

# COG QUARTERLY



Baltimore Metropolitan Council

## A ROUSE(ING) LEGACY

Almost 50 years ago, a visionary contractor scooped up 14,000 acres of land in Howard County and developed it into a modern city designed strategically for its residents to live, work, play, shop and raise families all in one community. Through the leadership of Howard County Executive Allan Kittleman, Columbia is in the midst of a redevelopment with the goal of meeting that original vision — but with updates to meet the needs of Millennial and Baby Boomers alike as we move into 2016.

16



**DRIVERLESS CARS AND DRONES:  
BRTB PLANS FOR 25+ YEARS IN THE  
FUTURE WITH MAXIMIZE2040**

02



**FROM THE BRIDGE TO THE 'BURBS:  
ANNE ARUNDEL IS MAPPIN' IN WITH  
ITS TRAILS SYSTEM**

14



**FROM FACADES TO UNREST:  
BALTIMORE DEVELOPMENT  
CORPORATION WORKS TO BOOST  
CITY BUSINESSES**

10



## TABLE OF CONTENTS

INTRODUCTION	01
IN THE NEWS	
Cooperative Purchasing	02
Environmental	03
Transportation	04
Emergency Preparedness	05
Highway Safety	06
Traffic Signals	07
Bike/Ped	08
ASK AN EXPERT	09
LEADING LOCALLY	10
MAPPING IT	14
COVER STORY	16
REGIONAL ROUNDUP	24
BY THE NUMBERS	25
B'MORE INVOLVED	26
NOTABLE/QUOTABLE	28

## BMC BOARD OF DIRECTORS

- Kevin Kamenetz**  
Baltimore County Executive  
(BMC board chair)
- Stephanie Rawlings-Blake**  
Baltimore City Mayor  
(BMC board vice-chair)
- Steven R. Schuh**  
Anne Arundel County Executive
- Stephen A. Wantz**  
Carroll County Board of Commissioners
- Barry Glassman**  
Harford County Executive
- Allan H. Kittleman**  
Howard County Executive  
(BRTB chair)
- William C. Ferguson**  
Maryland State Senator, D-46
- Stephen W. Lafferty**  
Maryland State Delegate, D-42A
- J. Thomas Sadowski**  
Economic Alliance of Greater Baltimore

## CONTACT US

*COG Quarterly* is a digital publication of the Baltimore Metropolitan Council. For more information, please email staff at [COGquarterly@baltometro.org](mailto:COGquarterly@baltometro.org).

## INTRODUCTION

### BMC to begin new year with momentum after productive 2015

Thank you for reading *COG Quarterly*, the **Baltimore Metropolitan Council's** interactive digital magazine. We received an overwhelmingly positive response from our **first issue** in the fall, and on behalf of our board of directors and staff, I'm thrilled that we will continue to bring you news and information about the great progress being made in our region.

The close of 2015 will mark the end of my first year as BMC's executive director. Looking back on our accomplishments in the last twelve months, I couldn't be more proud of the work and achievements of our staff and local partners. In June, we released the Opportunity Collaborative's **Regional Plan for Sustainable Development**, the culmination of a three-year effort by more than 25 partners to plan for a greater region. In October, our staff published a **Regional Transit Needs Assessment**, an encyclopedic overview of our region's complicated transit system. Finally, the **Baltimore Regional Transportation Board (BRTB)** approved **Maximize2040: A Performance-Based Transportation Plan** in November, our next long-range transportation plan, which is set to be formally adopted in 2016.

Looking ahead to 2016, there is even more to do as we continue working on multi-regional procurement strategies with the **Metropolitan Washington Council of Governments**, undertake a comprehensive analysis of the region's reservoir system, and continue to make great strides in coordinating regional housing and workforce development efforts.

"A Rouse(ING) Legacy," the cover story for this issue, focuses on the history of redevelopment and reinvention in downtown Columbia. In Columbia, our region is home to the most celebrated and successful strategically planned community in the entire country. The achievement that is Columbia began, first and foremost, with James Rouse's vision — a vision that has been refined and reinvented by a series of innovative and committed leaders in Howard County, the latest of which is County Executive Allan Kittleman.

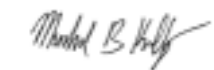
Our other feature story is on redevelopment work of a different sort — the ongoing economic efforts of the **Baltimore Development Corporation (BDC)**. BDC often grabs headlines through its role in major

development projects in Baltimore City's downtown area, but the agency is equally focused on community-based projects. This story sheds some light on the side of BDC that quietly makes a difference in the lives of thousands of city residents and small businesses.

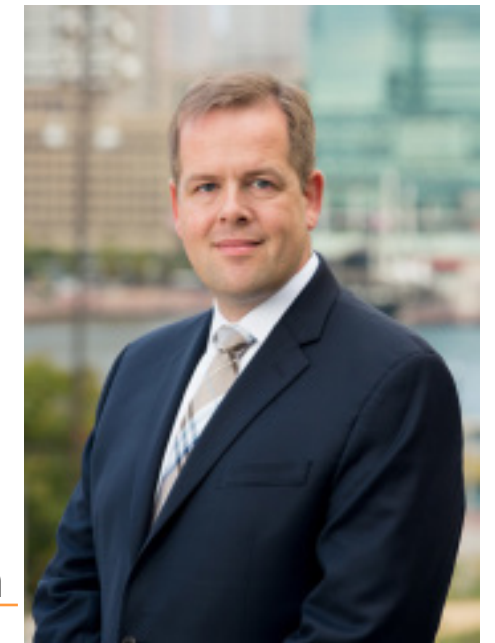
This issue's *Ask An Expert* Q&A features long-time Carroll County budget chief Ted Zaleski, who shares his insights on the ins and outs of rural county government. Our *In the News* and *Regional Roundup* sections showcase BMC's work throughout the fall and upcoming projects. From a networking event for small and minority businesses, to a community forum in Harford County, we certainly have a lot to share!

I hope you find this issue of *COG Quarterly* to be an informative resource about the region, and if you have any comments or story suggestions, please email them to us at [COGquarterly@baltometro.org](mailto:COGquarterly@baltometro.org).

Sincerely,



Michael B. Kelly  
Executive Director ■



*COG Quarterly*, as a digital publication, intends to be interactive. So when you see text that is **blue and bold**, it contains a hyperlink to more information for you. Click away!

For more information:

 [Baltimore Metropolitan Council](#)

 [@BaltoMetroCo](#)

[www.baltometro.org](http://www.baltometro.org)

The **Baltimore Regional Cooperative Purchasing Committee (BRCPC)** achieves millions of dollars in cost savings for member jurisdictions by combining needs into cooperative purchasing contracts, reducing administrative expenses and serving as a forum to exchange resources and technical information.



COOPERATIVE PURCHASING

**Meet the Primes event aims to help small, minority businesses strengthen relationships**

Public school districts and contractors around the Baltimore region will spend the next few months preparing construction contracts for new or aging facilities, so that shovels can dig into the ground as soon as the weather breaks.

This is but one example of the many local business connections made during the Meet the Primes networking event for small and minority businesses.

On October 14, the **BRCPC** and **Baltimore County Public Schools** hosted the seventh annual Meet the Primes event at the Maryland State Fairgrounds in Timonium. More than 130 prime bidders, which means those awarding contracts in cooperative purchasing

lingo, including both private sector businesses and governmental agencies, and 340 small and minority business owners, attended the event.

“The aim is for the event to help prime bidders meet potential business partners face to face,” said Robert Ball, MBE outreach liaison for Baltimore County Public Schools. “A good first impression goes a long way to encouraging the primes to include new contacts in their bidding process. I have constantly heard comments as people left the event that they met someone and we are going to talk and do business.”

For small and minority businesses, the event is an opportunity to develop key relationships and cultivate new business opportunities. For

**“I have constantly heard comments as people left the event that they met someone and we are going to talk and do business,” said Ball.**

the primes, it is an opportunity to reach a target audience and provide support to the small and minority business community in the Baltimore region, which is crucial in increasing participation in their procurements and meeting outreach goals.

The Baltimore County municipalities work together with the BRCPC membership to make this event a value-packed day. Each year, this program grows in its service to the business community and participation. Not only can business owners attend and meet a variety of primes and governmental representatives, but they also can arrange for one-on-one meetings with prime contractors in an effort to solidify a strong relationship that will result in future subcontracting opportunities.

These relationships allow us to work smarter and make our region more inclusive. Working smarter saves everyone the administrative burden of trying to make these important business connections, and create a stronger, more competitive environment saves dollars. ■



Debbie Groat, BRCPC director (right), speaks with several attendees at the Meet the Prime event on October 14. The event’s goal to help small and minority business owners network. Photo: BMC staff



ENVIRONMENTAL

**Study shows slight emission reductions achievable through future transportation measures**

The Baltimore region can achieve air pollution reduction through relatively feasible measures, according to *How Far Can We Get?*, study to be published by BMC.

The **Baltimore Regional Transportation Board (BRTB)**, which BMC staffs, initiated the *How Far Can We Get?* study with the understanding that climate change planning and greenhouse gas emissions mitigation is an important consideration of transportation planning. In addition to analysis of greenhouse gas reduction, the study assessed control of nitrogen oxide emissions, which are contributors to ground-level ozone pollution.

There were various aspects to this analysis, including review of national and local cost effectiveness data for a wide range of emission reduction strategies, a computer model analysis of the current sources of on-road transportation emissions,

and an extensive model analysis of the pollution reduction effects of 15 different transportation measures, both individually and together.

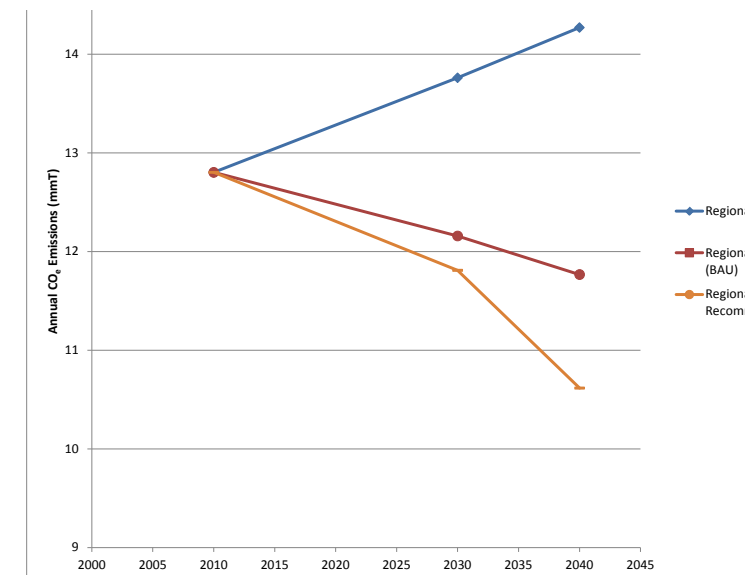
The study’s oversight committee developed a recommended list of potential strategies to achieve reductions in greenhouse gas and nitrogen dioxide emissions from the region’s on-road transportation sector, following an 18-month analysis of transportation emissions reduction measures. These strategies, or transportation emission reduction measures (TERMs), include:

- Support for a Corporate Average Fuel Economy (CAFE) standard for light-duty passenger vehicles beyond 2025
- Create a program to promote Eco-driving and vehicle use optimization
- Encourage the increased use of electric vehicles

So, how far can we get? The combination of measures chosen by the committee, in consideration of feasibility of implementation, could potentially achieve nearly a **3 percent** carbon dioxide (CO<sub>2</sub>) equivalent reduction in 2030 and just under a **10 percent** reduction in 2040. The study shows that the most beneficial measures are those that increase the fuel economy of vehicles, now and into the future.

On top of this benefit, the modeling performed for this study shows that the current federal corporate average fuel economy standards for light-duty vehicles from 2017 to 2025 could potentially reduce on-road transportation-related greenhouse gas emissions about **12 percent** in 2030 and **17 percent** in 2040 from the business-as-usual level in that year.

One of the purposes of this study was to inform *Maximize2040: A Performance-Based Transportation Plan*, the region’s next long-range transportation plan. Some of the recommended measures from the study are included in the transportation emission reduction measure (TERM) funding list in this plan. They include: the promotion of Eco-driving and travel demand management measures, such as clean commuting, electric vehicles, and idle reduction for heavy duty trucks. *Maximize2040* includes a **\$285 million** pot of funding for projects that reduce harmful emissions from the transportation sector. ■



Baltimore Region Greenhouse Gas Emissions - Recommended Strategy Results Graph: BMC staff

- Promote household and employer travel demand management
- Support reduced vehicle engine idling of heavy-duty trucks
- Promote low rolling resistance (fuel efficient) tires



**BRTB unanimously approves Maximize2040, the Baltimore region's next long-range transportation plan**

The BRTB unanimously approved the final version of *Maximize2040: A Performance-Based Transportation Plan*, after two years of planning and discussions with key stakeholders, as well as several rounds of public review.

“The coordination of transportation planning is vital to our quality of life in the Baltimore region, so I’m pleased that the BRTB is able to move forward with our next long-range regional transportation plan,” said **Howard County Executive Allan Kittleman, BTRB chair**. “This document will help the Baltimore region execute its transportation plans for the next 25+ years, ensuring that our region will continue to thrive.”

*Maximize2040* contains a list of the major surface transportation projects the region expects to implement. This plan, a federal requirement for surface transportation, will serve as the blueprint for fiscally

constrained transportation planning in the Baltimore region **from the years 2020 through 2040**. The plan also establishes the region’s broad transportation goals and performance measures, which will serve as guiding principles as the region plans and carries out projects.

*Maximize2040* is a carefully selected mix of projects, which takes into account anticipated funding levels through 2040, and future trends and demographics. The goals promote transportation safety, improve accessibility and mobility, encourage investments in existing communities, and maintain or improve air and water quality.

The plan allocates approximately **\$54.5 billion** to roadway and transit projects and programs. In cooperation with the **Maryland Department of Transportation (MDOT)**, the BRTB estimates that approximately **77 percent**

of the total will go toward operating and maintaining the region’s roadway and transit systems. Given forecasts, the remaining **\$12.5 billion** will be available to expand and provide major rehabilitations of the region’s roadway and transit systems.

Another critical element of

regional transportation planning is the air quality conformity determination. Through this process, the BRTB and the **Maryland Department of the Environment (MDE)** use a model to predict the levels of motor vehicle emissions the projects and programs in *Maximize2040* will produce. This model must show that these predicted emission levels do not exceed the levels allowed under national air quality standards. The projects and programs in *Maximize2040* meet this air quality conformity requirement.

*Maximize2040* and an air quality conformity document will go to the **Federal Highway Administration (FHWA)** and the **Federal Transit Administration (FTA)** for review and approval. The BRTB expects this approval in early 2016.

The BRTB developed *Maximize2040* with local, state and federal agency transportation professionals, area business leaders, community advocates, and many other interested individuals and organizations. The public planning process for *Maximize2040* launched in March 2014 with a look at broad regional transportation goals and strategies that agencies can apply during the next 25 years.

Throughout the creation of *Maximize2040*, the BRTB sought out opinions from the public and regional experts. As the thousands of public comments the BRTB received for *Maximize2040* demonstrate, the Baltimore region has a diverse set of needs and expectations — including more reliable commuting, more effective freight movement, and more choices in transportation alternatives for everyone in the region.

The next update of the region’s long-range plan is due in November 2019. ■



Baltimore City residents attend the October 8 town hall meeting to learn about the projects included in *Maximize2040*. Photo: BMC staff



**Traffic Incident Management training helps to improve success of safe, efficient clearance**



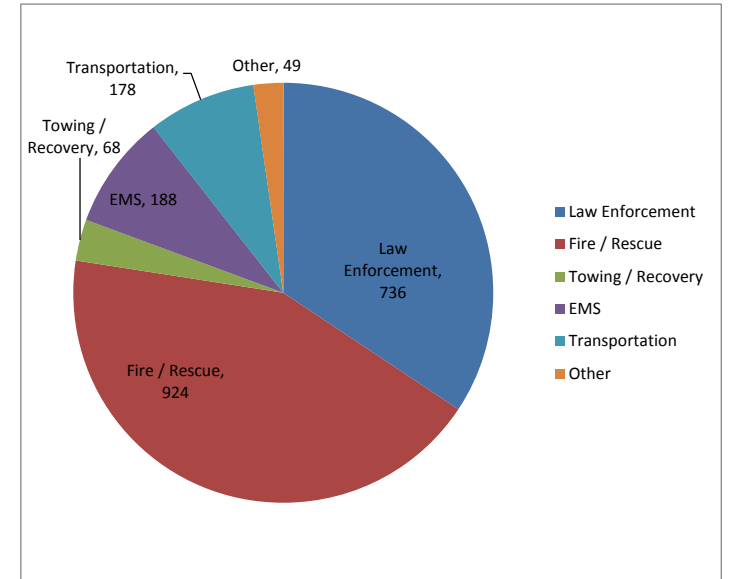
Every day, emergency responders — police, fire fighters, emergency medical technicians, traffic patrol, roadway maintenance, towers, and others — do their jobs on our roads. They respond to traffic incidents with the goal of clearing them as safely and efficiently as possible, which is a critical part of a process called traffic incident management (TIM).

Over the last couple of years, the **U.S. Department of Transportation** has prioritized the roll out of recently completed traffic incident management training, the purpose of which is to reinforce the national goals of: responder safety; safe, quick clearance; and efficient communications between responders.

U.S. DOT identified primary points of contact for the training in each state. In Maryland, the primary contacts are from the **State Highway Administration (SHA), Maryland State Police, Federal Highway Administration**, and BMC. BMC staff works closely with the other Maryland primary contacts to schedule these responder training sessions across the state.

Why is this training so important? It is critical that all responders are aware of the most current response procedures to ensure they are as safe as possible when responding on our roads. Their goal is to go home at the end of every shift. Second, the **U.S. DOT estimates** that, “for each minute a freeway lane is blocked during peak use, an estimated four minutes of delay result after the incident is cleared.” Clearly, every minute counts.

U.S. DOT tracks how many responders take the class. Since July 2013, Maryland held almost 100 training sessions. The following table shows how many responders in Maryland received the training as of October 19:



In our region, we have been working with emergency responders since our traffic incident management committee was created through the BRTB in 2000. The Traffic Incident Management for the Baltimore Region (TIMBR) Committee meets quarterly to enable responders from local and state response agencies to discuss issues of common concern, learn about new tools available in the region, and share best practices and lessons learned. The TIMBR Committee is planning the fifth regional TIM conference for spring 2016. At this event, speakers will present the region’s responders with the latest TIM strategies and meet colleagues from across the region. ■

**TIME TO ACT!**

Everyone has a role to play in keeping our responders and our roads safe. Travelers can support emergency responders on the road by:

- Moving over one lane if possible, or reduce speed to allow a safe zone for stopped responders. The “Move Over” law applies to police, fire, medical and rescue, towing vehicles and vehicle assistance vehicles.

- If you are in a crash with property damage only and you can safely drive your vehicle off the road, drive to the shoulder to exchange information. More information is **available** on when it is recommended to move your vehicle, versus when the police should be called.



### BRTB helps develop, implement next Strategic Highway Safety Plan to reduce roadway fatalities

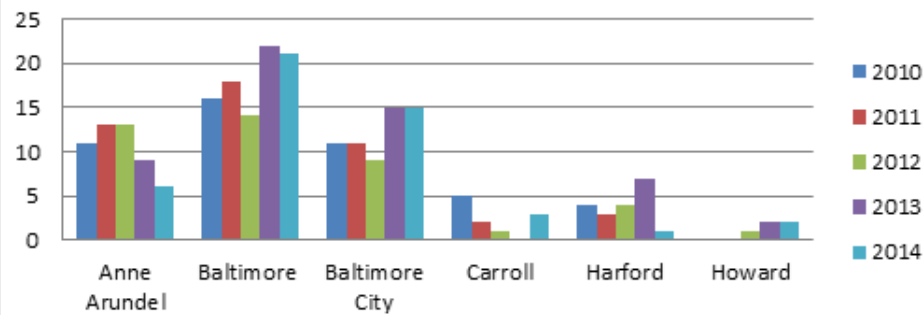
The BRTB's **Regional Safety Subcommittee** continues to play an active role in the development and implementation of the Strategic Highway Safety Plan (SHSP).

The **2016-2020 SHSP** continues the legacy of previous safety action plans with a detailed framework for the next chapter of transportation safety in Maryland. The plan is developed around performance measures and effective strategies to achieve long-term goals. The 2016-2020 SHSP was designed to move Maryland closer to **cutting roadway fatalities in half by 2030** and eventually ending traffic fatalities and serious injuries on our roadways.

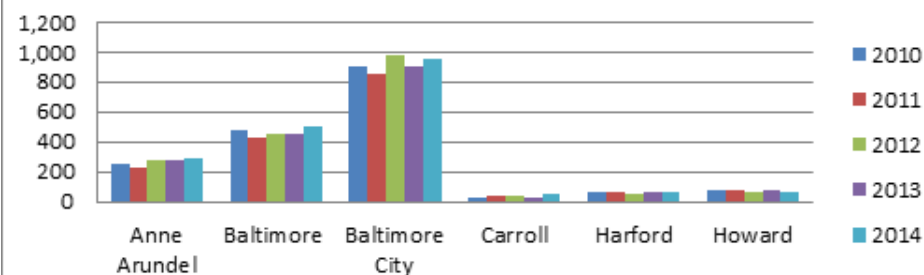
Achieving these goals will require a sustained and steadfast commitment from state and local agencies and key safety partners. SHSP stakeholders are crucial to improving roadway safety in Maryland through implementing the strategies and action steps related to the four Es of safety — engineering, enforcement, education and Emergency Medical Services (EMS).

In addition, developing new partnerships will be a vital part of our continued success in emerging roadway safety areas, including vehicle connective technologies and traffic safety culture. ■

### Baltimore Region Pedestrian Fatalities 2010 - 2014



### Baltimore Region Pedestrian Injuries 2010-2014



### B'More Street Smart

Since 2009, BMC has partnered with the **Maryland Highway Safety Office (MHSO)** to bring the pedestrian and bicyclist safety campaign, Street Smart, to the Baltimore region.

On average, the Baltimore region accounts for **47 percent** of the statewide pedestrian fatalities — 100 statewide in 2014, 48 in the region — and **55 percent** of the statewide pedestrian injuries — 3,400 statewide in 2014, with 1,920 in the region.

The Street Smart campaign urges all commuters to avoid distractions such as cell phones, reminds drivers to slow down and yield to those on foot or on bicycles at intersections, and encourages pedestrians and bicyclists to wear light colors or something reflective to be more visible. ■



### TIME TO ACT!

For more information on the Street Smart pedestrian, bicyclist and driver safety campaign, visit **Toward Zero Deaths Maryland**. Every life counts.



### Traffic Signal Forum brings together region's experts to learn about cutting-edge technology



**S**mart apps and signal infrastructure design challenges are two of the topics highlighted at the **Intelligent Transportation Society of Maryland (ITSMD)** annual meeting and BRTB's Traffic Signal Forum, which was held on October 20.

More than 245 people registered to attend the event, which was held at the Maritime Institute of Technology & Graduate

**Studies.** This year, the technical session subjects the aforementioned smart apps and signal infrastructure design challenges, as well as arterial signal operations, **Moving Ahead for Progress in the 21st**

**Century (MAP-21)** performance, and transportation system management & operations.

Speakers included: An opening keynote by Jim Ports, deputy secretary for operations at MDOT; a lunchtime keynote by Regina Hopper, president and CEO of the Intelligent Transportation Society of America; and a closing address by Bernie Wagenblast, of the Total Traffic &

Weather Network. Listen to the speeches **here.**

The BRTB's **Traffic Signal Subcommittee** hosts the regional forum, which brings together traffic signal operators and technicians, and introduces them to state-of-the-art technologies and ways in which signal operations can be made more effective to improve mobility and safety. ITSMD works to promote coordinated development and deployment of technologies that will make the transportation system safer, more effective, and more efficient, while providing improved service to the customers and users of the systems.

The Traffic Signal Subcommittee and ITSMD have partnered during the past four years for a more productive sharing of information and best practices, and exposure to a broader network of people. This year also marks the 20th anniversary of ITSMD. BMC staff members Eileen Singleton and Bala Akundi served as past presidents of ITSMD and continue to play an active role on the current board. ■



(Above) More than 245 people registered to attend the Intelligent Transportation Society of Maryland (ITSMD) annual meeting and BRTB's Traffic Signal Forum, which was held on October 20. Photos: BMC staff



**\$3.3 million in federal funding will go to regional bicycle, pedestrian projects**

As regional interest in expanding bicycle and pedestrian facilities grows, the competition for available funds follows suit.

Earlier in 2015, the BRTB approved more than **\$3.3 million** in federal funding through the **Transportation Alternatives Program (TAP)**. TAP funds, which SHA administers in Maryland, can be used for projects such as bicycle and pedestrian facilities, safe routes for non-drivers, conversion of abandoned railway corridors to trails, preservation and rehabilitation of historic transportation facilities, and environmental mitigation.

In the Baltimore region, the BRTB works with SHA staff to evaluate applications and make funding recommendations based on the available funds. Criteria for evaluation include federal program eligibility and goals; state, regional,

and local planning goals; health, environmental and community affect; and program effectiveness.

A wide variety of project sponsors across the region applied for **\$5.7 million** in funding in 2015. That sum significantly exceeded the funds available to the Baltimore region. The location and description of projects recommended for funding by the BRTB include:

- Baltimore City — Upgrades to 10 Inner Harbor intersections, which will include high-visibility crossings, audible and visual countdown signals, ADA ramp upgrades, and bicycle and pedestrian wayfinding signage.
- Baltimore City — Stains green the existing 11-foot-wide, two-way concrete path of the Inner Harbor Jones Falls Trail from Calvert Street to Market Place to better define it as a bike path and to deter pedestrians and parked trucks.

- Baltimore City — Constructs a parking protected, two-way cycle track and a landscaped buffer on Potomac Street to provide a protected bicycle connection between Patterson Park and the Canton Waterfront.

- Carroll County — Constructs 800 linear feet of ADA compliant sidewalk, ramps, curb and gutter, and two crosswalks along with stormwater management features for Eldersburg Elementary School.

- Carroll County — Removes and replaces existing sidewalk and installs new sidewalk for a total of 558 linear feet near Sykesville Middle School.

- Howard County — Paves 1.3 miles of the existing Patuxent Branch Trail from Old Guilford Road to Vollmerhausen Road.

Fifty percent of Maryland TAP funding is available statewide. As a result, any Baltimore region project not initially recommended for funding gets a second chance in the statewide competition. Two additional projects in the Baltimore region were funded as a result of this process. They include:

- Baltimore City — Restores and places a historic caboose at President Street Station, a key transportation, Civil War, and African-American heritage site.

- Carroll County — Constructs a wetland to provide water quality treatment in the Double Creek watershed at the Manchester Skate Park.

Implementation timelines will vary as the projects are at various stages of planning and design. The expected deadline for 2016 TAP funding applications is May 2016. ■



(Above) As bicycle use increases in popularity, many of the jurisdictions in the Baltimore region seek funding to develop facilities for safe use on the road. Photo: BMC staff



**Q&A with Ted Zaleski**

**You play a leadership role in the Maryland Association of Counties (MACo) Finance Officers Association in addition to your position in Carroll County. What else are the budget officers hoping will be included in Governor Larry Hogan's Fiscal Year 2016 budget, aside from the phased-in restoration of Highway User Funds?**

We are pleased that the governor has indicated his intent to restore local highway user funding. The loss of funding has been a challenge for all counties. Looking ahead, there is general concern about the possibility that costs currently covered in the state's budget could be passed on to counties. Also, there is concern regarding the loss of Program Open Space revenue for our park and recreation systems.

**Carroll County's overall budget is roughly half of a billion dollars, which sounds like a lot to the average Marylander. Can you explain how that money is broadly divided up amongst the county's priorities?**

The almost half of a billion is the total of all of our budgets including operating, capital and others. More than 40 percent is for our public school system. That is a little lower than in the past, because we have no big school construction projects underway. The next biggest pieces of the budget, at about 9 percent each, are public safety, which includes law enforcement, fire protection, and EMS; and public works, which includes maintaining the county's infrastructure.

*Ask an Expert showcases an innovator in the Baltimore region who is at the pulse of his or her industry. We sat down with Ted Zaleski, director of management and budget for Carroll County, to ask him about the challenges of balancing a county budget, the promise of additional revenue from the state, and planning for the future.*

**Carroll County has a \$370 million operating budget. How much of that is transportation/transit related expenditures?**

As far as transportation and transit goes, our Fiscal Year 2016 operating budget breaks down as follows:

- Roads Operations: \$7.64 million
- Traffic Control: \$334,420
- Roads Capital: \$12.67 million
- Bridges Capital: \$742,300
- Transit: \$1 million
- Healthcare & Fleet Costs: \$3 million
- Approximate Total: \$25 million

**The Carroll Transit System operates four lines and a shuttle from Westminster to Owings Mills. Are there any plans for expansion? How much fiscal support does the state provide to the transit system?**

Carroll County recently rebid transit services and a new vendor, Butler Mobility, operates our local Carroll Transit System. The shuttle to Owings Mills is run by another organization that isn't county-funded. We have hopes of adding additional routes in the future with a Westminster-Hampstead route as the next priority. The state funds approximately \$600,000 per year.

**What does your backlog of road maintenance look like? How would additional Highway User Funds, a promise from the Hogan administration, affect the FY2016 budget?**

We have maintained our pace of road maintenance, but at the cost of funding to other services. The governor's proposal would restore funding during eight years,

which is scheduled to begin in FY2017. Carroll County did receive approximately \$160,000 of one-time funding for roads in FY2016. As the restoration of the formula is phased in, we will have to talk about how to handle the added funding in the budget process. One possibility is reducing the amount of debt we are taking on to maintain our road system.

**Carroll County and BMC work together on cooperative purchasing, using economies of scale and the collective expertise of our jurisdictions' procurement offices to bring down prices of goods and services. One side effect has been more regional and national contracts that seem to squeeze out local vendors. Is there anything that Carroll County does to both save money and buy locally?**

We do take advantage of a lot of national and regional contracts, trying to make the best use of tax dollars as we can. We do have some local vendors who bid successfully because they are in the county. Paving contracts are a good example of that. The County Commissioners are keenly interested in local vendors benefiting from our contracts and they consistently encourage staff to solicit local bids. ■

**TIME TO ACT!**

Do you know someone dynamic who is willing to let us pick their brain about how we can improve the region? Great! Send your *Ask an Expert* nominations to [COGquarterly@baltometro.org](mailto:COGquarterly@baltometro.org)

## Baltimore Development Corporation: A catalyst in moving the city's economy forward



William H. Cole, president and CEO of BDC (far left), and Mayor Stephanie Rawlings-Blake (center) promote economic development in Baltimore City. Photo: Courtesy of the Baltimore Development Corporation

The **Baltimore Development Corporation (BDC)** is a nonprofit organization, which serves as the economic development agency for Baltimore City.

Its mission is to retain and expand existing businesses, support cultural resources and attract new opportunities that spur economic activity and help create jobs. With those goals in mind, the BDC has rolled out various programs and initiatives throughout the years to support businesses of all types and sizes.

“Our mission is clear — support businesses of all sizes and continue to spur economic activity in Baltimore. The BDC remains focused on providing assistance to small and medium sized businesses that power

our local economy, as they create more jobs for residents, provide stability in our neighborhoods, and present the greatest opportunity for economic inclusion,” William H. Cole, president and CEO of BDC.

### Supporting Small Businesses

Small businesses are critical to the vitality and health of Baltimore City's economy. Approximately **93 percent** of the city's businesses are small businesses with less than 50 employees. Nine out of 10 new jobs in the city are created by small businesses. Understanding that access to capital is one of the greatest challenges of a start-up or small business, the BDC provides loans specifically geared toward such businesses.

The BaltimoreMicro Loan program provides loans up to \$30,000 for working capital, building improvements, equipment, inventory purchase and other costs associated with opening or expanding a small business. Since its inception in 2013, BDC has awarded 30 micro loans totaling \$650,500. These loans have helped retain 161 jobs, added 137 new jobs, and resulted in \$2.57 million in private, capital investment.

The micro loans have helped growing start-ups such as **Mindgrub Technologies**, which started in the founder's basement, to relocate to more than 17,000 square feet of new office space in Locust Point. These loans have also helped new businesses such as **Flawless Damsels**, the **Charmery**, **Baltimore**

**Tea and Spice Company**, and **Pizza di Joey**, a start-up food truck; and assisted businesses such as the **Arthouse**, **Barks & Blooms Doggie Daycare**, and **Perfect Images Barber Shop** to expand and create new jobs.

“What an amazing experience working with the Baltimore Development Corporation. We discovered a hidden gem in Baltimore that enabled our small business to move forward,” said Colleen McDonough, owner of Barks and Blooms Doggie Daycare. “Our Doggie Daycare was able to input improvements that grew out business into a success. We did not expect the City of Baltimore to invest in us, but they did.”

The BDC also serves as a manager of Maryland's Small, Minority and Women-Owned Business loan fund, which receives a percentage of **Video Lottery Terminal (VLT)** revenue from Maryland casinos. These loans are for amounts between \$30,000 and \$300,000 and are specifically for small, minority or women-owned businesses for purposes such as business acquisition, purchase of furniture, fixtures and equipment and working capital.

### Baltimore Main Streets/Façade Improvement Grants

The Baltimore Main Streets program is an approach to neighborhood revitalization by providing customized support and



The BaltimoreMicro Loan program provides businesses with up to \$30,000. Since its inception in 2013, BDC has awarded a total of \$650,500 for 30 micro loans. The Baltimore Main Streets program provided 683 façade improvement grants totaling \$3.6 million dollars. Map: Courtesy of BDC

“Our mission is clear — support businesses of all sizes and continue to spur economic activity in Baltimore,” said William H. Cole, president and CEO of the Baltimore Development Corporation

public resources to each district in order to attract new businesses and new jobs to the neighborhood. Baltimore has the second largest urban Main Streets program in the U.S., with nine fully-designated communities: Belair-Edison, East Monument Street, Federal Hill, Fells Point, Hamilton-Lauraville, Highlandtown, Pennsylvania Avenue, Pigtown and Waverly.

Each district's Main Street program has a different strategy for spurring economic activity, but support may include marketing and event planning, financial assistance for design and promotions, architectural services for facade renovations, streetscape improvements, technical support, and access to BDC's façade improvement grants.

From 2000-2014, through the Baltimore Main Streets program, 683 façade improvement grants have been awarded in these nine neighborhoods, totaling nearly \$3.6 million dollars. As there is a match component to these grants, this amount of public investment has generated approximately \$12.9 million in private investment.

The BDC also provides façade improvement grants to other commercial corridors throughout the City of Baltimore. Since 2012, the organization has provided façade improvement grants to 57 businesses totaling little more than \$153,000, which have resulted in capital investment of more than \$1 million. Recently, BDC announced \$175,000 in funding that will be available for façade improvements for businesses in the Carroll Camden Industrial Area.

### Combating Food Deserts

As one of Mayor Stephanie Rawlings-Blake and her Administration's goal is to increase access to healthy affordable food in all neighborhoods, the BDC is an integral member of the **Baltimore Food Policy Initiative** to eliminate food deserts. Food deserts are defined as an area where the distance to a supermarket is more than a fourth of a mile, median household income is at or below 185 percent of the Federal Poverty Level, low healthy food availability score and more than 30 percent of households have no vehicle available.

Story continues on Pages 12–13.

“It took 28 years to build this business and we watched it crumble to dust in one night. By the afternoon, the city sent people to board up our broken storefronts and back doors,” said Hye Kim, owner of Accessories and More.

One in four Baltimore City residents and almost one in three children live in areas identified as food deserts. African-Americans have disproportionately low access to healthy food and are the most likely of any racial or ethnic group to live in a food desert neighborhood. To combat this issue, there is a dedicated staff person at BDC who works on retention, expansion and attraction of food retailers who sell healthy foods.

Since 2014, the BDC has assisted in attracting seven grocery stores — some of them in a food desert area. Services provided range from recruitment support to more hands-on services, such as land acquisition, site assembly, environmental remediation, planning and development assistance, and loans. Most recently, Save a Lot on West Cold Spring Lane held its grand opening, providing much needed products and services to a neighborhood identified as a food desert.



“Without BDC’s technical assistance, I’m not sure opening this store in Central Park Heights would have been possible,” said Jeff Eney, senior market development manager for Save a Lot. “Every time we hit a roadblock or challenge, BDC was there to help us work through it.”

### Enterprise Zone

The BDC manages Maryland’s **Enterprise Zone** program on behalf of Baltimore City. Enterprise Zone tax credits encourage investment in distressed areas and aid businesses in reducing their real property, personal property and income tax bills.

From 2012 to June 2015, there have been 269 Enterprise Zone certifications of which 87 percent have been to businesses located outside the Central Business District (CBD). Of the nearly \$3 billion in investment (land, construction, or rehabilitation), 95 percent has been spent by businesses located outside the CBD. These businesses accounted for an average investment of just under \$12 million and nearly 7,200 jobs that were either retained or created. Businesses taking advantage of the Enterprise Zone tax credits range from companies such as **Amazon** to local companies such as **Marlin Steel Wire**, as well as businesses opening in food desert areas such as **Shop Rite**.

“The Shop Rite of Howard was a challenging development,” said Jeffrey Brown, chairman of UpLift Solutions, Inc. “BDC assisted

us every step of the way, from recruiting us for the Howard Park location, land assemblage, environmental remediation and helping us navigate the challenges of this development until its successful opening.”

### Enterprise Zone Benefits

#### Real Property Tax Credits

- Ten-year tax credit on improvements to real property
- 80 percent credit years 1-5
- Decreases 10 percent annually years 6-10
- Tax credit goes to the property owner

#### Income Tax Credits

- \$1,000 credit per new employee
- \$6,000 credit over 3 years for hiring economically disadvantaged employees
- Credit may be carried forward for 5 years

### Business Recovery

BDC’s ongoing commitment to businesses in all of the city’s commercial corridors is evidenced by the organization’s response to April’s unrest. Immediately after the unrest, BDC mobilized its staff to visit every neighborhood, Main Street, and commercial corridor in an effort to determine the number of affected businesses and the extent of the damage each suffered. Throughout the course of many weeks and multiple visits to each affected area, the BDC identified a little more than 400 businesses, which experienced some type of property damage and/or inventory loss.

These businesses were located in various communities throughout Baltimore City and most were small businesses and sole proprietorships, whose only source of income was from the business. BDC’s primary goal was to help every business directly affected by the unrest repair, reopen and operate at full capacity.

With the city’s resources and generous contributions from the business community and individuals, BDC was able to assist many of these businesses. The organization has awarded 72 **Storefront Recovery Grants** totaling \$206,372 and provided 30 loans, totaling \$660,109. The total amount distributed to businesses for recovery was \$866,481. To date, 93 percent of the businesses have reopened.

“It took 28 years to build this business and we watched it crumble to dust in one night. By the afternoon, the city sent people to board up our broken storefronts and back doors,” said Hye Kim, owner of Accessories and More. “The Baltimore Development Corporation visited the store several times and told me about their business recovery loan program and storefront grant. We



Mayor Stephanie Rawlings-Blake (right) and William H. Cole (left) tour the business communities affected by April’s unrest.

Photo: Courtesy of the Baltimore Development Corporation

wanted to give up, but BDC’s support gave us confidence that the city wanted us here. With that hope, and the financial assistance, I was able to rebuild the store from the bottom up.”



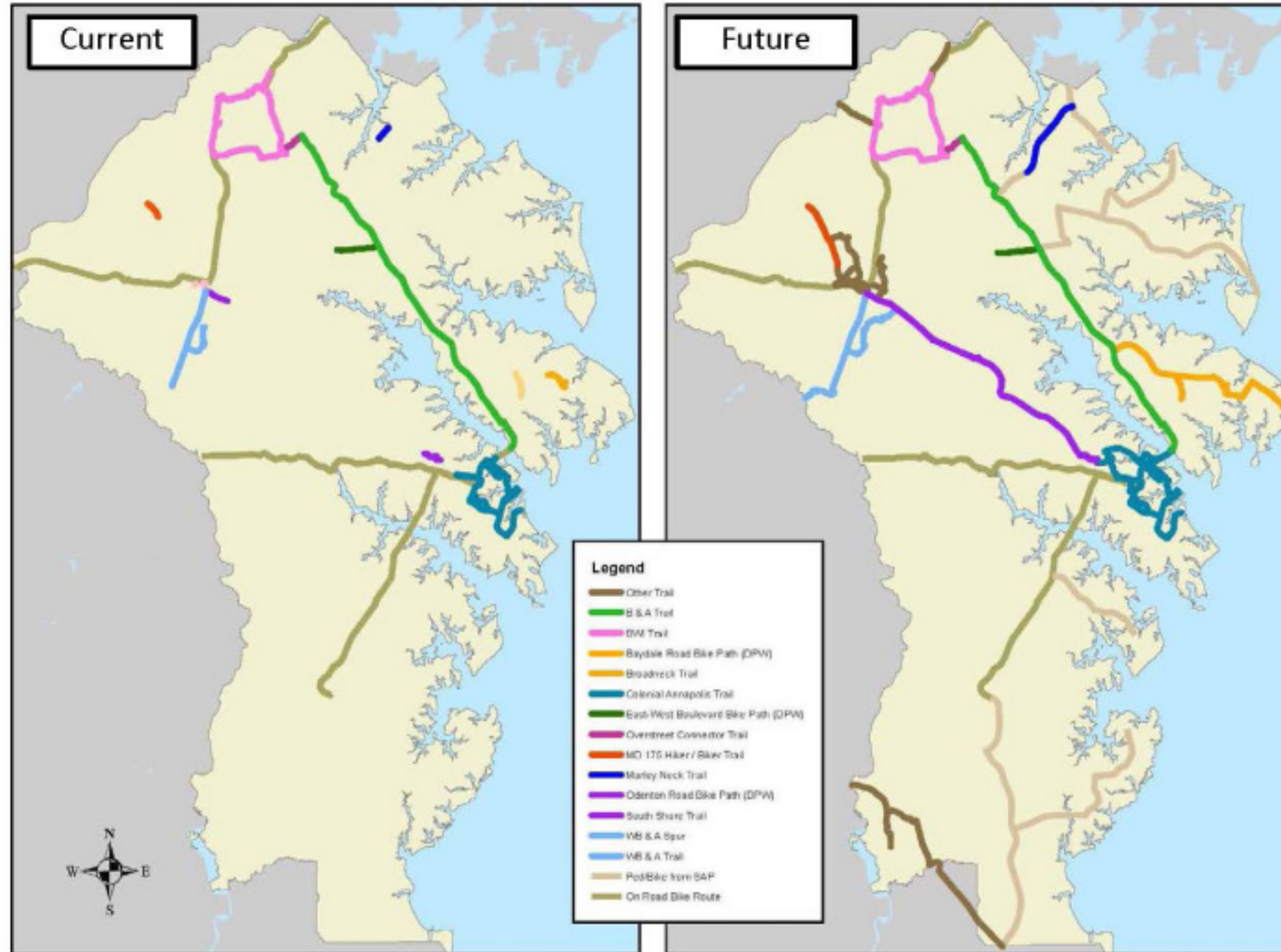
### BDC and the Opportunity Collaborative

The Opportunity Collaborative, a consortium of local governments, state agencies, universities and nonprofit organizations in the Baltimore region, released the **Regional Plan for Sustainable Development** in June. The plan brings together housing, transportation and workforce development in a menu of options for the Baltimore region to move forward toward economic prosperity and an increased quality of life. William H. Cole, president and CEO of the BDC, served as chairman of the Collaborative.

The Baltimore Metropolitan Council provided the Opportunity Collaborative with technical and staff support through a \$3.5 million HUD Sustainable Communities grant.



## Planned improvements will increase Anne Arundel County trail system and connectivity for bikers and hikers



Biking around Anne Arundel County is about to get easier, safer and more extensive.

Anne Arundel County Executive Steve Schuh’s **Fiscal Year 2016 budget**, in an effort to support the growing interest in bicycling as a form of transportation and recreation, makes investments in the jurisdiction’s network of bike trails.

Specifically, the FY2016 budget includes a \$1.5 million investment in county bike trails. This funding will go toward a 40-mile expansion of Anne Arundel County’s trail system and to construct a bridge over MD 2, linking the B&A and Broadneck trails.

These investments will move Anne Arundel County closer to the long-term goal of a fully integrated, connected network of bike trails.

“I want our county to be a place where one of our citizens can bike from BWI to Sandy Point to Shadyside with ease and in safety,” said Schuh, during his address on the budget.

In August, Schuh launched the **Anne Arundel County Bicycle Advisory Commission (AACBAC)** to make recommendations for the county to plan for improvements to bicycle facilities - a safe, interconnected network of trails, on-road and separated bike lanes. AACBAC’s main mission is to advise the county on increasing safe bicycling for residents, commuters and visitors for transportation and recreation throughout Anne Arundel County.

The FY2016 budget went into effect on July 1. ■

## A Rouse(ING) Legacy

Redevelopment in Columbia is thriving once again, bringing the community back to — but enhancing — its founding principles



Photo: Courtesy of Columbia Archives

Chefs busied themselves lighting up grills and stocking the salad bar at the Whole Foods Market in Columbia one cold, rainy fall morning.

Nearby, groups of singles, twos and fours settled into cafeteria furniture, poring over coffee, laptops and personal conversations. The atmosphere was abuzz, despite the dismal isolation outdoors.

A few short years ago, the building — a fixture in downtown Columbia — sat practically dormant.

“This renovation — a \$20 million project — was an incredible makeover of the Rouse Company headquarters building,” said Michael W. Davis, a partner at Davis, Agnor, Rapaport & Skalny, a law firm that has been in downtown Columbia for 34 years.

The building once served as the headquarters to The Rouse Company, the pioneer development company headed by James Rouse, which was responsible for the vision, planning and execution of the creation of Columbia. There was a period of time, though, where the building housed only a handful of people and the parking lot sat empty.

So in 2012, a renovation of the building by Whole Foods — a company whose name brings with it some cache — was a big deal, and a symbol of the changing tides for development in Columbia.

“Right now, I see a couple of projects that are beginning to finally come up,” said, Davis, who also is a member of Downtown Columbia Partnership’s advisory board. “Now we’re seeing something and it’s about time.”

While Whole Foods breathes new life into the building, it also serves as the first finished product for a new wave of redevelopment in Columbia, a refocus back to Rouse’s vision of a bustling downtown. Finally, residents in Columbia will see action after more than a dozen years of planning — started by County Executive James Robey, developed by County Executive Ken Ulman and now being executed by County Executive Allan Kittleman. Shovels are in the dirt. The people are happy about it, local government is championing it and there’s a tone of buy-in and collaboration. Why? There’s a solid plan.

“I think some people saw Columbia as a suburban bedroom community, and some people still prefer it to be that way,” said Kittleman, who is rounding out his first year as the head of Howard County. “That’s a vision that I have and most people have - to have downtown Columbia be a place where people can walk, and they can eat, and they can recreate, and they can do all of these things, and live close to where they work. So, it’s exciting. That’s the plan to make it that way in the future. I think this is the way we need to go to move forward.”

Story continues on Pages 18–23.

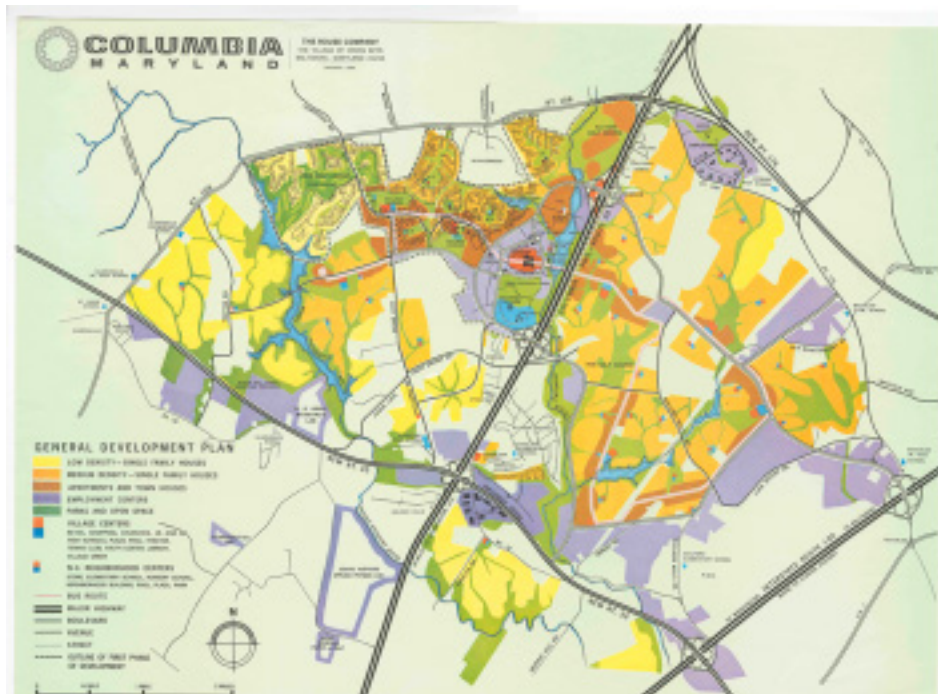
## A City that Works for Its Residents

Ask most people in Columbia about the community and they will mention Rouse, who most people referred to as Jim. Much of the planning of Columbia hinges on the philosophy and vision of Rouse, a nationally respected developer of shopping malls, whose company was based in Baltimore City. His idea was to create a city that works for its residents — a place where they can live and thrive.

“Columbia was founded on the basic principle of meeting the needs of the people,” said Barbara Kellner, archives manager for Columbia Association. “Columbia was designed to be a city where you can live, work and play.”

Rouse’s basic goals were to create a city that addressed zoning, land use and density in an innovative way, where villages and neighborhoods mingled with businesses and industry, recreation, educational facilities, open and green space, transit and transportation, and a central downtown center, Kellner said. The idea was to relieve people of the crowdedness, segregation and crime of living in a city in the 1950s, to provide a city where people could grow and thrive — one rich in racial, religious and economic diversity. Finally, Rouse concluded that if all of these plans worked, he, or rather, a private company, should be able to make a profit.

**“Columbia was founded on the basic principle of meeting the needs of the people,” said Barbara Kellner, archives manager for Columbia Association. “Columbia was designed to be a city where you can live, work and play.”**



(Above) A zoning map from 1966 shows how Columbia’s plan would intermingle commercial, recreational, residential and green space. This challenged the myth that single-family and low-income housing wouldn’t work well in the same community. Map: Courtesy of Columbia Archives

“That was really important to the Columbia plan,” Kellner said. “The idea was that if you are developing a place responsibly ... and you can make a profit, then why wouldn’t you do that?”

The Rouse Company purchased 14,000 acres of land in Howard County in 1963, after scouting out other locations for this city throughout the country in 1961 and 1962. Howard County was the perfect location for this new town planning movement because it mostly was rural and undeveloped and it sat between the two growing metropolitan areas of Washington, D.C., and Baltimore City. It

also didn’t hurt that it was close to the Rouse Company’s Baltimore City headquarters, Kellner said.

“It turned out to be this perfect spot,” she said.

Rouse brought together a work group that consisted of people from all

social fields — planners, religious leaders, educators, transportationists, the business community — for the 9-month process to create the plan for Columbia, Kellner said. Rouse presented the plan to Howard County in November 1964, construction began in June 1966 and the first residents moved into the Bryant Gardens apartments in June 1967.

In 2015, Columbia is home to about 100,000 residents, and consists of 10 self-contained villages — Wilde Lake, Harper’s Choice, Oakland Mills, Long Reach, Owen Brown, Town Center, Hickory Ridge, Kings Contrivance, Dorsey’s Search and River Hill. Street names, such as Faulkner Ridge Circle and Wood Elves Way, give a nod and a wink to the greats of art and literature.

The villages range in population from about 3,100 in Town Center to approximately 14,000 in Long Reach. They can include schools, community space, interfaith centers and recreation centers. Nine of them have village centers with shops and restaurants. The first residents who came to Columbia felt as though they, too, were creating something special, whether it was organizing a

youth soccer league or attending racially integrated schools.

“It had to be an incredibly exciting time,” Kellner said. “It was the most amazing place to move into ... there was an excitement of feeling that you were creating something.”

“All of those pieces make Columbia so exceptional,” Kellner said.

However, the recession of 1973-1974 slowed development, which was scheduled for completion in 1980, Kellner said. Caught up in the mix was the development of downtown Columbia.

“(The recession) hit Columbia as hard as the rest of the building industry,” she said. “The focus went to residential development and downtown got lost in the mix.”

## Back to the Basics

The childhood home of Howard County Executive Allan Kittleman grew “into” Columbia, he said. His home changed addresses, from Ellicott City to Columbia, and development happened around it, despite the Kittlemans never moving. That story is how Kittleman describes his connection to the development and evolution of Columbia.

A year into its first term, the Kittleman administration plans to keep that development moving. The focus will go back to Rouse’s original plan of developing downtown Columbia, with support from a master plan, which the County Council approved in 2010, Kittleman said.

“Right now we’re doing a lot of focusing on downtown Columbia,” Kittleman said. “I do think it would be helpful to have that urban setting in Howard County. Our whole society is changing, especially with young people. They want something where they can go, and live, and walk, and bike, and they can go to a club maybe, and they want all that there. Right now, you don’t have that in Columbia, and if you want that, you have to go to D.C., or

Silver Spring, or Baltimore, or Frederick, and so I think the goal is to have that in Columbia too.”

Priorities include addressing better regional transportation and transit, and affordable housing; updating zoning and town centers; and generally making the downtown area a magnet for activity, Kittleman said.

“We need to make sure that this redevelopment fits with what our residents need,” Kittleman said.

## Creating the Master Plan

In 1987, Michael Davis looked out of an office space in downtown Columbia with the promise that if his business

moved into the building, it would be a part of a new, bustling era for the city. Then Davis waited and waited, he said. Retail and office development went elsewhere in Columbia.

“They promised that this is going to be a thriving city downtown, and I bought into that hook, line and sinker,” Davis said. “What happened to that dream? It’s like that whole dream went away.”

Then in 2003, the Rouse Company asked for additional density for more residences in downtown Columbia. The company wanted to add 1,600 more units, a text change to Columbia’s zoning, which

Story continues on Pages 20–23.



Howard County Executive Allan Kittleman leads the charge in Columbia’s redevelopment. Priorities include addressing better regional transportation and transit, and affordable housing; and updating zoning and town centers. Photos: Courtesy of Howard County



(Above) An aerial view of Merriweather Post—Pavilion as it existed prior to the creation of the 2010 Downtown Columbia Master Plan. Photo: Courtesy of the Save Merriweather Facebook page

would affect the Merriweather—Post Pavilion parking lots, among other things.

“It basically was a very unimaginative plan that was not going to help Columbia lead its way into the 21st century,” Davis said. “It was just more of the same that they already built downtown, which was pretty much universally agreed was a mess.”

Davis formed the New City Alliance with



other residents who were fed up with the stagnant development.

For Ian Kennedy, the former deputy chief of staff to former Howard County Executive Ken Ulman, it took the threat of closing down Merriweather Post—Pavilion, a concert venue that he frequented in his early 20s, to get him and the Columbia community thinking about modern redevelopment for the city.

“Naturally, you know I’m not anti-development, but what does that mean for Merriweather? We didn’t know,” Kennedy

said. “That started a conversation about the future of Merriweather.”

Kennedy and many of the venue’s supporters started a grassroots movement, Save Merriweather.

“Sort of the thrust of the opposition to the initial proposal was that we need a plan. That is the keystone of Columbia, the plan,” Kennedy said. “Downtown Columbia, I think everyone recognized at the time, did not live up to the founding vision of the original plan, which was that this would be a place full of vibrancy, life.”



So in 2005, hearing the concerns of residents and business leaders like Davis and Kennedy, the Howard County Department of Planning and Zoning launched a charrette process, a collaboration that involved its residents in the design of a master plan for Columbia. That process offered many people the hope that they could actually have a voice in the development of downtown.



Lin Eagan, Sharonlee Vogel, Brian Dunn, Barbara Kellner, Tom O’Connor, and Mike Davis all spoke about redevelopment at the 40th birthday celebration for Columbia. Photo: Courtesy of the New City Alliance Facebook page

“This was for downtown Columbia, our general plan for the next 10-20 years. So that’s why it got so much attention, because it really would guide development in downtown Columbia,” Davis said. “We did everything that we could — it was a bipartisan group — to keep pushing and advocating and doing whatever we could to push through a new vision for downtown Columbia.”

From 2005 until 2008, Howard County worked alongside the former Rouse Company, which by that point was sold to General Growth Properties, and Howard Hughes Corporation, to solicit community feedback and create a master plan.

“You’ve got to have the plan in place and then you can start working the process,” Davis said. “If you look at the general plan that they did pass, it really was as much process-oriented as it was substance.”

The master plan includes: key components for success, such as amenities that contribute to quality of life through the Community Enhancement, Programs and Public Amenities (CEPPAs), and transportation infrastructure; vision themes, such as moving and connecting people, and sustaining the environment;

and process themes, such as balancing and phasing growth and redevelopment. The CEPPAs in particular, which address downtown management, funding for affordable housing, a new arts nonprofit organization and other public benefits, have bench marks that Howard County must hit as the master plan gets implemented.

The Howard County Council approved the master plan in February 2010.

“Finally in 2010, after lots of negotiations and lots of compromise, the plan was passed by the county council. It was long overdue,” Davis said. “Now we’re getting the new city that Jim Rouse promised us. It takes a while to get things moving.”

For Davis, a long-time supporter of Kittleman’s, who served as the head of the county executive’s transition team earlier this year, he sees Columbia’s redevelopment taking off under Kittleman’s leadership, he said.

“In Allan’s case, he’s very quick to tell people that yes, he’s in favor of doing what needs to be done to get development moving downtown. He’ll do what needs to be done as far as the government’s concerned, recognizing the transportation and the housing issues, he is allocating resources to the government to work on those issues and to make sure that they come out the right way,” Davis said.

### Kittleman’s Vision

That continued support and buy-in from the Columbia community is what County Executive Allan Kittleman said he’s counting on to move forward with redevelopment.

“There’s no doubt in my mind that the reason Columbia is such an exceptional community is that the people make it that way,” he said. “You can have good schools, good roads, you can have good concepts, you can have a nice village center, but if you don’t have the community and the people involved making it happen, it

“There’s no doubt in my mind that the reason Columbia is such an exceptional community is that the people make it that way,” Kittleman said. “You can have good schools, good roads, you can have good concepts, you can have a nice village center, but if you don’t have the community and the people involved making it happen, it wouldn’t be the exceptional community that it is.”

wouldn’t be the exceptional community that it is.”

Kittleman’s vision moving forward focuses on working with key stakeholders primarily to increase regional transportation, create more affordable housing and reinvigorate the village centers, he said.

“We’re doing a lot of transportation right

now,” Kittleman said. “It’s a regional issue. You can’t have a transit system that is just Howard County only. That just doesn’t work.”

For Kittleman, regional transportation means working with the state, the Regional Transportation Agency of Central

Story continues on Pages 22–23.



(Above) An illustration of proposed redevelopment that was included in the 2010 Downtown Columbia Master Plan. Photo: Courtesy of the New City Alliance Facebook page

Maryland and BMC’s jurisdictions to transport people to downtown Columbia, around Howard County, and the community’s residents to jobs in nearby Washington, D.C., Fort Meade, Baltimore City and the National Security Agency. These partnerships will help Kittleman’s administration address transportation infrastructure, such as regional and multi-modal planning, traffic volume, transit, bicycle and pedestrian needs.

“We need to figure out ways that we can help them get here,” he said.

For example, Howard and Montgomery counties are working together to provide the early planning stages for bus rapid transit on U.S. 29, Kittleman said. The state, too, is working to improve the roadway through widening, adding a lane that could be dedicated to bus rapid transit.

“U.S. 29 is basically a Montgomery County-Howard County roadway,” Kittleman said. “I think it would be a tremendous help for Columbia, especially as we develop downtown Columbia, to provide more ability for people to get here without having to get in their cars.”

Likewise, creating a downtown transit center near Columbia Mall, which is part of the downtown Columbia master plan, is a major focus, Kittleman said.

“We’re working on how we would put that together,” he said. “Basically it would be a place where we could maybe use a bus rapid transit. We could use other local transit as well, to help people get around Columbia, around Howard County.”

In addition, the creation of another pathway for biking and walking would connect the east side of downtown Columbia to Howard County General Hospital, Kittleman said. “There’s going to be a pathway there that people can bike, they can walk, and it’s going to provide a lot more ability for us to have a more bike-friendly, pedestrian-friendly downtown,” he said.

### Keeping Housing Affordable

The Kittleman administration also started working in several areas to create more affordable housing options.

“It’s certainly a priority of our administration to work with downtown and other places in Columbia dealing with more diverse housing,” Kittleman said.

**“I think it would be a tremendous help for Columbia, especially as we develop the downtown Columbia, to provide more ability for people to get here without having to get in their cars,” Kittleman said.**

“We heard a lot during the campaign that, especially in Oakland Mills and some other areas in Howard County, where (residents) felt like there was an overabundance of affordable housing...Then there are places throughout Columbia where there isn’t much affordable housing.”

Kittleman is working alongside the County Council, the Columbia Downtown Housing Corporation, and Howard Hughes Corporation to try to find a solution to provide affordable housing options throughout Columbia’s villages and downtown area, Kittleman said.

“County Council is now taking a look at what we are recommending,” Kittleman said. “It’s not legislation. They’re just looking at this plan that hopefully will become legislation soon. But we’re trying to get everybody on the same page before we go to legislation.”

A resolution among those key stakeholders couldn’t come at a better time.

Earlier in 2015, the U.S. Department of Housing and Urban Development (HUD) nearly withdrew an exception for Howard County and Columbia that would reduce by about 25 percent the amount of money that the jurisdiction would have available for housing vouchers, which help preserve opportunity for low-income families. Kittleman contacted Howard County’s elected officials — U.S. Senator Barbara Mikulski, U.S. Senator Ben Cardin, Congressman Elijah Cummings, Congressman John Sarbanes and Congressman Dutch Ruppersberger — for help.

“They all worked together, they all met with HUD and they made it happen,” Kittleman said. “We’ve gotten a decision from HUD that they’re not going to make that change, at least for now, which is a tremendous victory, and it really goes to the point of, ‘Are we going to have diversified housing in downtown?’”

“Had we lost (the HUD exception,) then the viability of getting an agreement of all the parties would be very difficult,” Kittleman said. “It just would cost too much. I think that we have about 950 vouchers in Howard County. That leaves about 180 in downtown Columbia. So this is instrumental.”

### Columbia Association – A Manager, a Partner

Working hand-in-hand with Kittleman and the county government are partners, such as Columbia Association, which the Rouse Company created to manage the city’s development plans in the early 1960s.

“Columbia Association is instrumental in making sure that all of this happens,” Kittleman said. “I’m looking forward to continuing a strong partnership with them.”

Milton Matthews, president and CEO of Columbia Association, said collaboration and partnerships are and will continue to be imperative to redevelopment.

“We’re at a point in our history where redevelopment is very important,” Matthews said. “You look at partnerships versus going it alone. We want to make sure that we don’t duplicate services.”

As redevelopment moves forward, Columbia Association is working across the board to ensure that both community needs and amenities are met, Matthews said. Along with its programs and services, Columbia Association’s upcoming priorities also include advocating for better regional transportation, more affordable housing and redeveloping several of the village centers.

“It’s part of the fabric of Columbia to ... make sure that a person who works here can live here,” Matthews said.

Columbia Association recognizes that a development effort of this magnitude is a true public-private partnership.

“Columbia has benefited from County Executive Kittleman’s leadership as redevelopment continues to be a focus in many areas of our community. The county is invested in the health of Columbia’s village centers,” Matthews said. “The funding the county has provided to look into the possibility of redeveloping Oakland Mills Village Center and its commitment to re-imagining Long Reach Village Center will prove important to the health of those village centers, which in turn will help the business community and benefit residents.”

### Integration

**B**ut Columbia’s development is so much more than office buildings, green space and organized soccer leagues. Part of what makes Columbia revolutionary for its time was the strategic effort in the planning process to create an integrated and diverse community.

Kellner said that Rouse’s efforts were deliberate to plan a city that included integrated schools and diverse housing options. Columbia’s execution dispels the myth that single family and low income couldn’t go together.

“Very early on, it became a non-issue of who your neighbor was,” Kellner said. “It makes the people who grew up here different. You’re open to all kinds of people.”

That effort continues in 2015.

“I think in general Columbia has such a reputation (of diversity) and people expect that,” Kellner said.

Kittleman, too, is deeply rooted in the community’s history of integration and diversity.

Kittleman’s father, Bob Kittleman, was the first white person to join the National Association for the Advancement of Colored People (NAACP) in Howard County, and later served as its chairman. In the early 1960s, the senior Kittleman fought to make sure that everyone was treated equally.

“He talked about getting involved and they said, ‘How about you help us with civil rights,’ and so he got very involved,” Kittleman said, adding that Bob Kittleman served as the education chairman during desegregation. “He fought to make sure that everyone was treated equally, and that’s something that certainly wasn’t lost on me growing up.”

“I mean, you can’t have grown up in our house without those values. I believe in freedom for everybody,” Kittleman said. “I think that is government’s responsibility is to make sure that everybody has a level playing field.” ■



Howard County Executive Allan Kittleman envisions a downtown Columbia where people can live, work, play, raise a family and run errands. Photo: Courtesy of Howard County

## Connect Harford engages community stakeholders to set economic goals for the future



Harford County Executive Barry Glassman speaks to the crowd about his vision for the future of the county during Connect Harford on September 29.

Photo: Courtesy of Harford County

On September 29, Harford County government held a public planning forum called **Connect Harford**. Connect Harford is a unique and visionary gathering of leaders in business, government and education who are dedicated to promoting and inspiring economic growth and a prosperous future for Harford County.

Founded in 2013, Connect Harford is a unique opportunity for residents and civic leaders to cooperatively share their thoughts on the future of Harford County. Through conversations identifying economic opportunities, addressing barriers, sharing innovative solutions, and providing access to information, Connect Harford was designed to inspire all stakeholders — current and future — to take the actions needed today to make their vision a reality tomorrow.

“Harford County Economic Development was pleased to offer our support to Harford Community College and the Dresher Foundation for this important community visioning session,” said Steve Overbay, deputy director for Harford County’s Office of Economic Development. “Transportation, workforce development and community redevelopment are all key economic initiatives under County Executives Glassman’s administration. The desire for public engagement in an interactive format was in response to feedback from previous Connect Harford events and was well received by participants.”

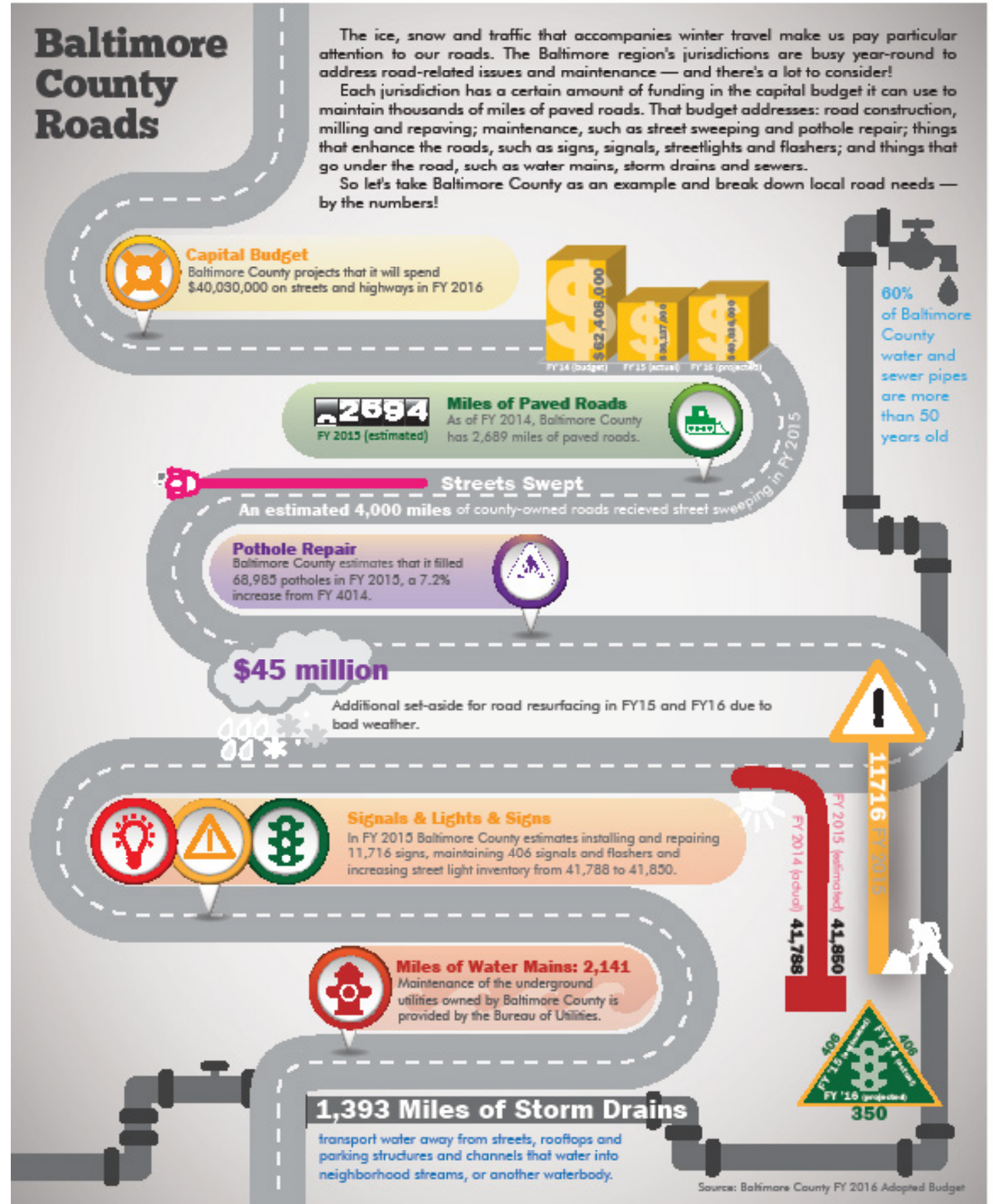
At the start of the day, Harford County Executive Barry Glassman, who also serves as a BMC board member, gave a keynote address that shared his vision for Harford County.

“Connect Harford affords hundreds of us the opportunity to come together as a community to plan for the future and what the County will look like for the next generation,” Glassman said.

Following Glassman’s remarks, attendees participated in three break-out sessions focused on issues related to workforce, transportation and revitalization.

Mike Kelly, BMC’s executive director, was a panelist for the transportation work group.

“Events like Connect Harford are a critical link between policy makers and residents. The attendees were clearly engaged in the process and their thoughtful input helped make Connect Harford a true success.” ■





*B'more Involved* promotes civic engagement in our region's transportation, planning, environmental justice and equity. This important information is a great way for you to learn more, stay up-to-date on important events, news, and, of course, let you know how you can B'More Involved!



In October, Governor Larry Hogan announced \$135 million in investments designed to transform and improve transit throughout the Baltimore region through the Maryland Transit Administration (MTA). The multi-phase plan seeks to create an interconnected transit system, known as **BaltimoreLink**, and includes redesigning the entire local and express bus systems throughout Baltimore and the addition of 12 new high-frequency, color-coded bus routes to improve connections to jobs and other transit modes.

This fall, MTA hosts a series of public workshops to provide updated information on the BaltimoreLink system and to collect public feedback. Presentations will be provided and MTA staff will be available to answer questions. The remaining BaltimoreLink workshops are as follows:

**10 DEC** **Coppin University**  
Thursday, December 10, 6-8 p.m.  
Talon Center, Room 218 A  
2500 W. North Avenue, Baltimore, MD 21216

**9 DEC** **Northwood Library**  
Wednesday, December 9, 5:30-7:30 p.m.  
4420 Loch Raven Boulevard  
Baltimore, MD 21218

**17 DEC** **White Marsh Library**  
Thursday, December 17, 6-8 p.m.  
8133 Sandpiper Circle Baltimore, MD 21236

**16 DEC** **Catonsville Library**  
Wednesday, December 16, 6-8 p.m.  
1100 Frederick Road, Catonsville, MD 21228

**NEC Future Study Area Public Hearing**

The Federal Railroad Administration will hold the Maryland **public hearing** on Thursday, January 14, for the NEC Future, a comprehensive planning effort to define, evaluate, and prioritize future investments in the Northeast Corridor (NEC), from Washington, D.C. to Boston. There will be a brief presentation, followed by an opportunity for public comment.



**14 JAN** **University of Baltimore**  
Thursday, January 14, 4-7 p.m.  
21 West Mt. Royal Avenue, Fifth Floor, Baltimore MD 21201

**St. Paul and Calvert Streets Two-Way Conversion Study Community Meetings**

The Baltimore City Department of Transportation will hold community meetings to discuss the **St. Paul and Calvert streets two-way conversion study**.

**9 DEC** **Baltimore Montessori School**  
Wednesday, December 9, 7-8:30 p.m.  
1600 Guilford Avenue  
Baltimore, MD 21202

**15 DEC** **Benton Building**  
Tuesday, December 15, 6-8 p.m.  
417 E. Fayette Street 3rd Floor Conference Room,  
Baltimore, MD 21202



**14 JAN** **Information Session**  
Thursday, January 14, 2-4 p.m.  
Carroll Nonprofit Center  
255 Clifton Blvd, Westminster, MD 21157

Does your organization have a wish list when it comes to volunteers? Are you looking for funding to build organizational capacity? Join **Volunteer Maryland and the Rural Maryland Council** for a free information session where you can learn about how both organizations can help you build capacity and better serve your mission. Along with information, there will be plenty of time to network and ask questions.



**B'more Involved with BMC and the BRTB**

Transportation affects all of us. By getting involved in the BRTB's planning process, you can help to shape the future.

The BRTB meets regularly to work on regional transportation activities, events, educational campaigns, plans and to vote on key decisions. Public comment also is a vital part of many of these initiatives. We hope to see you at any of our upcoming meetings. Check out our information on **testimony rules and procedures**, as well as our **guide to making a public comment**.

Visit [www.baltometro.org](http://www.baltometro.org) for a full list of upcoming public meetings. Check the calendar at [baltometro.org](http://baltometro.org) for variations or weather related cancellations.

**21 JAN** **Grants Workshop for Nonprofits and Government Entities**  
Thursday, January 21, 1-5 p.m.  
Enoch Pratt Free Library  
1303 Orleans Street Baltimore, MD 21231

Attend a free **grants workshop** to learn about grant programs and application procedures for arts, humanities and heritage preservation organizations. Invited presenters include the Maryland Humanities Council, Maryland State Arts Council, Maryland Historical Trust, Maryland Heritage Areas, Preservation Maryland and the Baltimore National Heritage Area. This event is sponsored by the Maryland Humanities Council.

**28 JAN** **Wintergreen Awards for Excellence in Green Building**  
Thursday, January 28, 5:30-9:30 p.m., Green Street Academy  
125 N Hilton Street, Baltimore, MD 21229

Join the **U.S. Green Building Council (USGBC)** to celebrate, promote and recognize those making a difference in Maryland's sustainable design and construction community



**10 FEB** **Bike Maryland Symposium**  
Wednesday, February 10, 10 a.m.-7 p.m.,  
Miller Senate Office Building  
West President's Conference Center  
11 Bladen Street, Annapolis, MD 21401

The **Bike Maryland Bicycle Symposium** is your chance to learn from leaders in the bicycling field, bicycling advocates, planners, community leaders and legislative officials. The symposium features speakers on current topics with the goal of increasing bicycle safety, connectivity and accessibility. The Bicycle Symposium is free and open to the public.

**20 MAY** **Save the Date: Bike to Work Day 2016**  
More than 30 event locations and 1,500 participants around the Baltimore region!



22 DEC

**BRTB December Meeting**  
Tuesday, December 22, 9 a.m.  
The Offices @McHenry Row, Whetstone Way, Third Floor, Baltimore, MD 21230

26 JAN

**BRTB January Meeting**  
Tuesday, January 26, 9 a.m.  
The Offices @McHenry Row, Whetstone Way, Third Floor, Baltimore, MD 21230

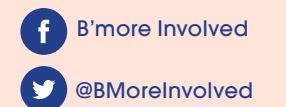
29 JAN

**BMC Quarterly Board Meeting**  
Tuesday, January 29, 9 a.m.  
House Office Building  
6 Bladen Street, Annapolis MD 21401

23 FEB

**BRTB February Meeting**  
Tuesday, February 23, 9 a.m.  
The Offices @McHenry Row, Whetstone Way, Third Floor, Baltimore, MD 21230

B'More connected to B'more Involved:





B'More connected to BMC:



**Baltimore Metropolitan Council**



**@BaltoMetroCo**

“Baltimore’s current transit network is a mess. It is poorly integrated and simply does not make any sense. It’s unacceptable for Maryland’s largest and most important city to have an antiquated and broken transit system.”

— **Governor Larry Hogan**, Maryland Department of Transportation press conference in Baltimore City on October 22.

“At a time when the economy is still recovering and families are still managing to juggle expenses, these cuts will make matters worse.”

— **Sen. Barbara Mikulski**, in a **statement** about the federal proposal that would cut the rental assistance offered to low-income families in the Baltimore region.

“The transfer of this railroad franchise is an exciting first step in making this transformational project a reality. We look forward to working with federal, state and local government officials and other stakeholders to move this project forward.”

— **Wayne Rogers**, chair of both the Northeast Maglev and Baltimore Washington Rapid Rail, **in a statement.**



**Baltimore Metropolitan Council**

Offices at McHenry Row  
1500 Whetstone Way, Suite 300  
Baltimore, MD 21230