

PLAN TO DOUBLE TRANSIT RIDERSHIP IN MARYLAND BY 2020

**Maryland Transit Administration
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Executive Summary

Easily accessible, high quality public transportation fosters more livable communities, provides greater mobility, creates jobs and expands economic activity, contributes to the recovery of the Chesapeake Bay, and reduces the production of greenhouse gases that cause global warming -- all priority policy objectives of the O'Malley-Brown Administration.

The O'Malley Brown Administration, the Maryland Department of Transportation (MDOT), and the Maryland Transit Administration (MTA) are committed to assisting in the attainment of these objectives and have established a goal of doubling transit ridership by 2020, from the 2006 levels. Since taking office in 2007, the State has made steady and significant gains in transit ridership. But significant challenges remain and new efforts will be needed to reach this ambitious goal. With this in mind, MTA has developed a plan detailing the most effective ways to reach its ridership goal. These strategies, summarized below, include: ensuring quality service; improving safety and security; implementing additional service; enhancing existing service; and supporting transit oriented development (TOD).

The Benefits of Transit

The benefits of transit are substantial and diverse, contributing to a number of other administration objectives including producing smart, sustainable growth, creating jobs, and reducing greenhouse gas emissions. Improving the quality of transit by making it more safe, clean, and reliable will meet the demands of the public who want a mix of transportation choices. Specifically transit benefits Maryland by:

- ***Reducing congestion and the need for highway and parking construction:*** A full bus eliminates 60 cars; a full subway train takes away hundreds more. 30,000 passengers can be carried on a single subway line in one hour. In many parts of Maryland, including the older communities that are a priority for future development, there is no room for highway improvements without displacing homes and businesses. On an average weekday 20 to 25 percent of commuters to downtown Baltimore use transit. Garages needed in downtown areas across the state consume public and private capital that could be put to more economically productive uses, and parking fees are expensive for users.
- ***Providing superior access to places that are priorities for development in local land use plans:*** The Washington Metro has generated nearly \$15 billion in surrounding private development, and between 1980 and 1990 40 percent of the region's retail and office space was built within walking distance of a Metro station. The redevelopment of the West Side of downtown Baltimore is aided by the significant concentration of transit services. Many residents of the area apartments do not own cars, and either walk or take transit for work and recreation. Expansion of the Shady Grove Life Sciences area in Montgomery County is contingent on construction of the Corridor Cities Transitway.
- ***Lowering household expenses and freeing up more income for other needs:*** For every dollar earned, the average household spends 18 cents on transportation, most of which is for buying, maintaining and operating cars, the largest source of household debt after mortgages. For the poorest households, transportation costs can exceed 35 percent of income. Americans living in transit-intensive metropolitan areas save \$22 billion annually in transportation costs. Transit availability can reduce the need for additional cars, a yearly expense of between \$4,800 and \$9,700. In the Washington region, transit-riding households save over \$9,000 per year.
- ***Reducing air pollution and greenhouse gas emissions:*** Public transit has been proven to produce 95 percent less carbon monoxide emissions, 90 percent less volatile organic compounds and 50 percent less carbon dioxide per passenger mile compared to a private car.

- **Promoting healthy, safe, walkable lifestyles by providing alternatives to the car:** Creating transit options that allow people to reach their destinations without having to rely solely on a car has numerous health and safety benefits. According to a recent study by the American Public Health Association, traffic crashes cause over 40,000 deaths a year at a cost of \$180 billion due to health care costs, lost wages, and other factors. The report also notes that thirty five million people live within 300 feet of a major roadway, contributing in part to the \$50-\$80 billion in health costs a year caused by air pollution from transportation. Public transit counters these debilitating public health and safety issues and can lead to a more healthy, secure society.
- **Creating jobs:** A recent study by the Jacob France Center at the University of Baltimore estimated that construction of the Red Line would generate 9,800 direct jobs over a seven-year period.
- **Expanding mobility options and producing more job opportunities for citizens and access to a bigger workforce for employers:** For many current riders, transit is a lifeline. 55 percent of MTA riders do not have access to a car, including 68 percent of Core Bus riders in the Baltimore region.
- **Providing infrastructure and mobility options that Americans want:** Americans want and demand a variety of transit options to fulfill their daily needs. Unfortunately, many people do not feel that the current infrastructure provides them with an opportunity to do so. A recent study by Transportation for America shows that 73% of Americans say they “have no choice” but to drive as much as they do. Over 80% of respondents believe that this country would be improved with better transit systems, particularly expansion of rail and bus services.

Background

In defining a goal for transit ridership growth, a number of factors must be considered. Today, the Maryland Transit Administration (MTA), a unit of MDOT, operates local bus, paratransit, light rail, and heavy rail. The MTA contracts with independent operators to provide commuter bus service, commuter rail service (MARC Train) and additional paratransit service. The Washington Metropolitan Area Transit Authority (WMATA) operates a comprehensive heavy rail, bus and paratransit network in the Washington region, including Montgomery and Prince George’s counties in Maryland. In addition, Locally Operated Transit Systems (LOTS) provide some level bus and paratransit service in every county.

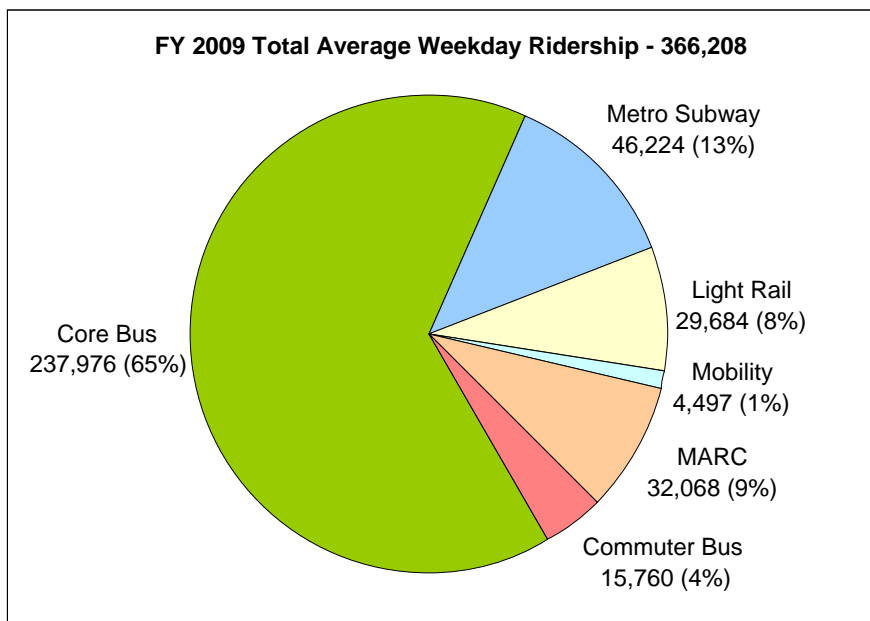
In terms of geographic coverage, frequent, 7-day service is available throughout Baltimore City, within the Capital Beltway and in densely populated suburban corridors such as Rockville Pike, U.S. 29 and York Road. In the suburban population centers and smaller cities such as Frederick, Annapolis, Hagerstown, Columbia, Laurel and Bel Air, commuter services are available on weekdays, but otherwise service is generally hourly or less. In rural areas of the State such as Waldorf, Salisbury and Westminster fixed routes services are very limited. In the Baltimore-Washington corridor between Aberdeen and Washington; in the I-270 Corridor and between Southern Maryland and Washington trunk-line commuter bus and rail services are available. This uneven geographic distribution of service is a function of the economics of a public service operated with scarce funds; i.e., investments go where the service is likely to be used.

Ridership growth will come from people who are currently driving but would choose transit in the future if it was improved to meet their needs (so-called “choice riders”). Transit-dependent riders are, by definition, already riding. They benefit from improvements in service levels and quality but will not contribute toward achieving the goal. Although many factors weigh in the decision of a choice rider (flexibility, safety, privacy, cost of fuel, wear and tear on the vehicle, cost and availability of parking, roadway congestion), the primary characteristic that distinguishes choice from captive riders is the availability of a car for the trip.

The following table and chart present some demographic characteristics of MTA’s current riders. Based on car availability, local bus riders are generally more transit-dependent and rail and commuter riders have more choices. At the

same time, local bus riders are currently 65 percent of MTA's total ridership. Therefore, the greatest growth must come from the services that today carry the fewest riders.

	Core Bus	Metro Subway	Light Rail	MARC	Commuter Bus
Average Age	38	37	38	40	45
No Car Available	68%	45%	47%	37%	32%
Gender					
Male	44%	43%	58%	43%	28%
Female	56%	57%	42%	57%	72%
Race					
African American	74%	82%	60%	37%	17%
Hispanic/Asian	14%	0%	4%	7%	28%
White	12%	16%	34%	56%	56%
Other	0%	2%	0%	0%	0%
Education – Highest Level Attained					
Some HS	7%	14%	6%	0%	0%
HS Grad	45%	24%	23%	18%	5%
Some College or Tech	35%	36%	32%	24%	5%
College Grad	9%	23%	16%	37%	37%



In setting achievable and goal-oriented growth rates for future years to meet the overall goal of doubling transit ridership by 2020, MTA considered the available financial and equipment resources, as well as the past trends for ridership growth. Currently 65 percent of total ridership rides Baltimore core bus. Capacity is available on certain routes at certain times of day which will ease adding riders to the system, but significant financial investment in new routes, new equipment, and new employees to manage this additional workload will be needed to achieving large ridership growth on local bus service.

Capacity exists on the Baltimore Metro and Light Rail systems which transport 13 percent and eight percent, respectively, of all MTA riders. MTA has experienced an annual average of 0% to 2% increase in ridership on the Baltimore core rail services so there is significant opportunity to increase ridership in this area.

MTA has achieved large rates of average daily ridership growth on commuter train and bus services in the past several years. These services are operated by contractors and provide nine percent and four percent, respectively, of all daily rides. Today both commuter bus and rail are at or over capacity, leading MTA to draft a plan to increase rail capacity over the next several decades. The *MARC Growth and Investment Plan* will triple daily capacity to approximately 100,000 by 2035 if funds are available to implement the improvements.

Mobility Paratransit is a service for individuals who have a disability that prevents them from riding fixed route services. While MTA welcomes and is responsive to additional Mobility riders, it would be more cost effective and preferable if some of this growth was accommodated by fixed route services.

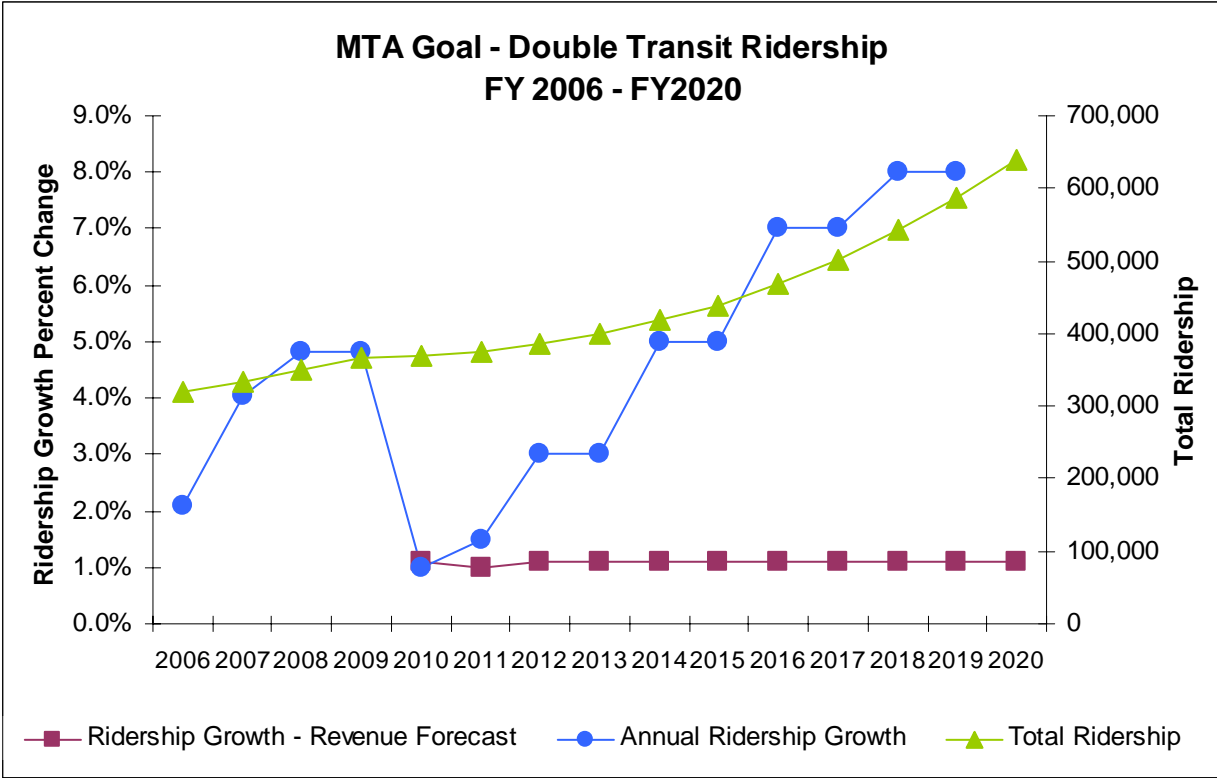
The Goal: Double Transit Ridership in Maryland by 2020

The MTA defines its annual transit ridership goal in terms of the total number of unlinked passenger trips on an average weekday. The baseline year for the ridership goal is Fiscal Year 2006. In FY 2006, MTA transported an average of 320,000 riders each weekday. By FY 2009 that trend had increased 4.6 percent each year to an average of 360,000 riders each day.

To provide goals for progress towards the overall goal of growth in ridership after FY 2010, the MTA assumed that ridership trends are cyclical. After a period with low ridership growth due to a weak economy, MTA may be able to expect a period of increasing growth in ridership. MTA experienced such ridership increases in the period FY 2006 through FY 2009 after three years of ridership losses in FY 2003, 2004, and FY 2005. To be realistic about the pace of the likely increase in ridership trends, the MTA assumes gradual ridership growth between FY 2011 and 2020 with increases in ridership every two years. As the economy strengthens and workers return to jobs, hopefully riding transit, the State will have additional financial resources with which to invest in more service.

For FY 2010, to begin to meet the overall 2020 goal, MTA is forecasting an increase in ridership of one percent. The MTA's FY 2010 budget does not include funding to add capacity on any of the modal services; however, the MTA will continue to work on low cost initiatives that make transit an attractive option to a personal vehicle for a trip.

The following chart indicates how the goal will be achieved. Following a one percent increase in FY 2010 the goal increases gradually to eight percent per year in FY 2018 and FY 2019.



Strategy Overview

Strategy 1 – Ensure Quality Service

Providing the best quality of service is at the heart of ridership growth. Like any service, public or private, people will return for more if their expectations are met and the cost and convenience exceeds the alternative. High quality public transit is available, safe, clean, and reliable, and public transit agencies in Maryland must constantly innovate to meet public expectations.

- “Available” means that routes and schedules are designed to serve the greatest number of people with the resources available. Maryland transit agencies collect data, conduct surveys, and analyze public comments in order to develop service plans. MTA adjusts its schedules three times each year to respond to changes in demand.
- “Safe” means the environment is reasonably free of crime and orderly. Agencies achieve this through deployment of uniformed and plainclothes police officers; through training of drivers, station attendants and fare inspectors, and through public outreach campaigns that establish high expectations for behavior.
- “Clean” means vehicles and stations are reasonably free of dirt and litter. Given high levels of use this requires deliberate deployment of resources. All MTA buses are thoroughly washed on a daily basis, and all stations are swept daily. If a bus or train becomes particularly dirty during service due to a spilled drink or sick passenger the vehicle is removed from service as soon as it is practical.
- “Reliable” means buses and trains arrive on time. For MTA buses this means zero minutes early and up to five minutes late. On-time performance is monitored by supervisors and an Automatic Vehicle Locator system that tracks the location of each vehicle relative to the schedule.

MTA is working to ensure quality service by:

- Implementing a new Service Quality Division that reorganizes and focuses existing resources to address service quality issues including increasing street monitoring of on-time performance (April 2010).
- Analyzing on-time performance reports from the Automatic Vehicle Locator system and use results in schedule updates (June 2010).
- Constructing a new “customer service center” at Mondawmin Transit Center to house Service Quality, Supervision, Facilities Maintenance and Police personnel (building completed October 2009; full staffing April 2010).
- Implementing a “secret shopper” initiative to anonymously observe and report on aspects of service quality (March 2010).
- Improved service delivery on MARC train with the replacement of 26 locomotives to address maintenance issues of existing fleet (first unit in service December 2009; all units in service by December 2010).
- Improve customer information for bus riders by installing next vehicle arrival signs at key waiting locations (21 installed to date) and through the implementation of an automated system where riders can call and receive the predicted arrival time of their bus (December 2010).
- Implementing a single electronic payment card, CharmCard, that allows riders to load cash or pass products and ride. This initiative will reduce the time it takes for riders to pay a fare and is more convenient (October 2010).
- Adding the ability to buy passes and pay fares with a credit card to all Metro Subway and Light Rail ticket vending machines (March 2010).
- Monitoring the number of Bus, Metro, and Light Rail trips that do not operate as scheduled and identify causes and solutions (on-going).
- Reducing the time that customers wait for assistance when they call the Transit Information Center by filling vacant positions (staffing is currently 100%) and monitoring agent productivity (on-going).
- Enhancing the existing on-line trip planner with a new trip planner offering customizable trips and up to minute data from MTA’s scheduling system (June 2010).
- Hosting “Meet the Manager” events at Metro, Light Rail and MARC stations to provide an opportunity for riders to speak directly to service managers (on-going).

WMATA would increase ridership by implementing a bus Priority Corridor Network for 23 corridors within its service area that include the most heavily used Metrobus routes in the system, nine of which are primarily in Maryland. Together, the primary Metrobus routes in these corridors carry more than half of Metrobus daily ridership. These corridors have been designated as candidates for improvements to bus operating conditions and service parameters.

In total, the 23 corridors include approximately 235 miles of roadway that would be improved to enhance the quality of bus service, including options such as the addition or conversion of a lane to bus-only operations, transit signal priority (TSP), queue jumps, off-board fare collection, and branding.

WMATA has considered two levels of investment: a Service and Operational Improvements Alternative and an Exclusive Lane Improvements Alternative. The latter includes nearly 84 miles of exclusive bus lanes which substantially increases the performance of the Priority Corridor Network. Priority Corridor Network ridership would nearly double over the No-Build for the Service and Operational Enhancements Alternative and more than double over the No-Build for the Exclusive Lane Improvements Alternative by 2030. If the entire network of exclusive lanes were built, an additional 117,000 daily transit boardings would result by 2030 which is a 4 percent increase in WMATA's system ridership.

Strategy 2 – Improve Safety and Security

MTA can increase ridership by addressing the concern, whether real or perceived, that the system is unsafe.

MTA is working to assure customer and employee safety by:

- Expanding coverage of the closed Circuit Television (CCTV) network by installing additional cameras and connecting them to MTA's central Police Monitoring Facility (PMF operational; camera installation complete for 14 of 14 Metro stations plus the portal; 5 of 33 Light Rail stops and 1 MARC station; installation of additional cameras underway).
- Using CompStat to continuously re-deploy officers based on crime trends (on-going).
- Partner with local police agencies to extend coverage, particularly to MARC facilities through MOUs (MOUs executed with all local police agencies).
- Conducting targeted outreach to encourage civility and track safety (on-going).

Strategy 3 – Implement Additional Service

Based on the premise that people cannot ride transit services that do not exist, expanding service is a key aspect of ridership growth.

Contingent on funding, MTA would implement the following categories of additional service:

- Construct major New Starts. MTA is currently conducting project planning for new, fixed guideway transit services in the Baltimore and Washington regions. Specifically, the Red Line would serve a 14-mile east-west corridor from Woodlawn to Bayview in the Baltimore region; the Purple Line would serve a 16-mile corridor from New Carrollton to Bethesda in the Washington region; and the Corridor Cities Transitway (CCT) would serve a 14-mile corridor from Rockville to Clarksburg in Montgomery County. Together these projects would carry 150,000 daily riders in 2030 assuming they were open to service in the 2015-2020 timeframe (funded through engineering phase; construction funding contingent on federal approvals).
- Implement *MARC Growth and Investment Plan (MGIP)*. The MGIP establishes a gradual phase-in of additional capacity on the three MARC Train lines between 2009 and 2035. The plan would triple the number of seats to approximately 100,000 and would provide more frequent day, evening and weekend service (immediate actions underway; further actions pending funding).

- Implement new Commuter Bus services, including Aberdeen to Downtown Baltimore via Harbor East; Edgewood to Hunt Valley via Towson; and Frederick to Downtown Baltimore and new Express Bus routes from Columbia to BWI; Annapolis to Downtown Baltimore; and Randallstown to Hunt Valley via Towson (pending funding).
- Implement additional QuickBus service in the North Avenue corridor and new Neighborhood Shuttles in Towson and South Baltimore (pending funding).
- Implement additional WMATA Metrobus and Metrorail service. Maryland provides a share of funding through a formula, but Maryland has the option of contracting with WMATA to provide additional service on a reimbursable basis. There are limited opportunities to increase Metrorail service in the short term because running longer or more frequent trains would require additional railcars which would take several years to implement.
- Locally Operated Transit Services (LOTS). LOTS are operated by county, regional or non-profit organizations in every county, although they vary tremendously in size. With the exception of Montgomery and Prince George's counties, federal funds make up the majority of funds provided.

Strategy 4 – Enhance Existing Service

Opportunities exist to enhance existing service, including adding buses to provide additional capacity, adding running time to improve on-time performance and extending routes to serve additional communities.

Contingent on funding, MTA would make the following types of improvements to existing service:

- Guaranteed Ride Home – MDOT will expand a program currently only available in the Washington region that will provide transportation home in the event a transit rider has an emergency. Many choice riders are not confident that they would be able have access to transportation, especially if their schedules change, and are therefore reluctant to give up their cars.
- Add additional buses to routes that are overcrowded such as the 15 line between Overlea and Security Square Mall, the 77 line between Patapsco Avenue and UMBC, the 20 lines between Downtown Baltimore and Security Square Mall, and the 10 line between Catonsville and Dundalk.
- Extend the hours of Light Rail on Sunday so that service starts at 7 AM rather than 11 AM.
- Add new express trains on the Metro Subway during peak hours
- Add additional trips on overcrowded Commuter Bus lines such as the 410 line from BelAir to Downtown Baltimore, the 650 line from Waldorf to Washington and the 991 line from Hagerstown to Washington.

Locally Operated Transit Systems (LOTS):

In addition to MTA and WMATA, Maryland is served by a network of smaller, locally operated transit systems (LOTS). Every county in Maryland has a least one active public transportation provider. The LOTS program is funded by the federal and State governments, with matching funds provided by county and municipal governments. Many LOTS services are geared to seniors and other transit-dependent populations, but MTA is implementing a long term plan to transition as many of the services to “fixed route” as possible.

Contingent on funding, Strategies to increase LOTS ridership include:

- Optimize existing schedules -- MTA will provide technical assistance to LOTS to improve efficiencies and make travel more convenient for the customers. Priority systems are as follows:
 - Annapolis: Replace the timed-transfer pulse network with linear routes that directly link major origins and destinations. Reduce headways and extend hours of service on most routes.
 - Calvert County: Establish timed transfers. Straighten out circuitous routes. Subdivide longer routes to create more direct alignments.
 - Carroll County: Reconfigure routes to enable bi-directional service to the busiest stops. Have two routes overlap in the area of busiest demand in order to increase service frequency to those stops.
 - Frederick County: Reduce headways and extend hours of service on most routes.

- Garrett County: Extend hours of operation on key routes. Implement trips coordinated with shift-change times to facilities with 24-hour operations. Implement connection routes to regional transportation hubs.
- Harford County: Establish timed transfers. Modify schedules to improve on-time performance. Reduce headways and extend hours of service.
- Howard County: Change times of overlapping routes to increase frequencies in common portions. Streamline selected routes to enable faster service and fewer needed resources.
- St. Mary's County: Subdivide selected routes to create more direct alignments. Consolidate other routes to create a system-wide trunk route.
- Washington County: Restructure routes to reduce duplication.
- Google Transit mapping – MTA will assist the LOTS with scheduled, fixed route services to join Google Transit. By implementing this tool riders would be able plan trips on-line, including trips provided by agencies in adjacent jurisdictions.
- Mobility Manager – MTA will support Mobility Manager projects which teach individuals how to use transportation to meet their needs. Many individuals are not comfortable using the bus or train because they do not know how. Mobility managers often provide travel training by actually riding with passengers to encourage their use of transportation.
- Preventive maintenance – MTA will undertake efforts to ensure the LOTS fleet is clean, safe and reliable. Assisting the LOTS to maintain equipment to a state of good repair will assist in ensuring that the public has positive impression of the services which is critical for ridership growth. Having a well maintained fleet minimizes in service break down and allows systems to use its fleet more effectively to accommodate ridership growth without additional resources.
- BRAC – There are more than 64,000 persons estimated to be impacted directly by the BRAC movements among the five bases. If 10 percent of these individuals chose public transit transportation, this would result in an increase of more than 6,400 one-way passenger trips. MTA and the relevant local system is working with each facility affected by BRAC to identify transit needs and put plans in place to implement services over time.
- Guaranteed Ride Home – MDOT will expand a program currently only available in the Washington region that will provide transportation home in the event a transit rider has an emergency. Many choice riders are not confident that they would be able have access to transportation, especially if their schedules change, and are therefore reluctant to give up their cars.
- New Freedom – MTA will work with local non-profit and human service agencies to develop and implement projects that provide services that complement the general public services offered by the LOTS. These programs enable individuals with disabilities, persons with low income or older adults to travel to and from work, job training, educational facilities, etc. These services are often delivered outside the core business hours of the public transit providers.
- Capturing all trips provided by systems – By recognizing that transportation funding sources partner in moving people (e.g. MTA may provide equipment while DSS provides operating funding) we will be able to acknowledge the full measure of transportation services being provided across the State. This continued partnership enables systems to continue to provide services as necessary.
- Provide replacement buses – With federal stimulus funds, MTA will replace old buses. This will enable systems to provide a higher level quality service with vehicles that are more dependable and include more passenger amenities (e.g., increased security through security cameras, more comfortable seating, and increased / improved ADA accessibility) as well as increasing frequencies in many areas.
- Fare reciprocity – MTA will work with the LOTS to develop a consensus and polices that would facilitate transfers between systems. By accepting fare media between and among systems, passengers may travel with less disruption.
- Increase use of technology – Technology such as Automatic Vehicle Locator, Mobile Data Terminals, and enhanced dispatching and scheduling software will support improved service since vehicle availability can be easily determined, reduce demand response passenger waiting time, improve accuracy of record keeping / trip counting, as well as enabling careful scheduling which leads to better use of the vehicles and better overall operational efficiency. All of this results in increased ridership.

- Passenger amenities – MTA will fund benches and signs at bus stops. These amenities not only add to individual comfort, but also increase awareness, safety and in many cases enable disabled passengers to ride the systems.
- Increased security – MTA will fund on-board security cameras to increase passenger and driver safety and security. Given a choice, individuals would ride a system that prioritizes passenger safety during their trip.
- Increased public outreach to partners, potential partners and potential customers -- MTA will continue to support local initiatives that help inform the public of their transportation alternatives.

Strategy 5 – Promote Transit - Oriented Development (TOD)

Transit-Oriented Development (TOD) is a key element of the Administration’s broader growth and sustainability goals, and a critical element of MDOT and MTA’s effort to promote transit ridership. TOD is an approach to planning and development that promotes relatively dense, mixed-use and pedestrian-friendly environments in close proximity to centers of mass transit. By promoting these principles, TOD can help promote transit ridership, thereby reducing traffic congestion, fuel consumption, air pollution, greenhouse gas emissions, sprawl and local infrastructure costs. TOD projects can help improve residents’ access to services, reduce auto dependency, promote station area safety, and encourage revitalization and smart growth. By leveraging existing infrastructure investments, maximizing the efficiency of our transportation network, and promoting the sustainability outcomes associated with transit ridership, Maryland’s TOD agenda can help achieve a better quality of life for all state residents, not merely those who reside in close proximity to transit.

MDOT has a robust TOD agenda and pipeline that addresses key stations on all major transit modes, including MARC, Baltimore Light Rail, Baltimore Metro, and the Washington Metro. MDOT contributes to the achievement of TOD In these areas by providing:

- technical assistance;
- outreach and education to local governments;
- pre-development planning and development-oriented transit planning;
- coordination with other state agencies and programs;
- infrastructure support;
- promoting public-private partnerships; and.
- project development and implementation around state-owned land.

Of Maryland’s 106 stations, MDOT and MTA are currently active in promoting TOD in well over 20 station areas, of which 6 are expected to see major progress in the coming year. MDOT has been particularly focused on implementing TOD projects where the state can be directly involved in project implementation. Work at these station areas has been prioritized in part based on a recent internal review of all Maryland transit stations based on: 1) the amount and type of State-owned land adjacent to the station; and 2) whether the local government responsible for land use planning at the station supported TOD at the site.

As a result of this analysis six station areas in particular have been highlighted for accelerated action, and have seen major progress towards project implementation: State Center Metro, Owings Mills Metro, Laurel MARC, Reisterstown Plaza Metro, Savage MARC, and Odenton MARC. For most of these areas, MDOT and MTA have progressed to the point where a developer has been identified, and negotiations are underway to ensure major progress in the coming year. In addition, MDOT has been working closely with WMATA and local jurisdictions to promote TOD projects at WMATA Metrorail stations. Based on work between MDOT, WMATA, Montgomery County, Wheaton and other stakeholders, we anticipate considerable progress at the Wheaton Station in particular. These projects are anticipated to reflect major progress on the State’s TOD agenda in the coming year:

1. State Center TOD (Baltimore City)
2. Owings Mills Metro TOD (Baltimore County)
3. Laurel MARC TOD (Laurel, Prince George's County)
4. Reisterstown Plaza Metro TOD (Baltimore City)
5. Savage MARC TOD (Howard County)
6. Odenton MARC TOD (Anne Arundel County)
7. Wheaton Metrorail TOD (Montgomery Station)

Six of the seven station area projects (all but Reisterstown Plaza Metro in Baltimore City) were designated as Smart Sites on June 28, 2009. MDOT anticipates inclusion of the Reisterstown Plaza project in the next round of nominations for Smart Site designation.

MDOT has identified specific milestones and target dates including BPW approval of Master Developer agreements, and groundbreakings where possible, as outlined on the attached template. Achievement of the targeted deliverables, however, will be highly contingent on market conditions and on stakeholder negotiations that are often beyond the department's control.

Following are general project overviews intended to provide background and to supplement the project-reporting template:

1. State Center TOD Project (Baltimore City)

Project: The Maryland Department of General Services (DGS) owns the 28-acre parcel that comprises the State Center complex and serves as the lead State agency for the project in partnership with MDOT. The site includes the State Center Metro station and is adjacent to the Cultural Center Light Rail station. In September 2005, DGS issued a Request for Qualifications seeking a project developer. In March 2006, the State selected a development team that included Struever Brothers, Eccles and Rouse, Doracon Development, and McCormack Barron Salazar to pursue the project pursuant to a Memorandum of Understanding (MOU) that granted the developers an exclusive negotiating privilege (ENP). The State and development team subsequently engaged in an extensive community engagement process that included more than 60 community meetings and attracted more than 600 participants. In December 2007, the Board of Public Works (BPW) approved an Interim Development Agreement (IDA) among DGS, MDOT and the development team that extended the ENP and that laid out a road map for reaching a final Master Development Agreement. On June 3, 2009, the BPW approved the MDA, which calls for the phased development of a \$1.4 billion mixed-use (office space, residential and retail), mixed-income project to be built on the site.

The project entails a ten to fifteen-year, multiple phase development program with ground-breaking scheduled during calendar year 2011 and the first phase completed in 2013-14. The site currently contains five State office buildings containing approximately 950,000 square feet of State office space. The new State Center TOD, in addition to adding private office space, residential, and retail components to the site, would replace the existing State office space with new State office space that represents, at a minimum, the same square footage that currently exists.

The development team that makes up State Center, LLC was restructured in May 2009. Struever Brothers was replaced as the lead development partner by PS Partners (a joint venture of Linden Associates and Ekistics Capital LLC). Doracon Development withdrew from the partnership in early 2009 and State Center LLC will present its proposed replacement minority partnership team to the state for review and approval during March 2010.

Anticipated Actions: The development team and the State expect to seek BPW approval for Phase One of the project by June of 2010. The Phase One development program includes approximately 490,000 square feet of office space serving the Maryland Department of Health and Mental Hygiene, Maryland Transit Administration and other State agencies; approximately 15,000 square feet of private office space; 80,000 square feet of retail space; and 100-130 units of mixed

income rental housing. The Phase One proposal will require BPW approval of the development plan, the state office space and ground leases, and the financing and construction of a State-owned 1,000-space shared garage. If market conditions improve and negotiations proceed well, a phase 1 groundbreaking may be possible during 2011.

2. Owings Mills Metro TOD Project (Baltimore County)

Project: The Owings Mills Metro TOD project site consists of 43 acres of MDOT-owned surface parking lots adjacent to the metro station. The BPW approved an MDA among MDOT, Baltimore County, and developer David S. Brown in July 2005. Pursuant to the MDA, MDOT committed \$15.1 million and the County committed \$13.1 million toward the construction of two commuter garages. MDOT has disbursed approximately \$9 million of its \$15 million grant to the developer for construction of the first garage and anticipates disbursing the remaining \$6 million in conjunction with construction of the second shared garage and other public infrastructure during FY10. The project called for the construction of mixed-use (office space, residential, and retail) development in several phases. It also called for the construction of a County-owned community college and library facility as the centerpiece of the site.

In August 2007, the developer completed the first of two planned garages to be shared with MTA commuters and other public and private portions of the development. (The development will include additional parking garages that serve only the private components.) During late 2008, the developer, County and MDOT agreed to a framework for funding remaining costs of the garages through a MEDCO issued TIF-bond backed by a County pledge of incremental taxes and a special taxing district. The legislature then passed new legislation during the 2009 session that granted Baltimore County, and other localities, necessary authority for the new framework to be implemented. For most of 2009, the developer and Baltimore County have been negotiating agreement terms for the construction of a County-owned library and community college branch on the project site as well as the terms of a TIF to finance certain public components of the project.

Anticipated Actions: Major progress on this project will be contingent on current negotiations between the County and developer regarding construction of the library and tax increment financing for the parking garages. If negotiations conclude successfully, then MDOT anticipates that an amended MDA authorizing use of a TIF for the second commuter garage and transfer of ownership of both shared commuter garages to MEDCO will be submitted for BPW approval during calendar year 2010. Thereafter, groundbreakings for the next phase of development can ensue.

3. Laurel MARC TOD Project (Laurel, Prince George's County)

Project: The Laurel MARC TOD project site consists of a total of 4.9 acres of MDOT-owned surface parking lots located on either side of the station. In June 2004, MDOT granted a developer an ENP to pursue an agreement for a TOD at the Laurel MARC Station pursuant to the TP3 Program. MDOT allowed the ENP to lapse on June 30, 2008 after four years of negotiations without reaching an agreement. MDOT received an unsolicited development proposal during late 2008 that proposed replacement of the surface parking lots with a commuter garage and the construction of a mixed-use development on the remainder of the site. Pursuant to the TP3 Program, MDOT issued a Request for Proposals (RFP) in June 2009 and selected a developer, Patriot Group, for an Exclusive Negotiating Privilege in November 2009.

Anticipated Actions: If planning and negotiation go well, there may be an MDA for BPW consideration during late 2010 or 2011.

4. Reisterstown Plaza Metro TOD (Baltimore City)

Project: The Reisterstown Plaza Metro project site is located on MDOT-owned surface parking lots comprising 35 acres adjacent to the Metro station. The U.S. General Services Administration (GSA) has announced that it has selected a portion of the site as the location for a new Social Security Administration (SSA) office building. MDOT negotiated an agreement with GSA to dispose of an 11.3-acre portion of the site to GSA for the new federal office building. The BPW formally surplused the GSA site on July 1, 2009 and approved a disposition agreement at its August 26, 2009 meeting. In addition, the City approved necessary zoning changes during late 2009 for the construction of a transit oriented development on the remaining portion of the site still owned by the MTA.

Anticipated Actions: A developer will begin design and permitting of a 538,000 square foot facility on behalf of GSA and SSA. MDOT will consider issuing a solicitation in 2011 seeking a developer to construct a TOD on the remaining 23 acres at the site.

5. Savage MARC TOD Project (Howard County)

Project: The Savage MARC TOD project is located on a 12.7-acre surface parking lot adjacent to the station. The BPW approved the surplusing of a 10.2-acre portion of the parking lot to developer Petrie Ross Ventures, LLC in December 2007, and approved the Savage MARC Station TOD Master Development Agreement (MDA) in January 2008. In May 2009, Howard County approved a Tax Increment Financing (TIF) Agreement and ordinance for the project, authorizing the allocation of the local real estate tax increment generated by Petrie Ross's new development to finance a \$14 million bond for construction of an onsite commuter garage. The garage will be owned by the Maryland Transit Administration (MTA) and constructed on the 2.5-acre portion of the site retained by the State. Howard County required a change in the State's TIF and special taxing district enabling legislation to allow them to use these tools to finance a non-county-owned asset (in this case, the commuter parking garage). The General Assembly passed this legislation, House Bill 300 (Chapter 182, Acts of 2009), during the 2009 session. In June of 2009, the area also became part of a designated BRAC zone.

Anticipated Actions: MDOT anticipates several amendments to the MDA including a provision to make Howard County a party to the agreement. It is anticipated that these amendments will come forward for BPW approval in 2010. Assuming successful TIF bond issuance, MDOT anticipates that the developer will break ground on commuter garage construction during 2011.

6. Odenton MARC TOD Project (Anne Arundel County)

Project: The project site comprises 22 acres of parking lots owned by MDOT adjacent to the Odenton MARC Station as well as County-owned land adjacent to the lots. After a competitive process carried out pursuant to the Transportation Public Private Partnership (TP3) regulations, the development team of The Osprey Property Company, The Reliable Contracting Company and The Bozzuto Group entered into an MOU in September 2007 with MDOT and Anne Arundel County which granted them an ENP to pursue an MDA for a mixed-used TOD on the site. Since then, the project has been in the planning phase with the parties investigating the site, potential development concepts, and project feasibility. The parties are discussing concept plans and business terms for the project. MDOT is hopeful that it will be seeking BPW approval for an interim development agreement (IDA) during calendar year 2010. MDOT does not believe that a Master Development Agreement will be possible until Anne Arundel County finalizes its larger infrastructure plan for the entire development area surrounding the site.

Anticipated Actions: The existing ENP with the developer was extended in September 2009. The parties will continue to work through the predevelopment process in the expectation of reaching terms for an IDA during calendar year 2010 with further expectation that they will proceed to MDA as soon as County infrastructure plans are firm. .

7. Wheaton (WMATA) Metro Station

Project: WMATA is working collaboratively with Montgomery County and MDOT to promote transit oriented development for WMATA's property on the west side of Georgia Avenue in combination with County-owned property as part of an initiative to revitalize the Wheaton urban district. WMATA and Montgomery County are planning a joint solicitation (RFQ) this year to bring on a developer for the Metro site and adjacent County property. The RFQ may include up to 430,420 square feet of land and a development envelope of 1.4 million square feet of mixed-use development under current zoning for the following County and WMATA parcels, including (but not necessarily limited to): The Mid-County Regional Services Center: 15,367 square feet (.36 acres), and the parcel currently accommodating WMATA bus bays: 132,083 square feet (3.13 acres)

MDOT is providing consultant services to conduct a market study for use by M-NCPPC, the Department of Economic Development (DED) and the County Department of General Services (DGS). The objective of this market study is to provide County agencies with a quantitative and qualitative analysis of downtown Wheaton's development potential. The results of this market study will also be considered for incorporation into the updated Sector Plan. The results of this study will inform the solicitation process and the ongoing MNCPPC sector plan for the area.

Challenges and Outlook (Conclusion)

The goal to double ridership is at the heart of many other State policy initiatives, including reducing greenhouse gas emissions, providing mobility and economic opportunities and creating more livable communities that accommodate growth inside already developed areas. At the same time, the State is challenged to implement these initiatives due to revenue shortfalls resulting from the global economic downturn

While there are significant opportunities to increase ridership by making better use of transit services already in operation, most growth in ridership will result only from the implementation of new services or significant capital improvements. The state of the economy also had a profound impact on transit ridership given that the majority of transit trips are home-based work trips. When unemployment rises transit ridership falls, but transit ridership also rises as households economize by owning fewer cars. Progress on all TOD projects highly contingent on market conditions, and negotiations between State, local and private sector stakeholders.

MTA must address legislative constraints when expanding existing or starting new service. The legislated "farebox recovery" requirements poses a significant challenge to MTA when considering when and where to expand or start new service. While MTA does not expect newly introduced service to meet the requirements, eventually they must and MTA runs a risk that a new transit market may not prove viable.

MTA is also constrained by the environment created by existing contracts with organized labor and limitations on the creation of new positions imposed by the annual budget process. For example, the union contract requires that new local bus service be operated and maintained by union members occupying State positions. Therefore, in order to implement the service, the General Assembly must create the new positions. This is not the case with Commuter Bus service that is operated entirely by contractors, or LOTS and Metrobus services where the agencies have the authority to hire additional staff. MDOT will need to work closely with the Department of Budget and Management on these issues.