the establishment of a Residents Council on Intergroup Relations to develop appropriate action programs to insure significant minority resident participation in decision making processes.
2. In view of our existing experiences with a variety of latent and exposed community tensions (i.e., interracial/intergenerational/intercultural) we see the need for a Center devoted to the study, prevention, and creative channeling of tensions into programs and ideas for increasing awareness, interpersonal communication, human relations, and cross-cultural understanding.

HOWARD RESEARCH AND DEVELOPMENT

A. Relationship with the Columbia Association

The relationship between the Columbia Association and Howard Research and Development (HRD) has often been confused and conflicting. The problem stems from the fact that, on the one hand, the Columbia Association is supposed to represent the citizens of the community. Yet, on the other hand, it appears to many to primarily serve the developer. This is compounded by the flow of personnel from one organization to another without a clear point of accountability. We recommend that a clear policy statement be published explaining the relationships between Howard Research and Development (HRD) and the Columbia Association (CA).

B. Relationship with the Village Associations

A problem area between the associations and the developer is the time perspective. The community is developing rapidly and new events rapidly become old events with a new generation of residents, or association directors, being totally unaware of what has transpired only a short time ago. The developer should continue its work with the associations in developing a communication system which keeps the associations up-to-date on what is new, "recycles" important issues which have not been resolved, and indicates clear commitment to solutions.

C. Relationships with the Community

Relationships within the community as a whole remain dynamic and set the community's expectations of the developer and vice versa. Clearly, both the community and the developer have an important investment in the future of Columbia. Consequently, the developer should attempt to give the community more information in its efforts in "making Columbia". There should be a direct "tie-in" between the developer's goals and community-wide goal setting and selling.

1. An annual report should be provided to the citizens of Columbia outlining past achievements, progress in specific work areas or against stated goals.
2. The role of the resident participant in future Columbia building (non-residential) should be clearly identified and explained.
3. The developer should clarify the exact role of the "Developer's Representative" regarding powers, responsibilities, and duties.

THE COLUMBIA ASSOCIATION

A. The Scope of Its Work

The role of The Columbia Association should be expanded to include many of the purposes authorized by its charter:

1. It should become the central institution and resource of the Columbia community in achieving the community's goals, by serving as the catalyst or coordinator for community ventures and enterprises, including for example: consumer cooperatives, charter travel services, low cost winter and summer vacation resorts, etc.
2. The functions implied by its name, "Columbia Park and Recreation Association", should be expanded to provide services not otherwise available, improve the quality or reduce the cost of services provided by others (e.g., sponsoring the performing arts, landscape architecture, human needs and community maintenance services).
3. Efforts should be undertaken immediately to coordinate CA's recreation and parks programs with those of Howard County. In addition, steps should be taken to obtain corresponding financial support from the County.

B. Its Responsiveness to the Community

1. As a service organization, CA should provide leadership in the community and should respond to the expressed needs of the community. Determination of the community's needs and goals should rely on the functioning of the democratic process as well as the market mechanism. Both processes must be used to create and maintain an institution that is responsive to the community and economically viable.
2. With regard to construction of future CA facilities, it would be preferable to analyze the market for the service before construction, rather than engage in expensive marketing efforts later in order to make the facility a profit maker.
3. A continuing source of concern to the community is the fact that the CA Board of Directors and Executive Committee meetings have not been open to the press and the public. A solution to this problem would be opening to the public all Board of Directors meetings and CA Executive meetings except in unusual circumstances, such as contract negotiations, personnel matters.

In addition, the meetings should be held when the majority of the residents can attend, agendas should be published in advance and given wide publicity as they are with the County Council and Planning Boards.

4. Within the CA staff there should be a staff member or members qualified to assist Village Associations and others in community organization techniques.
5. The excellent covenants covering all land in Columbia should be enforced by CA with major assistance from residents. There is a need for legal and financial resources to do this work.

C. Its Internal Operations

The Columbia Association needs to establish:

1. An internal planning and evaluation staff independent of the developer.
2. A training director and staff; a professional process expert.

D. An Independent Evaluation

An outside professional firm should be employed periodically to evaluate CA's program, management, administration, as well as financial operation. The results of such an evaluation should be reviewed with the elected representatives and other informed and concerned residents. In light of recent personnel changes, it is recommended that the initial review not be conducted until the close of fiscal year 1973.

THE VILLAGE BOARDS AND THE COLUMBIA COUNCIL: A STRUCTURE FOR REPRESENTATION

The Roles Committee gave special emphasis to the matter of evaluating the current resident organizations, i.e., The Village Boards, The Columbia Council and the Combined Village Boards with a view of seeing how best the community might achieve the most effective means of carrying out the residents' interests, goals and objectives. Public hearings and individual interviews clearly indicated a number of weaknesses in the present governance structure. There is a need for consolidation and unification of the current "official" channels for representation and participation.

A. Recommendations

It is recommended that a structure be established which:

1. Eliminates the provision for two separate offices by combining the current functions of the Village Boards and the Columbia Council.

2. Functions as a "Columbia Residents Council" representing all the residents of Columbia and is empowered to deal with the Columbia-wide issues.
3. Is comprised of elected representatives from each village.
 - a. The Council should be large enough to provide maximum accessibility to residents, but in order to be a group of manageable size, it is recommended that the maximum number of representatives from each village be five.
 - b. To enhance neighborhood level participation, villages may wish to conduct elections for "neighborhood seats", rather than on an at-large basis.
4. Elects from its members, representatives to the Columbia Association Board of Directors (one per 4,000 dwelling units -- not to exceed seven).
5. Appoints standing Columbia-wide committees in such areas as recreation, development planning, early childhood education, and transportation.
6. Appoints special committees or task forces as needed.

B. Advantages

Such an organization would:

1. Retain the village level identity we currently have, but would provide a better means for dealing with Columbia-wide issues. Village representatives to the Columbia Residents' Council would also perform the official functions of Village Association Board of Directors. This will require that the Village Managers be delegated substantially more responsibility for day-to-day management of village affairs.
2. Be a more effective, unified vehicle for dealing with the County Government, the Developer and the Columbia Association.
3. Simplify communication channels for identification and resolution of issues.
4. Eliminate the current "Combined Village Boards" concept.
5. Eliminate the need for the "Operations Committee". However, prior to the creation of the "Columbia Residents Council", the Operations Committee should include Village Board members or be abolished.
6. Consolidate current village committees (see A.5 above) and constitute them on a Columbia-wide basis reporting to the Columbia Residents' Council.

ROLES COMMITTEE MEMBERS

Ronald Carlson	Columbia Council Representative
Frank Cipolla	Chairman, and Harper's Choice Village Representative
Scott Ditch	HRD Representative
Ray Puzio	Oakland Mills Village Representative
Gaines Steer	Awareness, Inc. Representative
Thomas Wilson	Columbia Association Representative
Norman Winkler	Wilde Lake Village Representative

**AND HERE ARE
THE PEOPLE WHO PLANNED THE SHOW**

And finally, one quick look at all those wonderful folks who are bringing you this unique event . . . The Columbia Conference Committee.

C O L U M B I A C O N F E R E N C E C O M M I T T E E

The Columbia Conference Committee is composed entirely of resident volunteers. Staff support and other conference expenses are covered by funding grants from the Columbia Foundation and the Department of Housing and Urban Development.

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