Introduced_____
Public hearing_____
Council action_____
Executive action_____
Effective date_____

County Council of Howard County, Maryland

2009 Legislative Session Legislative day #__15___

BILL NO. 58– 2009

Introduced by
The Chair at the request of General Growth Properties

AN ACT adopting the Downtown Columbia Plan, a General Plan Amendment for the purpose of revitalizing and redeveloping Downtown Columbia; and generally relating to the Downtown Columbia Plan, a General Plan Amendment.

Introduced and read first time _____, 2009. Ordered posted and hearing scheduled.

By order_____
Stephen LeGendre , Administrator to the County Council

Having been posted & notice of time & place of hearing and title of Bill having been published according to Charter, the Bill was read for a second time at a public hearing on _____, 2009 and concluded on _____, 2009.

By order_____
Stephen LeGendre, Administrator to the County Council

This Bill was read the third time _____, 2009 and Passed___, Passed with amendments___, Failed___.

By order_____
Stephen LeGendre, Administrator to the County Council

Sealed with the County Seal and presented to the County Executive for approval this _____ day of _____, 2009 at _____ a.m./p.m.

By order _____
Stephen LeGendre, Administrator to the County Council

Approved/vetoed by the County Executive on _____, 2009.

_____
Ken Ulman, County Executive

NOTE; [[text in brackets]] indicates deletions from existing law; TEXT IN ALL CAPITALS indicates additions to existing law.
~~Strikeout~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

WHEREAS, Jim Rouse's vision for Columbia established a quartet of main objectives:

1. To provide a real City – not just a better suburb, but a comprehensively balanced community…;
2. To respect the land. With sets of overlays we recorded the topography, the stream valleys, the forests, the southeastern slopes, the historic buildings, the special vistas, the quiet tree lined areas. We allowed the land to impose itself as a discipline on the form of the Community…;
3. To provide the best environment for the growth of people. It would seem elementary that cities should be planned for people… We want to allow these overlays, these insights about people, to influence the physical plan and the institutions we should seek to stimulate in the community just as we allow the plan to be influenced by the land itself…; and
4. Our fourth goal was profit. This was no residual goal, not something just hoped for. It was our primary objective;[1] and

WHEREAS, on May 17, 1965, the Howard County Planning Commission, after public hearing, adopted a Supplement to the Text of the 1960 Howard County General Plan to guide the construction of New Towns, New Communities and Large-Scale neighborhoods which guided the creation of the New Town floating district; and

WHEREAS, on July 13, 1965, the Board of County Commissioners of Howard County held a public hearing for the reclassification of 13,690 acres of land to the New Town District; and

WHEREAS, by Opinion and Order dated August 10, 1965, the Board of Commissioners granted the rezoning "in order to give maximum assurance to the developers and the public of our intention to do all we can to see the project succeed"; and

WHEREAS, Columbia is a vibrant, diverse community which has achieved much of Jim Rouse's vision for Columbia as "the most livable, the most beautiful and the most effective city in America"; and

WHEREAS, Jim Rouse also understood that Columbia would "take a long time to

[1] Reproduced from "Downtown Columbia: A Community Vision". (Source: "Great Cities for a Great Society," speech given to the Chicago Chamber of Commerce and Industry and the Chicago Chapter of the American Institute of Architects on April 8, 1965. Provided courtesy of the Columbia Archives.)

complete, maybe never, we hope never"; and

WHEREAS, Article 66B of the Annotated Code of Maryland expressly states that each Charter County of the State shall enact, adopt, amend and execute a General Plan; and

WHEREAS, the most recently adopted 2000 Howard County General Plan includes, but is not limited to, policies and action plans for land use, regional coordination, transportation, rural preservation, infrastructure and the environment; and

WHEREAS, the 2000 Howard County General Plan also sets forth a central theme of sustainable development through a series of visions which encompass, but are not limited to, quality of life, public participation, community design, housing and economic development; and

WHEREAS, the 2000 Howard County General Plan also recognizes Downtown Columbia as the County's largest and most urban mixed-use center and establishes a policy and implementing actions to encourage Downtown Columbia's continuing evolution and growth as the County's urban center (Policy 5.5); and

WHEREAS, the 2000 Howard County General Plan has been amended a dozen times in accordance with County Council bill procedures; and

WHEREAS, in 2005, the Howard County Government led a week-long Charrette to gather thoughts from the community as to how Downtown Columbia should be redeveloped; and

WHEREAS, in 2005 and 2006, the Downtown Focus Group, a committee of community leaders, met 15 times with the Howard County Department of Planning and Zoning to discuss key issues and offer advice regarding redevelopment of Downtown Columbia; and

WHEREAS, in 2007, after additional community input, the County Executive, through the Department of Planning and Zoning, released "Downtown Columbia: A Community Vision" which articulates planning guidelines for the redevelopment of Downtown Columbia; and

WHEREAS, "Downtown Columbia: A Community Vision" provided that General Growth Properties would prepare a general plan amendment and zoning regulation amendment for submittal to the County Council; and

WHEREAS, "Downtown Columbia: A Community Vision" also explicitly provided that the proposed amendments "would be introduced to the public at the same time, so that the relationship between the downtown development master plan and its implementation through the *Zoning Regulations* would be clearly understood"; and

WHEREAS, on October 1, 2008, General Growth Properties formally submitted its Downtown Columbia redevelopment package consisting of a zoning regulation amendment and a general plan amendment, along with the following supplemental documents:

1. Adequate Public Facilities Amendment (draft proposal);
2. Columbia Town Center Sustainability Framework;
3. Columbia Town Center Merriweather and Crescent Environmental Enhancements Study;
4. Columbia Town Center Design Guidelines (draft proposal);
5. Columbia Town Center Generalized Traffic Study;
6. Columbia Town Center Generalized Traffic Study, Technical Appendix; and
7. Best Management Practices for Symphony Stream and Lake Kittamaqundi Watersheds; and

WHEREAS, the Howard County Planning Board, following advertisement for 30 days, held a series of public hearings/meetings and heard public testimony on December 11, 2008, January 8 and 22, 2009, February 5, 2009 and March 5 and 19, 2009; and

WHEREAS, the Howard County Planning Board also conducted a series of public worksessions on April 13 and 30, 2009, May 14 and 27, 2009, June 11 and 25, 2009, July 9, 16 and 23, 2009, August 20, 2009 and September 2 and 3, 2009; and

WHEREAS, on September 17, 2009, the Planning Board recommended approval with recommended changes to the general plan amendment; and

WHEREAS, the attached Downtown Columbia Plan, a General Plan Amendment, is being considered together with a bill proposing the adoption of a zoning regulation amendment based on Zoning Regulation Amendment 113 as amended pursuant to the recommendations of the Department of Planning and Zoning and the Planning Board; and

WHEREAS, the zoning regulation amendment is the principal means of implementing the revitalization and redevelopment plan for Downtown Columbia; and

WHEREAS, the attached Downtown Columbia Plan will be implemented by additional legislation, including but not limited to, Downtown Columbia Design Guidelines and amendments to the Adequate Public Facilities Act, the Design Advisory Panel and the Green Buildings Law; and

WHEREAS, these implementing mechanisms will promote the ongoing evolution of Downtown Columbia in a manner that reflects its unique character and aspirations in order to become a model for smarter, more livable communities.

NOW THEREFORE:

Section 1. Be it enacted *by the County Council of Howard County, Maryland, that the Downtown Columbia Plan, a General Plan Amendment attached hereto, is adopted as the revitalization and redevelopment plan for Downtown Columbia.*

Section 2. Be it further enacted *by the County Council of Howard County, Maryland,*

that the Downtown Columbia Plan, a General Plan Amendment, shall become effective 61 days after its enactment.

DOWNTOWN COLUMBIA PLAN,
A GENERAL PLAN AMENDMENT

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INTRODUCTION

Columbia has an active and engaged community that was born out of the progressive urban planning ideas of the late Jim Rouse, its founder, more than 40 years ago. Now Rouse's pioneering planned community is embarking on a new phase in its growth and development, as its residents and officials seek to redesign and rebuild its unique downtown.

Rouse hoped to make Columbia a new kind of American community that would, through rational planning, avoid the problems associated with the decay that was settling upon America's big cities and the unplanned and often unsightly sprawl that marked its ever-burgeoning suburbs. Though in part motivated by social concerns, Rouse also was a successful business man who knew that Columbia had to be profitable if it was to survive and thrive.

Almost since Columbia's founding, its residents and officials have debated how to improve its downtown core. Most recently, in October 2005, residents gathered with Columbia and Howard County government officials for a week-long series of public meetings called a "charrette." The meetings were designed to listen to the thoughts of the community on how Downtown Columbia should be redeveloped over the next 30 years and from the input, to develop a master plan to guide downtown's continued evolution as the County's economic and cultural center.

Officials of General Growth Properties and its affiliates including, The Howard Research and Development Corporation, herein after referred to as "GGP", which acquired Columbia's original developer, The Rouse Company, in 2004, participated in those meetings as a majority landowner in the plan to redevelop Downtown Columbia.

The consensus of those meetings was that Downtown Columbia should become more vibrant and relevant to Columbia's residents and that these goals could be achieved by increasing the number of people living downtown and by adding more residences, shops and recreational and cultural amenities Downtown Columbia, while also making downtown more attractive and easier for pedestrians to navigate.

As a result of the charrette, County officials, with the assistance of residents and planning consultants, released a preliminary draft master plan in February of 2006 that proposed new residential, office, retail and cultural development downtown, along with reconfigured road and pedestrian networks. A community-based task force was formed by the County to provide feedback. They met between February and September of 2006 and provided feedback that the County utilized in the writing of their subsequent vision plan.

In late 2007, the County released a document entitled *Downtown Columbia: A Community Vision*, which lays out a series of planning guidelines that County officials recommend will lead to a redeveloped downtown that is lively, friendly to pedestrians and sensitive to the environment. The document makes clear that County officials consider that Rouse's original goals for Columbia continue to be relevant and must guide any plan to rebuild downtown.

DOWNTOWN COLUMBIA PLAN, AN AMENDMENT TO THE HOWARD COUNTY GENERAL PLAN

This Plan for Downtown Columbia ("Plan") in response to the guidance provided by *Downtown Columbia: A Community Vision,* is an amendment to the *Howard County General Plan* and creates a 30-year master plan for the revitalization and redevelopment of Downtown Columbia that is true to Jim Rouse's original vision and adheres to the guidelines contained in *Downtown Columbia: A*

Community Vision. It specifically takes each chapter and sub-section outlined in the County's framework plan and provides a response.

This Plan reconfirms the recommendations of *General Plan 2000* concerning the future of Downtown Columbia. It also provides additional recommendations about its future redevelopment. Both *General Plan 2000* and *Downtown Columbia: A Community Vision* aim to continue the evolution of Downtown Columbia into a mixed-use urban center supported by a variety of open spaces and amenities in a pedestrian-friendly environment. This Plan focuses on Downtown Columbia specifically and recommends a number of policies and approaches to guide its redevelopment in the future.

This Plan does not attempt to modify existing language in *General Plan 2000*. Rather, the Plan is intended to provide a guide for creating the future of Downtown Columbia and recommends specific land use, transportation, environmental, community conservation and housing policies central to that guidance. This Plan is intended to be the controlling expression of planning policy for Downtown Columbia.

Unless otherwise provided in this Plan or other implementing documents, the drawings, sketches, photographs, and diagrams included in this Plan are for illustrative purposes only and are intended to convey a general sense of desirable future character rather than specific commitment.

The following recommendations for the revitalization and redevelopment of Downtown Columbia have been prepared to meet the demands and aspirations of today's residents, businesses and visitors, while providing the flexibility necessary to assure that the future will also be served.

1. MAKING A SPECIAL PLACE

"Downtown Columbia will be a diverse, mixed-use, livable, physically distinctive and human-scaled place with a range of housing choices and recreational, civic, cultural and educational amenities."

1.1 ROUSE VISION | *"Continue and enhance Jim Rouse's vision of Columbia as a thriving, socially responsible and environmentally-friendly place for people of all ages, incomes and backgrounds." — Downtown Columbia: A Community Vision*

Jim Rouse envisioned the planned community of Columbia as a socially responsible, environmentally-friendly and financially successful place in which people of all ages, incomes, and backgrounds could grow as individuals, neighbors and citizens. His strategic goals for what was to be a new kind of community included:

- Provide a real, comprehensive, balanced city
- Respect the land and allow the land to impose itself as a discipline on the form of the community
- Provide the best possible environment for the growth of people
- Realize a profit

Downtown Columbia will be a diverse, mixed-use, livable, physically distinctive and human-scaled place with a range of housing choices and recreational, civic, cultural and educational amenities.

These goals remain as relevant today as they were 40 years ago, when Rouse first broke ground on Columbia. To achieve these goals, Rouse built Columbia as a series of nine interconnected residential villages, each with its own civic/service center, which surrounded a larger Downtown Columbia, intended to serve as Columbia's downtown. Rouse's new community was designed to provide a wide spectrum of retail, office, educational, recreational, and cultural uses, as well as a mix of residential offerings for people with a range of incomes. It has been successful in much of what was intended.

Despite the passage of four decades, however, Columbia's downtown never developed the character one expects in the heart of a community. It is still primarily suburban in nature with relatively undistinguished office buildings and an enclosed shopping mall at its core. It is a sparsely populated, automobile-dependent area, with isolated amenities separated from one another by what has become a vehicular thoroughfare.

The planning challenge today is how best to complete Rouse's vision of a "real city" by creating a vital Downtown Columbia in which residents can live, shop, work, entertain, exercise and enjoy cultural opportunities in an enriched natural setting. General Growth Properties intends to redevelop its property in Downtown Columbia and work with other property owners to create a dynamic, walkable downtown that lives up to its citizens' needs and its founder's expectations: a downtown that will serve as a strong new heart for Columbia.

1.2 SYMBOLS | *"Conserve symbols of Columbia's past found throughout the downtown area, recognizing that they contribute to the authentic character of downtown and reinforce its qualities as a special place." —Downtown Columbia: A Community Vision*

A revitalized and redeveloped downtown Columbia will look to the future in its planning and design, and it will memorialize those elements of its past worth preserving and remembering.

Such art and artifacts as "The People Tree," the statue of Jim Rouse and his brother Willard, the granite sculpture of "The Bear" and its cubs, as well as "The Hug," a memorial to Columbia architect and planner Mort Hoppenfeld, and the plaque listing the names of Wilde Lake High School's first graduating class are part of Columbia's history and will be part of downtown's future redevelopment.

Lake Kittamaqundi and Symphony Woods intended as the primary landscape elements of Downtown Columbia, were planned to become lasting and emblematic symbols in the region. The redevelopment of Downtown Columbia will fulfill the vision for these seminal places.

The former Rouse Company Headquarters building, located at the Lakefront Core and designed by renowned architect Frank Gehry, is recognized as an existing signature building in downtown. Many residents view the building as a symbol of Jim Rouse and a reminder of Columbia's beginnings and growth as a planned community. This Plan recognizes the cultural significance of the building and recommends that it be a part of Columbia's future, although some interior and/or exterior renovation may be needed to assure its economic viability.

It is therefore recommended that the concept plan submitted with the first Final Development Plan for the Lakefront and Lakefront Core Neighborhood include a feasibility study for the former Rouse Company Headquarters building. The feasibility study should identify the best uses for the building and any architectural modifications that might be proposed. This Plan recommends that consideration be given in the feasibility study to how the building might integrate better with its

surroundings and how to activate the adjacent pedestrian spaces, including the existing open space plaza at the Lake. The redevelopment of Downtown Columbia also creates the opportunity to raise the design standards of Columbia with attractive and distinctive office buildings, retail shops and housing, as well as with artisan-quality public benches and lighting, street furniture and signage, color and other elements to add diversity and interest for people of different ages and backgrounds and for visitors and residents alike.

1.3 DISTRICTS | *"Shape new development to form well-defined districts within downtown; orient structures to the street, making them inviting to pedestrians; and establish bulk regulations, including height limits, appropriate to each district's character. " —Downtown Columbia: A Community Vision*

THE NEIGHBORHOODS

This Plan includes six new and reconfigured downtown neighborhoods – Warfield, The Mall, The Lakefront, The Crescent, Merriweather and Symphony Overlook. The neighborhood structure for downtown encourages a greater mix of uses with the emphasis on certain uses varying between neighborhoods. That mix of uses combined with each neighborhood's plan for amenity spaces creates a distinctive identity for each neighborhood.

WARFIELD

A Traditional Mixed-Use Neighborhood for Families

Location: East of Governor Warfield Parkway and west to northwest of The Mall in Columbia.

Warfield will be directly adjacent to existing residential and retail areas. Future development will be compatible with these existing areas and will occur along streets connecting to The Mall. Mixed-use buildings will include up to eight stories of residential units and offices above retail shops. Streets and sidewalks are expected to be active with both residents and shoppers. Parking will be provided both on-street and in garages. The sidewalks, parks, plazas, playgrounds and other public spaces in this distinctly urban residential neighborhood encourage interaction of residents and are activity centers for all ages.

The Warfield neighborhood will have a number of unique features. Development will include a cross-town walking route from the Warfield Parkway entrance to The Mall and through it to the Lakefront. After regular Mall operating hours, new sidewalk connections along all new streets will provide alternate routes for accessing the various Neighborhoods and amenity spaces downtown. These pedestrian connections should be attractive and well lighted. The existing plaza entry to The Mall will be expanded with additional green space; the resulting Warfield Plaza will be the focus of the neighborhood and serve as a daytime and evening gathering space for programmed and impromptu activities. Warfield Square, adjacent to restaurants and a cinema, will be another important gathering space that will be active into the evening hours. Warfield Plaza and Warfield Square will be connected by a retail-lined street. Warfield Playground will be a small neighborhood children's park that provides a safe and secure area for young children to play. Soft surfaces along with planted areas will characterize the space. Other small green respites and recreation spaces will further enhance the Warfield neighborhood.

THE LAKEFRONT AND LAKEFRONT CORE

Bringing Community Life and Activity Back to the Water's Edge

Location: Lake Kittamaqundi westward to The Mall and from Little Patuxent Parkway on the north to The Crescent on the south.

The Lakefront neighborhood will be a walkable community, connected and oriented to the Lakefront Core and Lake Kittamaqundi. The Lakefront and Lakefront Core should be designed to encourage access to Lake Kittamaqundi and the public spaces adjacent to the Lake. Design objectives for new construction in this area should include the creation of inviting and welcoming spaces and outdoor corridors to enhance visibility and access to the Lake. This is also the potential location for the development of additional signature buildings, in addition to the existing former Rouse Company Headquarters' signature building. The Design Advisory Panel Review of proposed Neighborhood Design Guidelines will be particularly important in the Lakefront and Lakefront Core.

The recorded open space in the Lakefront Core will retain its identity as an important historic and symbolic gathering place. Although additional public amenities may be added to enhance this area, its character will be preserved. The remaining land in the Lakefront Core may be revitalized with new development that could include cultural, retail, restaurant, office, residential and hospitality uses adjacent to the amenity area that will help bring people to this part of Downtown Columbia and activate the Lake. Specific Design Guidelines for the Lakefront Core must be prepared to address building height, massing, scale, building orientation, pedestrian and vehicular access and amenity area appropriate for its lakefront location. Restoration of the area's physical amenities and natural environment will also encourage more active use, as well as provide an enhanced setting for performances, festivals and other events.

The Lakefront area has been isolated from other areas of Downtown Columbia, and this Plan includes a variety of means to enhance connectivity. Three new amenity space corridors extending east to west will link The Lakefront neighborhood to other downtown destinations. The Mall will be connected to the central lakefront area by a series of terraces with fountains that descend down the slope to the water. The Symphony Overlook neighborhood will be linked to Lake Kittamaqundi by extending a major east/west retail street to a green park that slopes and terraces down to the water's edge. To the north, a pedestrian promenade will extend from the Warfield neighborhood to the natural area north of Lake Kittamaqundi. Each of these connections to the lake crosses Little Patuxent Parkway which will be transformed into a more pedestrian-friendly street with sidewalks, crosswalks and signal timing for pedestrians to encourage walking between adjacent neighborhoods.

Additionally, this Plan encourages exploring the possibility of improving the existing pathway connection between the Lakefront and Symphony Woods or providing a new pedestrian connection between these two activity centers. This Plan further recommends completing the pedestrian pathway around Lake Kittamaqundi.

THE CRESCENT

Where New Urban Settings Face an Extensive Wooded Park

Location: East of Broken Land Parkway, south of Little Patuxent Parkway, west of South Entrance Road and south of the Merriweather neighborhood.

The Crescent neighborhood will have many distinctive features. Its greatest asset will be its natural setting amidst preserved and enhanced woodlands and tributaries to Symphony Stream and the Little Patuxent River. A new mixed-use neighborhood with residences, offices, shops, restaurants, and other uses, The Crescent will become a live-work location as well as an employment center. Maximum building heights of 15 to 20 stories will frame the Merriweather neighborhood in a distinctive curving arc. A new street between The Crescent and Merriweather will provide an entry for

these buildings. This curving street with sidewalks along building fronts and paths along the edge of the green space will connect The Crescent north to Symphony Overlook and The Lakefront. Paths will also connect The Crescent to Merriweather, which will allow parking built for office uses in The Crescent to be shared by patrons of Merriweather Post Pavilion.

MERRIWEATHER

A Strengthened Tradition in a New Kind of Cultural Park

Location: South of Little Patuxent Parkway between The Crescent and Symphony Overlook

Merriweather will be a new kind of cultural park where the landscape becomes a setting for arts, cultural and civic uses. It will be anchored by an enhanced Merriweather Post Pavilion and Symphony Woods. Civic and cultural uses, such as a new Columbia Association headquarters, library, museum, galleries, and sculpture garden could be located along the northern edge of Merriweather. These civic and cultural uses may have compatible commercial uses such as a café in the park or museum shop. Buildings will be set back from roads with tree canopies framing the cultural buildings as a way to integrate those uses into the natural landscape. A new system of paths and infrastructure will support festivals and other events in the park. Natural areas to the south will be improved by removing invasive species, restoring stream corridors with native vegetation and the planting of up to 15,000 new trees.

Merriweather will be connected to the heart of Symphony Overlook along a new north/south axis from Market Square at The Mall. Pedestrians will cross Little Patuxent Parkway at a new entrance to Merriweather. This intersection, designed to allow for safe crossing of the Parkway, will lead to a new Fountain Plaza which connects directly to Merriweather Post Pavilion. The streets of Merriweather that connect to the civic and cultural uses will be designed as park drives compatible with the topography. These drives can be closed during performances and other events.

SYMPHONY OVERLOOK

Where the New Downtown Meets Culture in the Park

Location: North of Little Patuxent Parkway and south of The Mall.

Symphony Overlook will connect The Mall to the cultural uses in the Merriweather neighborhood. It will be a crossroads of activity where a vibrant mix of retail, office, hotel/convention and some residential uses are focused on two walkable urban streets lined with retail at street level. One is west-to-east connecting Warfield to The Lakefront. The other key street is north-to-south connecting The Mall to Merriweather. These two streets will intersect at Market Square, a new amenity space to be created in the heart of Symphony Overlook. Market Square will be an urban plaza that changes with the seasons and with events staged in the space. At various times, an overhead structural frame could become an interactive fountain, a canopy for a market or concert, or even a shelter for ice skating. Programming of Market Square will be done to complement activities and events planned throughout Downtown Columbia as well as in the other villages.

THE MALL

As shown on Exhibit E to this Plan, the Mall in Columbia is placed within its own neighborhood. Any redevelopment of the Mall must comply with the Design Guidelines for this neighborhood and adhere to the Maximum Building Height Plan (Exhibit F).

1.4 COMMERCIAL BALANCE | *"Design a variety of downtown commercial activities that complement the flexible evolution of neighboring Village Centers in Oakland Mills and Wilde Lake, recognizing each center's identity and role." —Downtown Columbia: A Community Vision*

From the beginning, Jim Rouse intended to provide Columbia's residents with a mix of amenities and activities that would appeal to people of different incomes and backgrounds.

Columbia's earliest village centers, built in the late 1960's and early 1970's, reflected their times. Their retail operations were sometimes "mom and pop" stores that responded to basic needs of residents; each center usually included a barber shop, drycleaners, a neighborhood restaurant, as well as a grocery store. There were offices for dentists and accountants and other service providers.

The Mall, on the other hand, has always included major department stores and a variety of smaller clothing and shoe stores, toys, books and record shops, and other popular stores.

Both the village centers and The Mall in Columbia have experienced changes over the years. Currently, the village centers, in particular, are in the throes of market change and economic pressures. Redevelopment of the older villages may occur as they seek to adapt to current economic conditions and consumer habits. However, the older village centers in particular are struggling with vacancies. Keeping the village centers economically strong is vital to Columbia and the redevelopment of Downtown Columbia. Any redevelopment of village centers should be consistent with the village concept and should provide retail, services and community space designed to meet the local convenience needs of the village of which it is a part. Consequently, strong pedestrian orientation from and to the village neighborhoods and a mix of use types should be encouraged. The appropriate balance and intensity of uses should correspond to the individual village's needs and character, and specific guiding principles and priorities should be developed for each village center. The Village Centers can also serve as important transit nodes in Columbia, and should be considered in developing County wide transit and parking strategies.

The redevelopment of Downtown Columbia will include the addition of many new shops, restaurants and cultural facilities, in addition to expansion at The Mall. As the downtown residential community grows, the needs for products and services will also grow, providing customers for current and future downtown retailers but also for retailers throughout the area. It is expected that village centers will experience an increase in business, particularly when improvements are made in the range of transportation services, including buses, shuttles, local taxis and shared cars that could bring them customers from other villages and Downtown Columbia.

Merchandising strategies for downtown and the village centers should be developed by property owners within the larger context of Columbia taking into consideration the current state of retail, restaurant and entertainment offerings; and the shifting needs of residents and other customers. These factors must then be weighed against what the market is currently able to attract. The downtown should have a strong selection of restaurant and entertainment entities comprised of national and regional chains as well as locals that will complement offerings at the village centers. Retail and restaurants may be clustered to create areas of destination. This can serve as a strategy for attracting desired local commercial entities and for ensuring their success. The "balance" ahead will be afforded by customers who frequent both village centers and Downtown Columbia. A better market for one is a better market for all.

1.5 DIVERSE HOUSING | *"Provide a full spectrum and diverse mix of housing, ensuring that low-, moderate- and middle-income families have an opportunity to live in Downtown, thus continuing the original vision of Columbia as an inclusive community." —Downtown Columbia: A Community Vision*

This Plan recognizes and celebrates the original vision of Jim Rouse to create a socially responsible city for people of all ages, incomes and backgrounds. The establishment of an ongoing mechanism to provide a full spectrum of housing into the future is an important social responsibility shared by us all. Of related but equal importance is encouraging within downtown Columbia itself the diversity of people that exists elsewhere in Columbia today. Realizing this diversity will be important to the social and economic success of the downtown, where the mixing of individuals with different backgrounds and incomes will result in an ongoing exchange of ideas in an environment where residents, workers and visitors will have an opportunity to learn from one another and grow together as a community.

Downtown Columbia: A Community Vision recaptures the spirit of the Rouse vision for a complete city in which different types of people live together to create a fully realized community. In such respect, this Plan also recognizes the enrichment a community can experience through the diversity of its people. This Plan strives to achieve this objective through the provision of expanded residential opportunities for in-town living in both housing form and affordability, and through the establishment of a community housing fund which will be used to help meet the affordable housing needs of the community.

BACKGROUND

The need for affordable housing exists today and will likely continue to grow into the future. Significantly, however, what at times can be overlooked is the important relationship between reasonable opportunities for affordable housing and the economic health of the County. *General Plan 2000* recognized this significance and identified the important relationship between the need for affordable housing and the County's employment growth, and its demand for low and moderate-income workers. In this regard, *General Plan 2000* recognized that to the degree low- and moderate-income workers can be housed in the County, the County's economic development prospects are improved. In addition, *General Plan 2000* further recognized that by providing more affordable housing it becomes possible for residents' children and parents, as well as teachers, firemen and policemen to live in the County. The accommodation of work force housing is a goal shared by all.

General Plan 2000 (Policy 4.2) recommends providing affordable housing for existing low- and moderate-income residents and for the diverse labor force needed for continuing economic growth. Policy 4.2 also recommends that new funding sources be identified to enable the Office of Housing and Community Development to expand the supply of affordable housing to serve low- or moderate-income households, including seniors and persons with disabilities. In a similar context, *Downtown Columbia: A Community Vision* expands upon these objectives and suggests that new models for developing affordable housing in combination with mixed-use development should generate new and innovative techniques for achieving these objectives. It is with these policy statements in mind that this Plan proposes a means of providing a full spectrum of housing for Downtown Columbia.

As detailed below, this Plan recommends an innovative and flexible strategy to address Downtown Columbia's affordable housing needs. By recommending a combination of traditional construction applications and the establishment of a community housing fund to be administered consistent with affordable housing needs that exist in the future, this Plan reaffirms GGP's commitment to a full spectrum of housing in Downtown Columbia. The flexible approach recommended by this Plan also provides an important mechanism for addressing the housing needs of Downtown Columbia today and into the future.

MIXED-INCOME HOUSING

The full spectrum housing program for Downtown Columbia ("Program") should establish a flexible

model that aspires to make twenty percent (20%) of all new housing in downtown affordable to individuals earning less than 120% of the Howard County median income. To achieve this objective, this Plan recommends the combination of specific affordable housing construction standards and an innovative subsidy program for downtown residents. To be successful the Program should service a broad range of affordable housing needs in downtown. Therefore, the Program should be flexible enough to allow decisions concerning the distribution of the subsidy to be based upon specific affordable housing needs that might exist at any given point in time. To maximize community benefit, subsidy distribution decisions could include such actions as direct rent/mortgage subsidy payments, the purchase of existing market units for reallocation as low- or moderate-income housing units, or the development of new affordable units.

To provide housing in Downtown Columbia that will be affordable to individuals and families earning 80%-120% of the Howard County median income, this Plan recommends that ten percent (10%) of the new dwelling units be constructed to standards that will help make those units more affordable to the target population. The construction standards could be established annually by a Downtown Columbia Community Housing Foundation ("Foundation") or other appropriate organization (discussed below) based upon an established affordability index that is tied to then-existing market conditions. To achieve the affordability target, a limitation will be imposed through the Final Development Plan approval process to regulate the size and finishes of ten percent (10%) of the new housing units so that the market-rate for the unit will be reduced to a level affordable to income earners at the 80%-120% Howard County median income range. The Foundation will be given a right of first refusal to purchase/rent each affordable unit constructed under this program.

To provide housing in Downtown Columbia that will be affordable to individuals and low-income families earning less than 80% of the Howard County median income, this Plan also recommends that a target of ten percent (10%) of all new units downtown should be made affordable to individuals and families earning this level of income.

The Foundation should function as a not-for-profit organization whose primary responsibility will be the management of an affordable housing fund (Fund) and the distribution of a Tenant-Purchaser Subsidy (TPS) to achieve specific affordable housing objectives specified in its bylaws. Although the bylaws will be specific in its identification of affordable housing objectives, it is recommended that the Foundation be given the flexibility to make decisions on how best to administer the Program in light of the downtown's affordable housing needs at any point in time. This flexibility will provide the Foundation with the opportunity to address the most significant housing needs downtown as the community matures over time. This Plan further recommends that the Program be flexible enough to permit the exercise of reasonable judgment by the Foundation to distribute Foundation funds to serve other needs that it deems might be needed in downtown. For example, such judgment could include providing a subsidy to needy residents to help make day care more affordable. This Plan recognizes this flexibility is of greater importance than meeting individual specific housing quotas to allow the Fund to help address a variety of community needs. In this way, the locally-based Foundation can determine how best to use the Fund. As noted above, in addition to administering the TPS, the Foundation could also use funds to purchase/rent existing units and offer them as affordable units or even to develop new affordable units, perhaps using a combination of the Fund and other Federal or State housing assistance resources.

The Foundation should have a locally-based Board of Directors. Membership should include individuals familiar with Downtown Columbia and individuals experienced in providing affordable housing to meet community needs. The Foundation should also have community and property owner representation. Because General Growth Properties will have a significant initial and ongoing

responsibility in downtown, as discussed below, the Foundation should include a General Growth Properties representative.

The Program will be financed through three (3) sources of funds. The first source of funds shall be provided by General Growth Properties to establish the Foundation and to provide an initial level of Program funding of five million dollars ($5,000,000) paid in three tranches as follows:

- Tranche 1, Three Million Dollars
  ($3,000,000) paid at the time GGP obtains the residential building permit for the first new residential unit in Downtown Columbia;

- Tranche 2, One Million Dollars
  ($1,000,000) paid at the time that GGP or other developer obtains the residential building permit for the 200th new unit in Downtown Columbia; and

- Tranche 3, One Million Dollars
  ($1,000,000) at the time that GGP or other developer obtains the residential building permit for the 400th new unit in Downtown Columbia.

The second source of funds shall be provided through a one-time per unit affordable housing charge of four thousand ($4,000) per dwelling unit to be imposed through private covenants that will be recorded against each property within Downtown Columbia that is approved for new residential development. The per unit charge would be established at the time of Final Development Plan approval and would include an annual CPI escalator. The Final Development Plan would also require the Covenant to be recorded prior to building permit release, and the Covenant itself would require the per unit charge to be paid prior to issuance of building permit.

The third source of funds shall be provided through a per square foot charge in the amount of five cents ($.05) per square foot of gross leasable area to be imposed annually through private covenants that will be recorded against each property within Downtown Columbia that is approved for new commercial development. This per square foot charge would be established at the time of Final Development Plan approval and would include an annual CPI escalator. The Final Development Plan would also require the Covenant to be recorded prior to building permit release, and the Covenant itself would require the per square foot charge to be paid prior to issuance of building permit.

These sources of funds will subsidize approximately 550 units (about 10% of total inventory), of which, 60% are assumed to be rental and 40% to be for sale products. As indicated above, the remaining 10% of the total inventory subject to the program will be achieved through the imposition of construction standards thus bringing the total program target to 20%. The Foundation should also be enabled to use its best efforts to leverage the Fund to obtain additional financial assistance through local, state and federal affordable housing programs. Additional funding might also be provided through the investment of funds by the Foundation or other funding sources.

As an alternative approach, the TPS Program and related funds might instead be administered by an existing public charity having the same composition suggested above to provide input into the administration of the Program. This approach might simplify the operations of the Program by taking advantage of an existing experienced staff and could reduce the amount of start-up time needed to initiate the Program.

1.6 ECONOMIC ACTIVITY | *"Support downtown's function as a major financial and economic center for Columbia and for Howard County." —Downtown Columbia: A Community Vision*

The continued role of Downtown Columbia as a major financial and economic center is dependent on enhancements to the variety and availability of land uses and activities. Currently the economic core of Columbia is supported by the office concentration, The Mall in Columbia and other retail, the Sheraton hotel, Merriweather Post Pavilion and the existing residential base. Economic activity in terms of employment, spending and tax revenue generation is woven throughout these uses.

In order to sustain and increase this economic activity, this Plan provides strategies across a number of different areas and issues. The foundation underlying these strategies is the creation of a vibrant mixed-use environment where various economic drivers support each other. There are many relevant economic success stories of well-planned, mixed-use projects incorporating principles of new urbanism. Reston Town Center in Virginia, The Woodlands in Texas and Santana Row in California are three widely known examples of economically successful mixed-use projects.

Over recent years, the core of job growth in Columbia has shifted from Downtown Columbia to Gateway which features newer and higher quality office product and closer access to I-95. Downtown Columbia has been experiencing job loss with a current office vacancy rate of about 25 percent in it's approximately 2.5 million square feet of office inventory. Comparatively, the county-wide office vacancy rate is about 16 percent and Gateway is at a relatively low eight percent. The current high vacancy rate of office space in Downtown Columbia is not a reflection of regional demand but of the absence of new class A office space integrated with a mixed-use setting. Negative occupancy trends in downtown have also begun to affect surrounding village centers in Columbia. If not corrected, this trend could threaten the economic life of the entire community.

Downtown Columbia, however, has multiple assets at its disposal which, if deployed properly, will create a dynamic environment for employers, employees, visitors and residents. Downtown Columbia still enjoys a strong retail environment and its centrally located mall attracts some 15 million visitors a year. This retail-driven vitality is often the hardest element to create in economically successful mixed use settings; therefore, downtown should be well-positioned to reverse negative economic trends. Additionally, Columbia is in the heart of a region which stands to benefit from changes to military operations. Job growth stemming from the relocation of many jobs related to the Base Realignment and Closure (BRAC) Act is expected to bring as many as 40,000 new jobs to the area approximate to Fort Meade. The lack of any significant nearby comprehensively planned area with a walkable vertical mixed-use component provides an opportunity for Downtown Columbia to regain its prominence as a major employment base. With Columbia optimally located between Baltimore and Washington D.C., being relatively close to an international airport, and the additional jobs mentioned above as a result of BRAC, the demand for office product in Columbia should continue to increase into the future.

In terms of the creation of additional employment opportunities, this Plan designates a total of four million three hundred thousand square feet of new office space to be developed in phases over its 30-year time frame. As the office market continues to evolve, a redeveloped and revitalized Downtown Columbia will be viewed as an attractive alternative for employers looking for high quality space within an amenity filled environment. Much of this office space will feature retail uses on the first floor, creating both convenient and vibrant streetscapes for employees, as well as the general public. In economic terms, by providing space for expansion of current employers and opportunities for new and relocated businesses, this additional office space will establish Downtown Columbia as a major economic center for the County and will generate significant new employment opportunities and millions of dollars in wages and tax revenues.

To support downtown's function as a major financial and economic center, new businesses must be attracted to Downtown Columbia. These businesses will need quality hotel, meeting and conference facilities, preferably within walking distance to their offices. There are a number of downtown sites that are ideal for hotels, and 640 additional hotel rooms for Downtown Columbia is recommended in this Plan.

In addition to commercial uses, Downtown Columbia's cultural amenities create economic benefits for not only Columbia, but the County as a whole. Currently, Merriweather Post Pavilion attracts thousands annually with a variety of concerts and events. In addition to direct spending at the venue, many patrons eat at local restaurants or shop at local stores before or after events.

This Plan calls for significant improvements to Merriweather Post Pavilion which will enhance the attractiveness of the venue and ultimately improve the economic benefit of this entity. Moreover, the enhanced pedestrian connections between Merriweather Post Pavilion and existing and new restaurant, retail and entertainment uses will increase synergy and economic activity throughout Downtown Columbia.

Along with cultural attractions, shopping venues draw people to Downtown Columbia, and The Mall in Columbia is one of Maryland's top-performing regional malls. Non-enclosed, open-air expansions of The Mall in the areas surrounding the current mall complex will provide opportunity for adding many new retailers and uses. Additionally, retail, restaurant and service entities will be incorporated on the first floor of office, residential, hotel and, possibly, civic and cultural buildings throughout the redeveloped Downtown Columbia. These will provide ample opportunities for accommodating local merchants and expanding the appeal and vibrant marketplace ambiance of the downtown area as a whole.

The existing residential base in Downtown Columbia also generates economic activity. Increased revenue to both the County and the Columbia Association are direct and immediate results of adding housing downtown. Residents will support the retail, restaurants, services and cultural facilities in the redeveloped Downtown Columbia and will be considered the primary customer base for these entities. In order to support the necessary conveniences desired in residential communities, a sufficient number of residences will need to be developed.

In the most basic sense, it is the mix of uses that will fuel the economic vitality of the area and enhance the experience and attractiveness of downtown for each use and occupant. Retail, restaurants and services will not be willing to locate in Downtown Columbia without a sufficient customer base. This usually entails office workers during the day; and residents at night and on weekends. By the same token, businesses will not be willing to locate to Downtown Columbia without strong amenity offerings including retail, restaurants, services and lodging within walking distance. It is this bundling of uses that will distinguish Downtown Columbia from other potential locations for businesses, residents, civic and cultural entities.

1.7 CIVIC LIFE | *"Expand civic, community and educational facilities to augment Columbia's nationally recognized quality of life." —Downtown Columbia: A Community Vision*

Civic life is one of the hallmarks of the Columbia experience. The redevelopment of Downtown Columbia affords a unique opportunity to enhance that experience and to actually help build a sense of community.

In order to contribute to Columbia's civic life, General Growth Properties plans to create a dynamic hub of community space that will encourage public engagement and enhance the local quality of life. This will be accomplished through thoughtful and creative urban planning and by strategically building facilities in Downtown Columbia that will house established and new civic organizations.

HOWARD COUNTY LIBRARY

The Howard County Library is one of the best library systems in the country. While its success as a public institution is irrefutable, it has the exciting opportunity, given the right tools, to grow further into a leader of library innovation. This Plan recommends that a new Central Library be built downtown, preferably within the new cultural district in the Merriweather neighborhood. This new library complex could move the Howard County Library into the direction of an "Experience Library," an intellectual, interactive learning center combining visual exhibitions with interesting architecture and typical library elements.

By creating a state-of-the-art library facility, the Howard County Library can grow from a greatly respected public resource to a renowned, innovative and truly exceptional institution. General Growth Properties has begun discussions with library officials to structure and facilitate a land and building partnership to allow for this new facility. The potential for a land swap could be explored as a means of facilitating construction of a new library complex and redevelopment of the existing library site.

FIRE AND POLICE STATION

GGP will work with the County to determine a suitable location for an expanded fire station and a police substation in Downtown Columbia. Because the County owns the existing fire station, this Plan suggests that opportunities could be explored for a potential land swap if the County determines to relocate the fire station. The opportunity exists to utilize this facility as a community gathering and youth recreational space. Additionally, incorporating mixed-use and affordable housing into the new fire station are among the ideas to be considered when selecting its location.

COLUMBIA ARCHIVES

The Columbia Archives is another important public institution that contributes to Columbia's vibrant community-focused culture. The Archives plays a vital role in preserving the unique past of Columbia as well as educating the public about how the beginnings of Columbia affect its life today. This Plan recommends the construction of a Columbia Visitor Center in downtown. This center will serve as an informative resource center for visitors, house educational resources about the city, act as a vibrant community center and provide a new and more appropriate home for the Columbia Archives.

PUBLIC SPACES

In order to encourage community gathering and interaction, this Plan includes abundant public spaces both natural and planned. Water features, a sculpture park and garden, a children's park and a dog park are a few of the concepts that could be included in these public spaces. These or similar features will provide an unexpected, unique, spontaneous and interactive experience that encourages community engagement and contributes to the quality of life in Columbia.

This Plan also recognizes the importance freedom of speech plays in civic life. The zoning regulation recommended by this Plan should require conveyance to the County of an outdoor amenity space containing at least 25,000 square feet. The site will be deeded to the County for public space and should be available to all for purposes of assembly and public discourse. The deeded site will be located in one of the future neighborhoods discussed in this Plan, although not in a predominantly residential area. The preferred site should also be located near existing or proposed activity areas where pedestrian activity is anticipated and encouraged. Identification of the specific site should wait

for additional refinement of the redevelopment plans for downtown and its amenity areas so that an appropriate location in relation to surrounding uses and activities can be provided.

EDUCATIONAL FACILITIES

A complete community should incorporate design features and public facilities planning that respond to the needs and expectations of the community as it exists today and as it grows over time. Significant among these objectives is the ability to meet the educational needs of the community as it matures.

Public school students who live in downtown typically attend Running Brook Elementary School, Wilde Lake Middle School or Wilde Lake High School. Prior student enrollment projections provided by the Howard County Public School System (HCPSS) estimated that the redevelopment of Downtown Columbia as envisioned in this Plan would not generate the need for additional middle and high school capacity. HCPSS also determined that the number of planned residences would not create the need for a new elementary school, although an addition to an existing school might be needed at some point.[1] The previous HCPSS conclusions were based in part on the significantly lower student generation rates associated with existing housing units in Downtown Columbia when compared to countywide student generation rates.[2] The HCPSS analysis did not include projections based on this Plan's recommendations regarding affordable housing that will be available downtown.

This Plan recommends that prior to the submission of the first Final Development Plan for Downtown Columbia, HCPSS evaluate current and anticipated student generation rates for the residential mix recommended by this Plan, including mixed-income housing, to estimate student generation and public school needs for downtown. HCPSS should include in its analysis a comparative evaluation of student generation associated with residential unit types to be developed downtown. In this regard, it is anticipated that most, if not all, new residential units constructed downtown under this Plan will be multi-family units, with elevators and structured parking, which typically generate fewer school-aged children, rather than townhouses or single-family units.

If school officials determine that a new elementary school is needed to serve students generated by new residential development downtown, HCPSS will be well-positioned to have the Superintendent and the Board of Education seek approval to utilize the substantial excise and general tax revenues to be generated by redevelopment downtown to develop a new elementary school facility at either the existing Clary's Forest or Faulkner Ridge School sites. These sites were provided to HCPSS at no cost by the developer of Columbia for use as school sites as the need for new school facilities arose in the future. Each of these sites is proximately located to the downtown, but would be somewhat separated from the additional commercial activity downtown. As such, each site may be suitable for new elementary school use to support new residential development downtown. HCPSS would need to assess suitability, given changes that have occurred in school facilities, or create a new urban prototype school and determine the costs associated with the changes.

1.8 ARTS AND CULTURE | *"Enhance art and cultural offerings, providing new spaces and opportunities for an active arts community and for public art." —Downtown Columbia: A Community Vision*

[1] *Preliminary Draft The Columbia Downtown Master Plan, Chapter 4 Implementation Strategies at 6 (February 27, 2006).*

[2] *Columbia Town Center Fiscal Impact Analysis Costs and Revenues Assumptions Document at 17 (September 26, 2006).*

This Plan recommends the formation of the Downtown Columbia Partnership whose mission will include the establishment of Downtown Columbia as a state-designated arts and entertainment district and along with local art leaders serving in an advisory capacity, will generally promote Columbia as a focal point for arts and cultural activities

General Growth Properties understands and appreciates the value of arts and culture in a community. This respect for the arts in Columbia led the company to hire Lord Cultural Resources, a world leader in cultural planning services, to study how the revitalization and redevelopment of Downtown Columbia could enhance Columbia's unique arts and cultural environment.

Lord's study concluded that while Columbia has a thriving arts environment for a town of its size, the existing arts organizations' development and growth has been hampered by the lack of appropriate performance and exhibition facilities, affordable administrative space and workspace for individual artists. Additionally, Lord identified the opportunity for a new-to-the-industry concept, The Center for Small Cities. Current ideas for this entity include featuring exhibitions on small cities on themes such as the environment, education, creativity and social capital; hosting an international exchange program with other "small cities;" and including in the facility the Columbia Archives as well as an exhibition of the past, present and future of Columbia.

GGP will continue to work with Lord and/or other consultants in concert with local arts and community leaders to develop a Cultural Master Plan to maximize existing resources downtown as well as identify and plan for additional facilities and opportunities to enhance arts and culture in Columbia. The cultural plan will be managed and implemented by the Downtown Columbia Partnership as described above.

Included in this Plan are a variety of public spaces and new multi-use venues appropriate for public discourse, performance and arts-related activities. The Merriweather neighborhood will include many natural and planned public spaces for small and large gatherings. Elsewhere, plazas will provide open air sites for enjoyment of the arts and other entertainment. Built environments, like the new Market Square addition to The Mall, will be designed and programmed to accommodate such activities as dance and music concerts, thus increasing performance space capacity in Columbia.

In its efforts to enhance the vibrancy of Downtown Columbia, this Plan includes the renovation of Merriweather Post Pavilion as the centerpiece of a new cultural district in Downtown Columbia. As identified in the report by Howard County's 2005 Citizen Advisory Panel on Merriweather Post Pavilion, the facility has long needed major renovation and capital repairs in order to continue bringing quality music and entertainment to the region. This Plan recommends that Merriweather Post Pavilion be updated to become a state-of-the-art entertainment facility that could more effectively compete in attracting the most popular performers, better provide a suitable venue for a greater variety of artists and serve as a hub for other new performance venues in the cultural district of Downtown Columbia.

In order to create a vibrant cultural district in Downtown Columbia, it is desirable for select arts organizations to move their offices and/or operations downtown. Considering the popularity of Toby's Dinner Theatre, opportunities are being explored for a new and improved facility for the dinner theatre as well as a new children's theatre within the cultural district. In addition, Lord Cultural Resources has been cultivating partnerships with established cultural institutions outside of Columbia with the intention of developing a presence within Downtown Columbia and possibly, opening a satellite exhibition space.

1.9 DESIGN | *"Improve the design of Downtown Columbia development through flexible design guidelines and a design review panel to ensure that buildings, streets, and public spaces will be aesthetically pleasing and contextually appropriate." —Downtown Columbia: A Community Vision*

Howard County's *Downtown Columbia: A Community Vision* recognizes that design is a critical dimension of any proposed development plan. The design of buildings, open spaces and landscapes establishes the physical character of a place, creating memorable places that people want to use and return to. Such places have lasting aesthetic and civic value. They also help provide places with "predictable futures" – a sense of what a place will look like over time – which, in turn, attracts people to invest, visit and live in those places.

Downtown Columbia: A Community Vision calls for Design Guidelines, to be considered and approved by the County Council. The Downtown Columbia Design Guidelines will ensure that what is built in a downtown will be attractive, aesthetically coherent, practical and of beauty and value. Specifically, the guidelines will show how buildings and landscapes support and reinforce the physical, three-dimensional intentions of the Plan and create places containing pleasing proportions, scale and character that people will want to inhabit. The guidelines also lay out the framework for developing a community's sense of place and its identity and connection to the region. Design rules (and how they are administered) are therefore very important. The plans and concepts included in this Plan will be executed across a long period of time and in light of continuous, contemporaneous assessment of community needs. Markets, public preferences and design trends will shift in unforeseeable ways. This requires that the guidelines be flexible enough to promote creativity and high-quality design over time.

The new Design Guidelines will contain specific direction to:

- Neighborhood Purpose and Character: Conformance with land use and density requirements, sustainability and transportation goals of this Plan.
- Site Design: Nature of surrounding spaces, softscape vs. hardscape, location of bus stops, public amenities, lighting, special features and building parcels, landscaping and how it relates to immediate neighbors and the overall amenity space plan for its neighborhood.
- Street Design: Street dimensions, layout plans, sections showing sidewalk widths and options for sustainable "green street" designs, accommodation for parking, planting, pedestrian crossings, lighting and curb cuts and service entries.
- Building Design: Height and setback, pedestrian-level zone, middle, top (including materials, horizontal regulating lines, skylines, fenestration, and mechanical equipment penthouses).
- Signature Buildings: Guidelines for structures whose location in relation to the public realm requires significant attention to its design due to its location.
- Amenity Space: Guidelines to ensure that amenity space within both Downtown Columbia and the nearby open space respects the natural surroundings, enhances the site's biodiversity and sense of place. The guidelines also uphold the community's environmental ethic and commitment to environmental stewardship, as well as a commitment to high-quality design. All plant materials used in Downtown Columbia and open space landscaping are to come from the "approved plant list" and be indigenous to the Maryland Piedmont area.

As recognized by Downtown Columbia: A Community Vision, downtown building design review is undertaken by the developer of Columbia. In the future, this review will be augmented by Design

Advisory Panel review at two important decision points to provide design input. Not later than 120 days after the submission by GGP of draft guidelines to the Design Advisory Panel as discussed below, the County Council should adopt downtown-wide broad design guidelines ("Downtown Design Guidelines") that will be used as a measure against which specific neighborhood design guidelines ("Neighborhood Design Guidelines") will be developed for each of the neighborhoods (Warfield, Symphony Overlook, The Lakefront and Lakefront Core, The Mall, Merriweather, and The Crescent). The Neighborhood Design Guidelines will then be used to evaluate the design elements of specific projects downtown.

To assist the County Council in its review of the of the draft Downtown Design Guidelines, the Design Advisory Panel Act should be amended to require Design Advisory Panel Review of the draft Downtown Design Guidelines and to provide the County Council with any suggested modifications for its consideration prior to its adoption of the Downtown Design Guidelines. Thereafter, it is recommended that the petitioner submit proposed Neighborhood Design Guidelines, along with a Neighborhood Concept Plan, with the first Final Development Plan for each neighborhood. The Design Advisory Panel should then review the proposed Neighborhood Design Guidelines to evaluate their consistency with the Downtown Design Guidelines adopted by the County Council. The Design Advisory Panel would provide its recommendations to the Planning Board, and the Planning Board would then be responsible for approving the final Neighborhood Design Guidelines along with the Final Development Plan.

Design Advisory Panel review of the Downtown Design Guidelines and the Neighborhood Design Guidelines will assure a consistent and high level of design standard for Downtown Columbia.

2. MOVING AND CONNECTING PEOPLE

"Downtown Columbia will enhance multi-modal connectivity through a variety of safe, convenient and innovative transportation alternatives."

2.1 MULTI-MODAL SYSTEM | *"Develop A multi-modal transportation system through investment in transit programs and roads that will provide a pedestrian- and bike-friendly environment." — Downtown Columbia: A Community Vision*

As discussed in detail under Section 2.4, this Plan recommends establishing a Transportation Management Association (TMA) as early in the revitalization and redevelopment process as possible. As discussed in detail below, a TMA will be established to help manage additional transit services and amenities, promote carpooling and generally oversee and implement parking management programs, pedestrian programs, bicycle programs and/or other travel demand management measures.

A balanced, multi-modal transportation system is one that will allow residents to move throughout a community without depending on automobiles. Such a system should include a connected network of local, collector and arterial streets; existing, new, and improved transit facilities and services; and a network of sidewalks, on-street bike lanes and off-street pedestrian/bike paths and trails. A successful system also should provide enough capacity to meet user demand during all phases of development. It also should be promoted by the community it serves.

CONNECTED STREET NETWORK
This Plan seeks to create a Downtown Columbia served by a connected street network that would

offer more route choices, disburse traffic over a wider network, provide more capacity and result in shorter, more direct trips with less delay. This network will consist of existing streets, new streets in new alignments, and the transformation of the mall inner and outer ring roads and selected surface parking lot drive aisles into genuine streets. A connected street network also might include a new grade-separated interchange at Route 29.

Route 29 will continue to be the principal road that links Columbia with Baltimore, Washington, and the region. Broken Land Parkway and Governor Warfield Parkway will continue to be intermediate arterials. Minor arterials will include Little Patuxent Parkway, Twin Rivers Road and a new east-west link to Route 29.

Major collector roads will include Broken Land Parkway north of Little Patuxent Parkway; the former outer ring road on the south side of The Mall; Hickory Ridge Road and its extension through The Crescent; and Little Patuxent Parkway extended to the Route 29/Broken Land Parkway interchange. Minor collector roads will include the transformation of The Mall's outer ring road. Local streets will include new links in Symphony Woods and the transformation of The Mall's inner ring road and drive aisles into genuine streets.

"Complete streets" will be designed for motorists, transit passengers, bicyclists and pedestrians within the Downtown Columbia grid. These streets will be safe, comfortable and attractive to all users, including those in wheelchairs. Existing travel speeds will be reduced to those more compatible with the speeds traveled by pedestrians and bicyclists.

MAJOR INTERSECTION IMPROVEMENTS
Major improvements to existing intersections include:

- Construction of a fourth southbound through lane on Broken Land Parkway at Hickory Ridge Road
- Additional turn lanes at the Little Patuxent Parkway/Broken Land Parkway intersection
- Additional turn lanes at the Little Patuxent Parkway/Symphony Promenade intersection
- Re-configuration of Little Patuxent Parkway/Governor Warfield Parkway (North)

INTERCHANGE IMPROVEMENTS
A third, full-movement, grade-separated interchange at Route 29 is proposed approximately mid-way between the two existing interchanges with Broken Land Parkway and Little Patuxent Parkway (MD 175). This interchange could take one of several forms, depending upon the outcome of subsequent, detailed engineering studies. The interchange could link Route 29 to Downtown Columbia only or could directly link Oakland Mills, Route 29 and Downtown Columbia. The planning, design and funding of this interchange would be coordinated among the private sector, Howard County and the State.

PHASING
This network will be built over time as this Plan is implemented. Improvements to the existing transportation system, construction of new facilities and implementation of new services and programs will occur as required to adequately accommodate new travel demands.

The phasing of these road improvements is related to the development density levels recommended by this Plan and is discussed in the Generalized Traffic Study included as a technical supplemental document.

The final extent of the road improvements will be determined by the Adequate Public Facilities Act.

FUNDING
Responsibility for funding and constructing and implementing these improvements and programs will be shared among the private sector, public-private partnerships, Howard County (through the Adequate Public Facilities road excise tax and tax increment financing) and/or public sector capital budgets.

DESIGN
To the extent necessary, the Howard County Design Manual should be modified to accommodate the design intent expressed in this Plan.

2.2 TRAFFIC | *"Mitigate traffic congestion so that vehicles will be able to move smoothly into and around downtown without impeding pedestrian flow; encourage outside traffic to bypass downtown." —Downtown Columbia: A Community Vision*

ADEQUATE ROAD FACILITIES TEST EVALUATION
This Plan will create adequate road capacity to accommodate peak traffic demands that will be generated by existing and future development in Downtown Columbia, in accordance with the Adequate Public Facilities Act of Howard County, as amended (APF).

This new capacity will be provided in phases over time, prior to or concurrent with future development. A new level of service standard is needed to ensure that adequate street capacity and safe, efficient, convenient and comfortable pedestrian and bicycle facilities are provided to support existing and future development.

CONSTRAINED FACILITIES
Under current law, the APF Act includes what is known as the "Constrained Facilities" provision. This provision actually exempts intersections along Little Patuxent Parkway from the Adequate Public Facilities test. This means that, under current law, new development can proceed even if the intersections impacted by the development have failing levels of service. This Plan recommends changing the APF so that, in the future, all roads in Downtown Columbia will be subject to the test for APF.

In addition, in the future all intersections within downtown should be subject to improvements that do not compromise pedestrian and bicyclist comfort and safety. To this end, this Plan recommends that the APF be amended to require preparation of a pedestrian impact statement as part of the APF traffic study to ensure safe and efficient pedestrian and bicycle access and circulation within downtown.

NEW LEVEL OF SERVICE STANDARD
The level of service standard for all county-controlled intersections serving Downtown Columbia should be 1,600 critical lane volumes (CLV).

This new standard is justified because:

- As recommended by *General Plan 2000* and *Downtown Columbia: A Community Vision*, it directs development to Downtown Columbia where adequate road facilities exist and

improvements can be made.

- Downtown Columbia is the focal point of transit facilities and services in Howard County. Unlike in many other areas of Howard County, residents, employees and visitors in Downtown Columbia have the choice of walking, bicycling or taking public transportation.
- Incentives to direct growth to areas served by public transportation would result in greater use of the County's considerable investment in Howard Transit. It also would encourage further investment by the public and private sectors in non-auto modes of travel.
- It makes it possible for Downtown Columbia to become a more vibrant, mixed-use, walkable, transit-oriented place as recommended by *General Plan 2000* and *Downtown Columbia: A Community Vision*.
- Multiple-levels-of-service standards can encourage smart growth, revitalize mixed-use centers and focus growth where recommended by the County's General Plan.

Mitigation measures should include any intersection capacity improvements except grade separation of the roadways and ramps within the intersection or improvements to the through lanes of intermediate arterials and higher classified roads.

2.3 PEDESTRIANS | *"Improve pedestrian connections throughout downtown, to surrounding villages and to nearby destinations to encourage strolling and human interaction." —Downtown Columbia: A Community Vision*

Under this Plan, Downtown Columbia would become the heart and major destination of an expanded and improved pedestrian system in Columbia. The new grid pattern of blocks in Downtown Columbia that the Plan proposes would encourage pedestrian traffic along the streets through a network of sidewalks and crosswalks. These would logically connect to key destinations, such as entrances to The Mall and other retail destinations, as well as entrances to residential, hotel and office buildings. Sidewalks from Downtown Columbia would extend along promenades to connect to Symphony Woods and Lake Kittamaqundi. Howard Community College and the nearby villages of Wilde Lake and Oakland Mills would be linked to Downtown Columbia by new or improved multi-purpose paths for pedestrians and bicyclists. Given Symphony Woods central location, it is further recommended that improvements to Symphony Woods be designed with special attention to enhance connections within the downtown area.

Streets that form the grid within Downtown Columbia would be planned for pedestrians as well as vehicles. Sidewalks would be scaled and designed for the intensity of pedestrian use. Retail streets would have generous sidewalks with space for street trees, plantings, benches and other amenities. Additional space for outdoor dining could occur on retail streets within parcels and extend into the sidewalk zone as long as certain minimum walking areas are maintained. Retail streets, as well as other typical downtown streets, would have on-street parking on at least one side of the street to provide conveniently located parking, but also to make a better pedestrian environment. Where significant Downtown Columbia streets connect with parkways and boulevards, intersections and signal timing would be designed to facilitate pedestrian crossing.

Under the Plan, promenades would act as significant pedestrian connections to and from Downtown Columbia to key destinations. For example, the link from Symphony Overlook to Symphony Woods would include a promenade that features a double row of trees shading a wide sidewalk zone. This promenade and an improved Symphony Woods would accommodate the flow of large crowds to and from Merriweather Post Pavilion. The promenades would have sufficient width to direct runoff from

impervious surfaces to tree planting zones to allow rainwater infiltration and connect The Mall and Symphony Overlook to Lake Kittamaqundi. The street crossings providing access to Merriweather Post Pavilion should be at grade and designed to enhance the safety of pedestrians.

Columbia's extensive system of off-road paths and trails would be extended to and from Downtown Columbia. New and enhanced pedestrian paths would connect to Howard community College, Blandair Park, Wilde Lake and Oakland Mills. The path from Wilde Lake would connect the Wilde Lake Village Center to Downtown Columbia on the south side of Twin Rivers Road. A lighted multi-purpose path would expand an existing walk, overcome discontinuities in the current path and be designed for pedestrians and bicyclists. It would be setback from the road and laid out to avoid existing trees, curving amidst native plantings of grasses and shrubs. The walkway to and from Downtown Columbia to Oakland Mills would be upgraded to the same standards, extending from Lake Kittamaqundi to the pedestrian bridge over Route 29. This pathway would also be extended to Blandair Park to provide a direct connection to this regional park facility.

These improvements, taken together, would create a continuous pedestrian network. When coupled with a more interesting and active downtown, walking and bicycling would become a key part of movement and connection of people in Columbia.

It is recommended that the Access Committee of the County's Commission on Disability Issues be consulted in the development of the pedestrian connections throughout Downtown Columbia.

2.4 TRANSIT | *"Improve and expand transit service, reinforcing downtown as the central hub for the local bus system, adding a downtown circulator shuttle and setting the stage for the possibility of future bus rapid transit and rail mass transit." —Downtown Columbia: A Community Vision*

TRANSPORTATION MANAGEMENT ASSOCIATION (TMA)

In order to reduce reliance on single-occupant vehicles as the predominant mode of transportation to and within Downtown Columbia, this Plan recommends implementation of a Transportation Management Association (TMA). Because a major objective of the TMA will be to educate and encourage change in typical commuting/travel behavior, it should be established as early in the Downtown Columbia revitalization and redevelopment process as possible. Among other activities, the TMA will provide an organization to fund and oversee programs with the intent of increasing the use of transit, walking, bicycling and ride-sharing for both commute and non-commute trips. These programs could include such things as:

- Installation of physical facilities such as bike racks and wayfinding signage, information kiosks, bus stops and the new transit hub
- Services including promotion of flexible work hours, promotion of transit benefits programs, promotion of the use of ZIP cars, distribution of ridesharing and transit information, formation and maintenance of a ride matching database, development of websites, etc.
- Parking management programs such as reserved carpool/vanpool parking, parking information systems and reduced parking ratios
- Performance monitoring efforts such as preparation of annual reports of TMA activities or periodic data gathering and reporting

Participation in the TMA is encouraged among General Growth Properties, Howard Community College, Howard General Hospital and other employers in Downtown Columbia.

HIERARCHY OF SERVICES

This Plan also seeks to provide a hierarchy of new and improved transit facilities and services that would reduce auto use, improve mobility for people of all ages and physical abilities and support a more pedestrian-friendly and walkable environment. This hierarchy of services would help facilitate short, medium and long distance trips within Downtown Columbia, Columbia and Howard County, and to Washington, Baltimore and the region. These services could in the future converge at a new transit center where passengers could transfer between lines in a comfortable, attractive and interesting environment. This Plan therefore recommends that a suitable site be provided within the downtown area for a new transit hub facility. This Plan also recommends establishing a Transportation Management Association (TMA) as discussed above.

BICYCLE ROUTES

Bicycle Routes may be incorporated into roadways, as part of a shared pedestrian pathway system, or as dedicated bikeways. As indicated in this Plan, new downtown infrastructure and bicycle routes will be developed by GGP and other developers as a part of their infrastructure frontage improvements. See Section 4.2 for a full discussion of bicycle improvement phasing, and Exhibit I for the proposed circulation plan.

DOWNTOWN COLUMBIA CIRCULATOR SHUTTLE BUS SERVICE

Shuttle bus service will reduce Downtown Columbia traffic as residents, employees and visitors “park once,” then walk or take the shuttle to other destinations in Downtown Columbia. Frequent and attractive shuttle service could be provided along a double loop route. This service will provide easy access to all parts of Downtown Columbia. Shuttle stops will be co-located at Howard Transit stops and at parking garages to facilitate easy transfer. A separate Howard Transit route will continue to provide existing service to Howard Community College and Howard County General Hospital.

HOWARD TRANSIT IMPROVEMENTS

Future improvements by Howard County to existing Howard Transit service might include new bus routes, higher frequency of service and improved stops and service information. A new and improved centrally located transit hub could include sheltered waiting areas, transit information booth, real-time service information, adjacent cafes and convenience stores. Future transit hubs might also be provided by the County in the Village Centers, Gateway, Fort Meade and other areas outside of Downtown Columbia.

The downtown transit hub should be appropriately located within Downtown Columbia, and preferably within a five-to-ten minute walk from each of the downtown neighborhoods. The center will form a key transfer point between a range of services, including the Downtown Columbia circulator shuttle, Howard Transit lines and potential future regional bus lines.

LONG TERM REGIONAL IMPROVEMENTS

As recognized by *General Plan 2000*, transit service requires significant public sector subsidies. To achieve even modest shifts from autos to transit requires a serious commitment of capital and operating funds from local and state governments.

In this regard, Columbia is not presently a strong market for potential rapid transit extensions due to its low density and dispersed single-land uses. However, the development recommended by this Plan

and the anticipated private investment in Downtown Columbia would provide a strong incentive to the State and County to improve existing regional bus transit service and to implement new services due to the following:

- Mixed uses (providing strong passenger demand throughout the day in both directions)
- Higher density (providing many more people – jobs and residents - within walking distance)
- Integrated local transit (Howard Transit and Downtown Columbia Circulator Shuttle)
- A relocated and enhanced transit hub

By recommending additional development downtown and through the implementation of the recommended Transportation Management Association, Downtown Columbia Circulator Shuttle, improved pedestrian linkages and new transit hub, this Plan supports new and improved regional transit links to Columbia, including regional bus transit (RBT)/commuter bus; bus rapid transit (BRT); light rail transit (LRT); and extension of the Metro Yellow Line. Future development in Downtown Columbia would support transit directly through the new Transportation Management Association (TMA) and the new transit center, new bus shelters, downtown shuttle funding and improved pedestrian and bicycle connections to Downtown Columbia and transit facilities.

2.5 PARKING | *"Provide an appropriate level of parking fostering a park-once approach, substantially reducing or eliminating surface parking lots and integrating well-designed structured parking into downtown." —Downtown Columbia: A Community Vision*

Downtown Columbia redevelopment should be served by a sufficient number of parking spaces in accordance with the shared parking methodology and parking ratios in the Parking Requirements section of the Zoning Regulation Amendment. Excess parking should be avoided in order to discourage auto use and encourage walking, bicycling and transit use.

This Plan proposes a compact, mixed-use Downtown Columbia development that presents numerous shared parking opportunities. Shared parking is the use of a parking space by vehicles generated by two or more individual land uses without conflict or encroachment. The ability to share parking spaces is the result of two conditions:

- Variations in the accumulation of vehicles by hour, by day, or by season for the individual land uses
- Relationships among the land uses that result in visiting multiple land uses on the same auto trip

Shared parking reductions of more than 40 percent have been measured at other mixed-use town centers as referenced in Table 3.5 of the *Generalized Traffic Study* included with this submission.

Additionally, to foster a "park once" approach strong pedestrian connections must be provided to link parking facilities with activity centers, retail and entertainment opportunities, work place and residences. Shuttle bus stops should be located adjacent to or near parking garages, which would allow drivers to park once and then walk or take a shuttle bus anywhere in Downtown Columbia.

As each parking structure is developed and constructed, GGP and other developers along with the Transportation Management Association will review and analyze alternate forms of parking

management systems to determine the most efficient means of utilizing shared parking concepts, and to assure efficient access and usage of all downtown garages. Systems could include “smart park” technologies, remote town wide space availability signage, paid parking systems and other means of assuring appropriate levels of service and inventory.

This Plan discourages the construction of large open surface parking lots in favor of attractively designed multi-level parking garages. Garage structures should be well-lit and designed for easy access and for the safety of users.

Parking structures should be located and attractively designed so that they enhance the architecture of Downtown Columbia and, wherever possible, be located internal to the block. Parking structures which are located along a street should be “laminated” or “veneered” by residential, retail or commercial space on the ground floor facing the street, or the structures should be designed to be architecturally compatible with adjacent structures. Parking structures may also be located on building upper levels over ground floor uses.

Direct access to parking garages should be provided from collector or local streets, not arterial streets. Where feasible, multiple driveways should be provided to multiple parking levels in order to disburse traffic among several driveways and parking levels rather than concentrating it at a single driveway or on a single level.

3. SUSTAINING THE ENVIRONMENT

“Downtown Columbia’s natural resources will be protected and enhanced; a network of public spaces will provide places for individual contemplation and social gathering.”

3.1 GREEN TECHNOLOGY | *“Include green technologies to help build a sustainable environment, incorporating measures to reduce energy consumption and pollution while preserving the environment.” —Downtown Columbia: A Community Vision*

With Howard County’s efforts toward making the County a model green community, the Columbia Downtown Columbia redevelopment has the potential to be the single largest effort toward that end and a catalyst that invigorates the application of green technologies and sustainability countywide. These efforts will undoubtedly enhance a natural sense of pride in place that many Columbia residents already share and might also appeal to others in the County.

This Plan recommends that each developer under the Plan comply with Title 3, Subtitle 10. of the Howard County Code (the “Green Building Standards”), with regard to building energy efficiency and environmental design, except that the Green Building Standards for Downtown Columbia will apply to buildings containing 10,000 square feet or more and will be reflected in the Design Guidelines for Downtown Columbia. In addition to Green Building Standards, this Plan recommends development and implementation of the Downtown Columbia Sustainability Program that will be submitted simultaneously with the first final development plan proposing new development in Downtown Columbia. Submitted with this Plan is the Downtown Columbia Sustainability Framework which will guide final development of this program.

THE SUSTAINABILITY PROGRAM
The Sustainability Program is an ambitious effort to use whole systems thinking to guide further development of Downtown Columbia and the design of a livable community. A sustainable community

is a place that promises a quality of life now, and into the future. For a community to be sustainable, it includes:

- Public spaces and amenities where residents can socialize, work, shop and play;
- An increased ease in mobility, where residents can walk to accommodations or access public transit more readily;
- Buildings that are energy-efficient;
- A healthy environment with clean water, clean air and increased connections to the natural environments.

A sustainable community is not an endpoint; rather it is a continuous process of adapting and improving, so that each generation can progressively experience a higher quality of life. Like nature, Columbia must have the resources and flexibility to adapt and evolve. Moving toward sustainability requires recognition that today's practices may yet be improved. The Downtown Columbia redevelopment aims to address many needed improvements while planning for an enriching future.

This Plan strives to reach beyond green buildings and technology and consider all of the elements that comprise the fabric of the community. The Downtown Columbia Sustainability Program will serve as one of the primary guidance documents for the design, construction, operations and programming of Downtown Columbia. The intent of the Program is to fulfill a vision for a livable, socially, economically and environmentally sustainable urban community. The Program's architecture consists of three main components:

1. Sustainability Framework
2. Implementation Plan
3. Institutional Framework

The Sustainability Framework submitted with this Plan provides the overarching components of the future Sustainability Program. The Implementation Plan describes the process, methods and resources required to meet the goals and targets established as part of the Sustainability Framework. The Institutional Framework provides the structure and mechanisms for the Sustainability Program to continue in perpetuity, including governance, operations and long-term stewardship.

The Sustainability Framework will serve as the preliminary outline for the Downtown Columbia Sustainability Program. The Sustainability Program will strive to set clear, measurable and achievable long term goals for all elements of the community (energy, water, transportation, ecology, livability and materials). Once the goals have been established, the Downtown Columbia Design Guidelines will be reviewed and revised through an integrated team process to articulate sustainability, green building and green neighborhood strategies and approaches that will help achieve the goals. Emphasis will be placed on allowing flexibility to accommodate future technologies as they emerge. Design guidelines will be directly linked to the Sustainability Program to facilitate cross referencing, monitoring and compliance.

The Sustainability Framework is comprised of two interdependent subsections: the Land Framework and the Community Framework. The Land Framework focuses on the physical or built elements of sustainability that are the result of land planning, site design, architecture, construction and management: water, transportation, energy, ecology, materials and livability. Each element includes a statement and description of goals, followed by a presentation of potential avenues for achieving them.

The Community Framework addresses social elements of sustainability: justice, relationships, collaboration, stewardship, vitality and service. While the elements of the Land Framework are discussed at length in the outline, the Community elements must be developed, refined, implemented and managed by the community itself. The final structure of the Community Framework will be determined through an extensive community stakeholder effort.

The application of the Sustainability Framework in the future Sustainability Program will allow for the long-term, ever-evolving realization of a Downtown Columbia that continues to foster the growth of its people, respect the land, promote economic prosperity and celebrate the diversity of all life.

GREEN TECHNOLOGIES

The emerging market for green technologies is driven by the increasing cost of energy and a heightened concern over pollution, especially greenhouse gas emissions and water quality. Improvements that focus on energy and water efficiencies are most commonly evident with the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) standards, which were approved for adoption by Howard County in 2007.

Building/home energy use, along with transportation, are the largest contributors to greenhouse gas emissions, and it is within these systems that the latest green technologies will be applied. Additionally, the USGBC is in the process of developing LEED for Neighborhood Development (LEED ND), which gives credits to projects that are sited as infill, designed to be compact, complete and walkable, have good transit access and incorporate resource conservation and efficiency mechanisms. Downtown Columbia's awareness and application of components of the LEED ND framework will support many of Downtown Columbia's goals for a more livable, complete and environmentally intelligent community in the heart of Columbia.

Outlined below are a series of green building and Sustainability systems and technologies that may be used in Downtown Columbia development. As future technologies and the Downtown Columbia program develop, the County green building guidelines as well as the Downtown Columbia Sustainability Program will be used together to guide final system and programmatic solutions.

ENERGY

Green building standards allow for the application of a range of energy efficiency and production technologies, from low-tech passive solar orientation and the unique design of new buildings to the next generation of solar and wind power generation incorporated into roof and building design. Recent advances in lighting, insulation, water use, heating and cooling have been made that not only reduce energy use and carbon emissions but provide for significant cost savings over the life of the systems.

The influence of trees as a natural energy saver should not be underestimated. In the summer, shade has been shown to lower building energy costs. In significant densities, trees can modify and cool the local area microclimate further reducing the cooling required during peak summer energy usage. The energy reductions from the broad application of these systems within and around new and old buildings in Downtown Columbia can be calculated in estimating the overall reduction of Downtown Columbia's greenhouse gas emissions.

WATER

Much of the Downtown Columbia landscape is impervious, with buildings, roads and parking lots blocking the natural infiltration and cleansing of stormwater through soil and plants. The construction of green roofs, where appropriate, could help address this problem. Flat-roofed buildings existing and

planned within Downtown Columbia lend themselves to green or living-roof technology. This creative alternative to pitch or gravel roofs is attractive due to its multiple benefits.

Green roofs can substantially reduce stormwater runoff through storage, vegetative uptake, evaporation and plant transpiration. Implementing measures that help to improve the water quality of Lake Kittamaqundi and the Little Patuxent River are important aspects of this Plan. By trapping, treating and reusing stormwater closer to its source, green roofs and other bioretention and water storage and treatment technologies would support improved water quality and reduced water usage. Stormwater capture (harvesting) and treatment has gained greater acceptance and the reuse of stormwater for irrigation can provide significant cost savings as well as indirect reductions in energy use and carbon emissions.

Green roofs also have been shown to reduce high ambient air temperatures associated with urban areas (Urban Heat Island) through evaporative cooling; provide insulation resulting in lower energy costs; improve air quality through carbon uptake and oxygen production; and provide habitat for birds and insects. Green roofs are aesthetically pleasing and can be a significant source of interest and pride to those living and working around them.

Other green technology solutions to water quality and quantity problems from roads, sidewalks and parking lots will be introduced with new construction or retrofitted into existing infrastructure. These include vegetated roadside infiltration swales, structured soil tree pits, stormwater planters, pervious paving, forested wetlands and vegetated buffer areas. Appropriately incorporated into the redesign of Downtown Columbia, these green solutions have the potential to significantly address the water related impacts on Lake Kittamaqundi and the Little Patuxent River by mimicking natural soil retention and infiltration processes. The proper recognition of these best management practices (BMPs) within the community through interpretive signage also would foster an education in the environmental ethic in Downtown Columbia and adds to the existing community sense of pride.

TRANSPORTATION

Transportation and the local and regional connectivity of Downtown Columbia is an integral part of the sustainability program. Making Downtown Columbia more efficiently served by mass transit through the use of a downtown shuttle, provision of a site for a new transit hub and establishment of a Transportation Management Association will reduce the negative impact to the natural environment on the area and increase the quality of life for all Columbians.

Sustainable site design to encourage a “park once” goal for those residents and visitors using cars will create a fuller, more vibrant Downtown Columbia. With increased pedestrian activity will come a palpable sense of a town that is alive. Improved pedestrian connections between Downtown Columbia and the nearby villages would reduce vehicular trips and also would reinforce the local economy, significantly reducing the need to leave Columbia for services and entertainment.

GREEN JOBS

When fully realized, the application and concentration of green technologies on such a large scale should generate significant regional if not national interest. This favorable and timely attention could be capitalized upon by marketing to and attracting green businesses. If successful in attracting new jobs for the emerging green economy, Columbia would be able to reinvent and rightfully claim for itself something very few large towns can boast - the renewed realization of a progressive vision in town planning that has been 40 years in the making.

3.2 NATURE | *“Protect the natural resources and natural beauty of downtown’s lake, streams and*

woodlands, forming them into a greenway system." —Downtown Columbia: A Community Vision

STREAM & WETLAND RESTORATION

This Plan strives to enhance the ecological environment by restoring and maintaining the current Symphony Stream and Little Patuxent River riparian corridors. Stream and wetland restoration opportunities have been identified throughout Downtown Columbia as indicated in the Columbia Town Center Merriweather & Crescent Environmental Enhancements Study submitted with this Plan. The environment will be enhanced through corridor management activities such as invasive species management, reforestation and understory plantings. In addition, pedestrian connectivity to nature will be enhanced by creating green fingers that penetrate Downtown Columbia. Green streets that produce an environment that encourages pedestrian use will serve as vital links to Columbia's natural resources.

A stream analysis and assessment of Symphony Stream and its tributaries was performed using the "Rapid Bioassessment Protocols for Use in Streams and Wadeable Rivers" produced by the U.S. Environmental Protection Agency (Barbour et. al, 1999). This assessment examined the stream channel for areas of erosion and degradation, as well as impacts to aquatic habitat within the stream channel.

Areas suitable for stream and wetland restoration were identified through this analysis and opportunities for development consistent with this Plan exist while maintaining and enhancing ecological stability and integrity from a water quality and wetland habitat perspective.

FOREST RESTORATION

A comprehensive forest assessment was recently performed to evaluate the conditions of Downtown Columbia's existing forest resources. The intent of the study was to establish a baseline and identify areas suitable for conservation and enhancement, forest restoration and invasive species management control.

In the assessment, forested areas were ranked based on a host of ecological metrics, including but not limited to species richness, age class, structural diversity, interior habitat quality, disease, proximity to other natural features (streams, wetlands) and presence of non-native invasive species. An inventory of the large trees in Symphony Woods was also performed and areas of healthy significant trees were identified. This inventory will be used to guide planning and development decisions.

The results of the study indicate that Downtown Columbia currently contains some quality forested features. However, many of its ecosystems have been affected by a number of factors including the encroachment of non-native species. A total of 16 invasive non-native species exist within the study area. They include three tree species, four shrub species, five vine species and three herbaceous species. The complete list of all the invasive species can be found in the Columbia Town Center Merriweather & Crescent Environmental Enhancements Study..

Areas suitable for conservation and enhancement, forest restoration and invasive species management control should be identified in connection with future development downtown consistent with this Plan.

WATERSHEDS & STORMWATER MANAGEMENT

In an effort to increase community awareness of water quality issues outside the Downtown Columbia redevelopment area and their impacts to Chesapeake Bay, GGP also performed watershed

assessments for the three sub watersheds of Symphony Stream, Wilde Lake and Lake Kittamaqundi located up stream of the Merriweather & Crescent Environmental Enhancements Study area. The Best Management Practices for Symphony Stream and Lake Kittamaqundi Watersheds assessment consisted of the compilation and analyses of existing information as well as field reconnaissance to identify stormwater retrofit and stream restoration opportunities.

GGP is committed to working with the County and various property owners located upstream from the Downtown Columbia redevelopment area to help coordinate and facilitate the enhancements identified in the Assessment referenced above. In this regard, GGP has participated with Howard County and The Columbia Association in a joint application to The Maryland Department of Natural Resources for Local Implantation grant funding from the Chesapeake and Atlantic Coastal Bays 2010 Trust Fund.

When implemented, upland stormwater retrofits should include structural practices installed in upland areas to capture and treat stormwater runoff at its source before it is delivered to the storm drainage and stream channel systems. Specific types of stormwater treatment options prescribed for the different retrofit locations vary but include bioretention practices, sand filters, swales and forested wetlands. These stormwater retrofits if undertaken will increase stormwater runoff quality and recharge, mitigate localized and downstream channel erosion, protect riparian corridor restoration sites and serve as demonstration and education sites.

This Plan anticipates that the upstream stormwater management retrofits discussed in the Best Management Practices for Symphony Stream and Lake Kittamaqundi Watersheds dated September 2008 (the "Assessment") will be implemented over time. This Plan further recommends that the County consider; (i) recommendations in the Assessment when developing its annual capital budgets and (ii) how the County may incentivize upstream property owners to obtain their consent to, and participation with the County and State in the upstream stormwater management improvements program. With respect to the environmental enhancements in the downtown area that are identified in the Merriweather & Symphony Stream Environmental Enhancements Study, dated September 2008 (the "Report"), this Plan recommends their implementation by respective property owners in accordance with the Report.

3.3 CENTRAL PARK | *"Identify Symphony Woods as Columbia's "Central Park" area, which deserves special design and conservation measures." —Downtown Columbia: A Community Vision*

What was once a healthy forest ecosystem, Symphony Woods unfortunately has been degraded through impacts to soil and plants under the aging tree canopy. Efforts to maintain a lawn below the trees at Symphony Woods have prevented the growth of beneficial native shrubs and herbaceous plants, impaired the growing ability of the soil, and eliminated future generations of trees, all important factors in a healthy, sustainable forest.

Under this Plan, environmentally sensitive areas in Symphony Woods should be restored and enhanced and Symphony Woods should remain a principle amenity space of Downtown Columbia with multiple purposes and functions from natural to cultural. It should become a place for contact with nature where the Symphony Stream and Little Patuxent River riparian ecology extends through low lying areas of Symphony Woods. It also should be a significant community and regional gathering space.

In the future, the Symphony Stream and Little Patuxent River watersheds and stream beds within Symphony Woods should be restored to a condition that will allow them to become rich habitats for

animals, birds and aquatic life. Invasive species should be removed and thick vegetation established in this east-west corridor. This area should store and process runoff as part of a larger rainwater harvesting strategy for Downtown Columbia. This restoration to a more natural condition also should occur in corridors extending northward to filter rainwater runoff from impervious surfaces at higher elevations north of Symphony Woods. These natural areas of Symphony Woods should create an aspect of wildness that will contrast with the community and social spaces in the groves of trees at higher elevations in the park.

In addition to the events at Merriweather Post Pavilion, a rich array of community and social activities can take place in Symphony Woods. The infrastructure at Merriweather Post Pavilion, including restrooms and food concessions, can be designed to open outward supporting other planned and programmed events in Symphony Woods. In the pre-design phase, a detailed program should be developed that defines the range of events that could be accommodated in Symphony Woods. Because of its central location, Symphony Woods should also be designed to enhance important connector functions between other downtown gathering spaces.

3.4 OUTDOOR SPACES | *"Require additional open space and amenity areas so that downtown will retain the character of a "city in a park" with plazas, greens, promenades, paths, public art, natural areas and street trees." —Downtown Columbia: A Community Vision*

Columbia's heritage as a city in a park will be carried forward with a series of outdoor spaces integrated into the fabric of Downtown Columbia. While Symphony Woods and Lake Kittamaqundi are the principal green spaces for Downtown Columbia, new parks or squares will be created as the focus for each neighborhood of the downtown. In addition, smaller parks and plazas will be an integral part of the pedestrian environment.

This Plan proposes a Downtown Columbia consisting of a series of neighborhoods that will be organized around centrally located green spaces or plazas, typically within a five-minute walk of any location in the neighborhood. These outdoor spaces will be defined and framed by buildings and serve as the central gathering space for each neighborhood. The intensity of use will dictate how much green space is to be included. Typical activities in these spaces include informal recreation, lawn games and sunbathing, jogging, dog-walking and other casual activities. Neighborhoods with retail, restaurants and other commercial uses might have plazas as the neighborhood focus in combination with green spaces.

Outdoor spaces, including small plazas and urban parks, will be strategically located at the confluence of pedestrian paths, sightlines and streets. Alternatively, they may be an oasis or refuge along downtown streets. These small urban spaces will be easily accessible at street level and highly visible from adjacent streets and sidewalks. These spaces will be located at logical intervals between the main neighborhood squares and a newly designed Symphony Woods. When combined with street trees along sidewalks, double rows of trees along promenades and green neighborhood squares, Columbia will have a downtown that is truly a city in a garden.

To assure the continued viability of existing open space downtown, this Plan recommends the adoption of legislation creating distinct definitions for the different types of open spaces that either will be preserved or enhanced downtown. Spaces in particular that should be addressed include Symphony Woods, the existing recorded open space at the Lakefront, Merriweather Post Pavilion, and environmentally sensitive areas. Limited enhancements that are consistent with this Plan and consistent with the space's functionality should be permitted. However, the character of these

existing open spaces should be retained with the one exception discussed below.

With respect to the recorded open space within the Merriweather Neighborhood known as Symphony Woods, implementing legislation should require that new parkland or environmentally enhanced open space be provided to replace any recorded open space that is disturbed to accommodate development of significant facilities. Improvements such as playgrounds, walks, gardens, and fountains and minimal structures such as gazebos, pavilions, cafes, outdoor stages and kiosks will not require replacement space to be provided. However, the construction of more significant facilities or structures within Symphony Woods will require the disturbed area to be replaced.

This Plan intends that open space shown on a Final Development Plan recorded under the existing NT District continues to count toward the overall Columbia open space requirements, thus the obligation to retain its character. This Plan also intends that environmentally sensitive areas located within the Crescent Neighborhood be protected and recorded as open space under the existing NT Regulations. Finally, if development occurs within Symphony Woods that requires replacement of existing Symphony Woods parkland, the adequacy of the replacement space will be determined under the legislation regulating revitalization in Downtown Columbia as discussed above.

4. BALANCING AND PHASING GROWTH

"The development of Downtown Columbia will be served by public facilities provided in a timely manner.

4.1 GENERAL PLAN | *"Recognize and implement the General Plan 2000 policy to direct growth into downtown as the largest of the County's mixed-use centers." —Downtown Columbia: A Community Vision*

General Plan 2000 addresses Downtown Columbia under Policy 5.5: Encourage Downtown Columbia's continuing evolution and growth as the County's urban center. This Plan builds on and reinforces this policy as discussed in detail in the following sections. The successful evolution and growth of Downtown Columbia as recommended in *Downtown Columbia: A Community Vision* and *General Plan 2000* will depend on not only the addition of jobs and housing, but on the provision of a variety of high quality amenities and services that will attract new businesses, employees and homeowners to live, work and invest in downtown. To provide the enhancements, amenities and services recommended by this Plan through predominantly private investment, a small portion of the public infrastructure (chiefly, the public parking garages) must be financed through tax increment financing (TIF) or other alternative financing mechanisms. Without TIF, the level of privately financed amenities and improvements recommended by this Plan cannot be achieved. The TIF component of this Plan is discussed further in Section 4.2.

More Downtown Columbia Residential Units *"Increase the number of housing units and people living in Town Center to maintain activity and support restaurants, shops and entertainment uses after normal office hours. Consider, in particular, the potential to address the growing market for active senior citizens."*
—General Plan 2000

This Plan recognizes the need for additional housing in Downtown Columbia and recommends

development of 5,500 additional units. This additional housing will be fundamental to the economic future of Columbia. The additional people living downtown will also be needed to provide an active pedestrian environment after normal office hours as well as customers for shops, restaurants and other entertainment uses. Additional housing will also help populate the streets downtown, enhancing the safety of residents, workers and visitors.

Development of additional housing units in downtown must provide increased housing opportunities for residents at different income levels and should provide a range of housing choices. Housing types could include among other possibilities, high and mid-rise multifamily; mixed-use high rise multifamily located above retail or office uses; loft-style housing located above retail or office space; single family attached housing; live-work housing with office or retail uses within a single housing unit; student housing; and mixed-income housing.

This Plan also recommends development of 640 additional hotel rooms in Downtown Columbia. With the recommended increases in commercial and residential uses, additional hotel resources will be necessary to serve the present and future needs of the community. The addition of a convention/conference center and exhibit space also will add to the demand for quality hospitality accommodations and services. Depending on market conditions, a variety of hotel product types could be desirable and should be permitted. Hotel uses should be available to serve all of the needs of Downtown Columbia's residents, businesses and visitors.

Redevelopment of Older Properties *"Encourage the selective redevelopment of obsolete or underused properties for additional office, housing, retail, entertainment and cultural uses. Encourage property owners to seek vertical mixed uses, including residential, for Lakefront redevelopments as well as for currently undeveloped infill sites." —General Plan 2000*

This Plan recommends the redevelopment of older and obsolete properties to achieve the vision expressed in *Downtown Columbia: A Community Vision*. Many of downtown's older office buildings were built 20 or more years ago. In many instances, the existing floor plates and mechanical systems of these buildings restrict marketing opportunities and the ability to attract Class A tenants. Furthermore, when these older buildings were constructed, the desirability of providing multiple vehicle and pedestrian links through Downtown Columbia was not fully recognized. This Plan, therefore, recommends the redevelopment of certain properties as necessary to implement the Downtown Columbia vision, including the vehicle and pedestrian connections recommended in this Plan.

To implement the *General Plan 2000* recommendation for the continued evolution and growth of Downtown Columbia as the county's urban center, this Plan further recommends development of approximately one million two hundred fifty thousand square feet of additional retail uses over the current approved Final Development Plans, and four million three hundred thousand square feet of additional office use.

Improve Pedestrian Connections *"Design new development and redevelopment to strengthen the connections between the Lakefront, The Mall and Town Center housing. Relieve traffic congestion without degrading pedestrian use or further dividing Town Center into isolated pockets. Replace the asphalt walkway around the outer perimeter of The Mall, Little Patuxent Parkway and Governor Warfield Parkway with a concrete sidewalk to improve pedestrian convenience and safety and to enhance the urban downtown 'look.' Use a joint public-private effort to replace this walkway." —General Plan 2000*

This Plan includes enhancements to the existing pedestrian circulation system, both in Downtown Columbia and to adjacent activity centers, such as Howard Community College. The pedestrian connections plans show potential connections and additional pathways that could be implemented as part of the redevelopment of Downtown Columbia. The exact location and nature of these pedestrian improvements must be shown on the Final Development Plan, which is required to be consistent with this Plan.

As *General Plan 2000* recognizes, further isolation of any portion of the downtown is to be avoided. This Plan forwards this policy by requiring enhanced pedestrian connections and a contribution toward the capital costs of funding a Downtown Columbia circulator shuttle at an appropriate time in the redevelopment. In general, pedestrian enhancements must be constructed as development occurs within each neighborhood of Downtown Columbia. Specific staging of pedestrian improvements and the Downtown Columbia Circulator Shuttle are discussed in the phasing recommendations in Section 4.2 of this Plan.

Transit Integration "*Improve the bus transfer point at the mall to complement The Mall's design and to better serve transit patrons." —General Plan 2000*

This Plan recommends the Transit Center to be relocated to an appropriate location downtown that is within comfortable, walking distance to public spaces, employment and housing uses. The timing for the relocation and enhancement of the bus transfer point is set forth in the staging recommendations included with this Plan in Section 4.2.

Open Space *"Enhance Town Center's open space, such as the edges of Lake Kittamaqundi and Symphony Woods, to promote enjoyment by the growing numbers of Town Center residents and visitors. Work with Howard Research and Development Corporation, Columbia Association and the Town Center Village Board to continue the lakeside path either as a full loop around the lake or through bridge connections to the island in the lake." ---- General Plan 2000*

In order to support the additional residential and commercial possibilities recommended by this Plan, it will be necessary to enhance existing open spaces. The creation of additional open space and the implementation of improvements to the Downtown Columbia environment in the form of natural and man-made amenity areas will be important to the creation of a sustainable downtown and are discussed previously in this Plan.

Enhancing existing open space areas is also recommended to increase the level of amenity provided and to encourage regular use by residents, workers and visitors. The introduction of arts, cultural and community uses in certain areas would further this goal and could be achieved with positive environmental results. Arts, cultural and community uses could include such things as a new library, museums, a children's theater, galleries, sculpture gardens and a public square for assembly and the exercise of free speech. Where appropriate, development may also include related infrastructure intended primarily to serve these designated uses including pedestrian and bicycle paths, parking, road connections, utilities, and storm drainage and stormwater management facilities.

This Plan recommends that each downtown neighborhood be provided with a significant amenity space to serve as a community gathering place or neighborhood square. Each neighborhood square shall contain not less than 25,000 square feet and should be compatible with existing and planned adjacent uses and improvements. One of these neighborhood squares should be deeded to Howard County for public land. These gathering spaces could include plazas, parks, promenades, greens, gardens, arts, cultural and community uses or other public spaces. With respect to the Merriweather

neighborhood, this recommendation may be satisfied by enhancing areas designated as open space on a previously approved Final Development Plan. This Plan also recommends incorporating additional amenity space where appropriate, including pedestrian and bicycle circulation systems, enhanced streetscapes and revitalizing environmentally sensitive areas as discussed elsewhere in this document. This Plan specifically recommends continuing the path around Lake Kittamaqundi to provide a complete loop around the lake.

Cultural Center *"Encourage efforts to develop Town Center as an art, cultural and civic center (including indoor facilities and outdoor/open space activities) in addition to its function as an employment and retail focal point." —General Plan 2000*

By encouraging efforts to develop Downtown Columbia as an art, cultural and civic center, this Plan recognizes and celebrates the power of art and culture to regenerate our communities by renewing the human spirit through continuing exploration of great ideas.

The cultural vision for Downtown Columbia will be unique to Columbia. Inclusion of cultural amenities in Downtown Columbia will be based in significant part on input received from the community. In this respect, this Plan recognizes the critical importance of having community members participate in forging Downtown Columbia's cultural and civic identity. The cultural infrastructure to be developed from the vision that emerges from this dialogue should fit comfortably within the environment of which it is to become a part. The potential for bundling cultural infrastructure in a central location that enhances the connection between various uses in Downtown Columbia, including retail, residential and civic uses, should continue to be explored. The cultural infrastructure of Downtown Columbia also must further the intent of this Plan to create a self-sustaining and walkable environment.

To this end, this Plan recommends the formation of the Downtown Columbia Partnership to work with GGP's cultural consultant in guiding the development of the Cultural Master Plan for Downtown Columbia. The strong tradition of performing arts in Columbia and its continuation and potential expansion to include the literary and visual arts should be a part of this dialogue. Other factors to be taken into consideration include the potential roles that Merriweather Post Pavilion, the Howard County Central Library, Howard Community College, other existing performing arts facilities and existing and new public spaces could play in creating a 21st century cultural and civic identity for the downtown.

Infrastructure "*Encourage the Columbia Association, Howard Research and Development Corporation, and other private property owners in Town Center to adhere to high maintenance standards for streets, medians, pedestrian ways, landscaped areas and street furniture. Encourage them to develop a program of well-designed directional signage to aid orientation to Town Center sites, facilities, amenities and activities." —General Plan 2000*

In order to create the sustainable environment needed to support the new Downtown Columbia, existing and future public spaces and amenities must be maintained to the highest standards. The standard of maintenance for open spaces, plazas, gardens, medians, pedestrian and bicycle systems and street furniture reflect the values of the community and therefore must be scrupulously maintained. As discussed elsewhere in this Plan, the potential creation of a Downtown Columbia Partnership among private landowners, the County, Columbia Association and other community entities should be considered as a means of assuring that the desired level of maintenance is achieved.

This Plan also recommends a comprehensive signage plan be developed for Downtown Columbia

and recommends that the Access Committee of the County's Commission on Disability Issues be consulted in the development of this Plan. Clear signage will help orient residents, workers and visitors. Signage also can reflect the character of individual neighborhood within downtown, thus helping to establish local identity.

Symphony Woods "*Encourage measures that enhance Symphony Woods as an attractive, inviting open space in which families and individuals could enjoy natural beauty within the urban setting." — General Plan 2000*

As discussed above, this Plan recommends selective development of arts, cultural and community uses within Symphony Woods to provide an anchor and destination at the southern end of the new landscaped promenade that will extend into Symphony Overlook and to The Mall. Symphony Stream and Little Patuxent watersheds and stream beds will be restored to a condition that will allow them to become rich habitats for animals, birds and aquatic life. Invasive species will be removed and thick vegetation established in this east-west corridor. This restoration to a more natural condition also will occur in corridors extending northward to higher elevations north of Symphony Woods. The introduction of nature trails and pedestrian pathways through the area could allow additional use and enjoyment by the community.

Development within Symphony Woods will require Columbia Association participation. As discussed above, this Plan recommends the creation of a cultural district in the Merriweather Neighborhood. Creation of a cultural district in the Merriweather Neighborhood including pedestrian and multi model linkages to the Lakefront and Symphony Overlook neighborhoods would complement the renovation of Merriweather Post Pavilion, activate and enhance Symphony Woods and create a cultural destination by bundling different cultural opportunities for residents and visitors. However, the Merriweather Neighborhood is not the only potential location for additional cultural amenities Downtown. This Plan recognizes that selective development of arts, cultural and community uses might also occur at other locations, including near or at the Lakefront Core. The addition of cultural uses or amenities near the Lake could increase activity and use of the Lakefront open space that already exists and could (with the Lake) form an anchor for the Lakefront Connection depicted on the Primary Amenity Space Framework Diagram (Exhibit G). Such development would also be consistent with and would further the objectives of this Plan.

Pedestrian improvements to Little Patuxent Parkway between Broken Land Parkway and South Entrance Drive are recommended to enhance the pedestrian experience and pedestrian safety. Installation of a pedestrian crossing signal at these locations might also be desirable. These pedestrian improvements will improve access to and encourage further use of Symphony Woods.

4.2 PHASING | *"Establish targets for commercial and housing development for a balance of land uses and public services. This ensures that development does not place undue burdens on existing residents, infrastructure or service providers." —Downtown Columbia: A Community Vision*

OVERVIEW

This Plan at the end of this chapter recommends that the redevelopment of Downtown Columbia occur in three phases over an approximately thirty year period. The recommended phasing guidelines are based on currently anticipated absorption rates for the recommended land uses. Changing market conditions could result in actual absorption rates that differ from what is recommended in this Plan, and should be anticipated to some extent given the thirty-year estimated schedule for completion of the downtown.

To create the special place downtown recommended by *Downtown Columbia: A Community* Vision, it will be necessary to assure an ongoing balance of uses downtown and the timely provision of new amenities and required infrastructure. Accordingly, legislation should be adopted that requires adherence to the Community Enhancements, Programs and Public Amenities (CEPPAs) and the flexibility provisions of this Plan. The legislation should also provide that before land disturbance activities associated with any subsequent phase can begin that: (i) the Community Enhancements, Programs and Public Amenities identified in the Downtown CEPPA Implementation Chart tables in this section 4.2, must be provided for the current phase in accordance with the phasing or the CEPPA flexibility established by this Plan, and (ii) site development plans for at least the minimum levels of development for each of the land use types designated in the Downtown Revitalization Phasing Plan for each phase must have been approved. In addition, the requirements of the Adequate Public Facilities Act must be met for each individual development project, regardless of which phase the project is in.

If a specific Community Enhancements, Programs or Public Amenity (CEPPAs) identified in the Downtown CEPPA Implementation Chart cannot be provided because: (i) the consent of the owner of the land on which the CEPPA is to be located cannot reasonably be obtained; (ii) all necessary permits or approvals cannot be obtained from applicable governmental authorities; or (iii) other factors exist that are beyond the reasonable control of the petitioner, then flexibility shall be granted to either: (i) require the petitioner to post security with the County in an amount sufficient to cover the cost of the CEPPA; (ii) approve alternate phasing for the CEPPA; (iii) identify an alternative comparable Community Amenity and appropriate phasing for its implementation; or (iv) take other appropriate action consistent with the implementation of this Plan and the realization of the vision expressed herein.

Additionally, because development phasing is inextricably linked to market forces and third party approvals, it will be important for the ZRA to provide sufficient flexibility to consider a Final Development Plan which takes advantage of major or unique employment, economic development or evolving land use concepts or opportunities, and to consider a Final Development Plan that adjusts the location, timing or schedule of CEPPAs and / or the residential and commercial phasing balance to take advantage of these opportunities.

INFRASTRUCTURE

This Plan recommends that private developers not current residents be responsible for the cost to design, permit and construct, in addition to their own buildings and facilities, all necessary County roads, intersections and sidewalks, including upgrades to existing roads in accordance with the Adequate Public Facilities Act and new non-program sized sewer and water lines within Downtown Columbia. Water and sewer system improvements should continue to be funded by user revenues paid to the Water and Sewer Enterprise Fund.

RELATIONSHIP TO TAX INCREMENT FINANCING

Downtown Columbia: A Community Vision provides the framework for creating what Downtown Columbia can and should become. It describes a vision characterized by amenities, community enhancements, pedestrian and transit improvements, arts and cultural facilities and a full spectrum of housing options. It is a vision that can be financed through: (i) private development of the commercial, residential, entertainment and retail uses that form a part of the vision and (ii) a portion of the incremental taxes generated by the new development.

As referenced elsewhere in this Plan, tax increment financing (TIF) is needed to facilitate the timely construction of public infrastructure and to offset a portion of its costs. TIF financing is a tool used by

local jurisdictions that allows public improvements to be funded through the sale of bonds that are then repaid from a portion of the new real property taxes imposed on the properties that are beneficiaries of the new infrastructure. It is a mechanism designed to stimulate redevelopment while protecting the existing tax base.

THE DOWNTOWN COLUMBIA TIF

Following the submission of an application by the property owner to the County, the County Council must adopt a resolution which defines the geographic boundaries of the TIF District. The assessed values of all of the properties included within the TIF District for the taxable year preceding the date of adoption of the resolution will constitute a baseline value for County real property taxes. Then, as each property included within the TIF District is redeveloped, it will be reassessed by the Department of Assessments and Taxation to reflect the increase in property value associated with the improvements. These increased property values will then result in the collection of a greater amount of real property taxes by the County. A portion of the incremental tax revenue increase (i.e., the amount of property tax that is greater than the baseline property tax generated before the redevelopment occurred) will then be used to pay off revenue bonds (TIF Bonds) issued by the County, the proceeds of which are used to construct the public infrastructure.

Tax increment financing is required to enable the private construction of the Community Enhancements, Programs and Public Amenities (CEPPAs). Therefore the ability to proceed with implementation of the Downtown Columbia redevelopment program and CEPPAs under this Plan is dependent on County Council adoption of the TIF resolution and sale of the necessary revenue bonds to pay for construction of public improvements.

ADVANTAGES OF TIF

A major advantage to the Downtown Columbia from TIF financing is that specified public infrastructure will be funded up-front, constructed in a timely manner and paid for with a portion of the new taxes generated by redevelopment within Downtown Columbia. Existing taxes and public dollars are not diverted from other public investment and are not used to fund the TIF.

Another advantage to the Downtown Columbia from TIF financing is that only a portion of the new taxes generated by the redevelopment will be used to pay for the TIF. The remainder of the new tax dollars generated by redevelopment in Downtown Columbia will be added to the County’s General Fund. It is also important to recognize that the Downtown Columbia TIF can only be used to fund public infrastructure. The TIF cannot be used to pay for private development.

In the redevelopment of Downtown Columbia, it is anticipated that the TIF will be used to fund the construction of public parking garages. The use of structured parking is required to support the more compact, vertical development scheme of Downtown Columbia. The goal of this development effort is to provide a “park-once” approach, whereby visitors to Downtown Columbia will park upon arrival in centrally located parking structures and walk or take public transit to the retail and commercial developments, as well as parks and recreational facilities being provided throughout the area. The parking structures will replace the large, open, surface parking lots that exist today, making room for more compact, higher density development. Issuance of bond tranches and disbursement of bond funding must occur as needed to complete the public parking garage improvements required for the approval and occupancy of the nonresidential development density recommended by this Plan. Delay or failure to sell the revenue bonds or to disburse the proceeds of the bond sale(s) will result in corresponding delay or failure to commence or complete the redevelopment program, including the provision of the CEPPAs.

To the extent that TIF financing is not available to fully-fund the components of the public infrastructure contemplated herein, other sources of public financing may be available. As a general principal, the County could decide to fund the public improvements out of its general obligation (GO) bonding capacity. A second potential source of financing which may be available for revenue generating amenities, potentially including the parking structures (if operated as revenue generating parking facilities), as well as the Merriweather Post Pavilion and certain of the other cultural enhancements, is to use the Howard County Revenue Authority's bonding capacity to issue special revenue bonds to fund the construction of the public improvements. In order to utilize this type of financing, the improvements would have to be owned by the Revenue Authority or a Section 501(c)(3) nonprofit organization, and a parking fee imposed. However, it should be noted that at least initially parking is anticipated to be free in Downtown Columbia (with the potential exception of on-street metered parking which may be necessary to assure parking turnover and convenient short-term parking space availability). Until such time as paid parking is a viable option in downtown, financing options for the parking garages are somewhat limited.

Perhaps the biggest advantage of the Downtown Columbia TIF is that it maximizes the amount of private investment that can be financed through traditional sources to pay for the Community Enhancements, Programs and Public Amenities recommended by this Plan, as well as other public infrastructure for Downtown Columbia which is not financed through the TIF Bonds. The total infrastructure investment to be funded by the TIF is estimated to represent approximately 12 to 15 percent of the total private investments to be funded by various sources, driven and supported by market conditions, in the long-term redevelopment and revitalization of Downtown Columbia.

GEOGRAPHIC PHASING RELATIONSHIPS

This Plan recognizes that phasing can be related to both development levels and location. Although General Growth Properties controls a significant portion of the land in Downtown Columbia, there are a number of third party land owners. General Growth and its affiliates own about 240 acres. Third parties own the remainder, including the Columbia Association property at Symphony Woods and the Lakefront. In addition, the major department stores at the Mall in Columbia have certain contractual rights that could affect the timing of redevelopment activities on property located within the mall ring road. This could have implications on the timing of redevelopment within Downtown Columbia.

To avoid potential geographic implementation problems associated with third party ownership or control, this Plan focuses instead on providing detailed guidance for each neighborhood to assure that each is developed in accordance with the comprehensive vision expressed for Downtown Columbia. The specific recommendations detailed elsewhere in this Plan for each neighborhood address important issues, such as development levels, maximum building heights, environmental responsibility, affordable housing, amenity spaces and arts, cultural and community uses. These recommendations will apply to new development, regardless of when or in what sequence the development occurs.

A key factor in evaluating any proposal for development or redevelopment downtown will be the ability of each project to fit within and help complete the Vision expressed in this Plan. It is therefore recommended that legislation allowing for the implementation of this Vision expressly require consistency with this Plan, including the Downtown CEPPA Implementation Chart or the CEPPA flexibility provisions discussed herein. The implementing legislation should also require an express determination that the amenity spaces, environmental enhancements and transportation infrastructure identified in this Plan are being provided in consistency with the Downtown CEPPA Implementation Chart or CEPPA flexibility provisions.

Moreover, to assure each development and redevelopment project fits within the comprehensive Vision for downtown and is coordinated among other projects located within the same neighborhood; this Plan recommends that as a part of each Final Development Plan petition filed for Downtown Revitalization, a Neighborhood Concept Plan be included. The Neighborhood Concept Plan must show how the proposed development is consistent with the overall plan for the neighborhood as described in the Design Guidelines adopted by the County Council and as depicted on the Street and Block Plan (Exhibit C), Maximum Building Height Plan (Exhibit F), Primary Amenity Space Framework Diagram (Exhibit G), Street Framework Diagram (Exhibit H), and Downtown Open Space Preservation Plan (Exhibit K). Any alternative must provide a clear rationale specifying why any proposed departure from the overall plan is necessary and will not compromise the overall Vision expressed in this Plan. In no event shall maximum building height for Downtown Revitalization exceed 20 stories. It is envisioned that the first Final Development Plan filed within each neighborhood will establish the neighborhood concept (which must be consistent with the Design Guidelines and various framework plans identified above). Each subsequent petitioner must either conform its proposed development to the approved Neighborhood Concept Plan or provide a clear rationale specifying why any proposed departure from the approved Neighborhood Concept Plan is necessary and will not compromise the overall Vision expressed in this Plan.

COMMUNITY ENHANCEMENTS, PROGRAMS AND PUBLIC AMENITIES (CEPPAS)
Of paramount importance to the neighborhood-by-neighborhood development approach and the success of Downtown Columbia, is the timely provision of Community Enhancements, Programs and Public Amenities to be implemented in phases consistent with the new commercial and residential development activity. The timely implementation of these features and their initiation will assure the creation of a culturally and environmentally enriched downtown.

This Plan requires that GGP or other developers provide these CEPPAs in phases and on a schedule corresponding to the implementation of new development as outlined in the Downtown Implementation CEPPA Chart and CEPPA flexibility provisions included in this Plan. However in no case shall the developer's obligation to provide these CEPPAs be triggered by development or construction of: (i) amenity spaces or, ii) any commercial building or buildings which in aggregate contain(s) less then 100,000 new square feet of net floor area.

Construction of the CEPPAs is dependent on the issuance by applicable governmental authorities of all necessary permits and approvals, obtaining all necessary rights of way and consents from third party property owners and authorization of the tax increment financing plan. Alternatively, and as previously recommended, if a specific Community Enhancement, Program or Public Amenity (CEPPA) identified in the Downtown CEPPA Implementation Chart cannot be provided because: (i) the consent of the owner of the land on which the CEPPA is to be located cannot reasonably be obtained; (ii) all necessary permits or approvals cannot be obtained from applicable governmental authorities; or (iii) other factors exist that are beyond the reasonable control of the petitioner, flexibility shall be granted to either; (i) require the petitioner to post security with the County in an amount sufficient to cover the cost of the CEPPA; (ii) approve alternate phasing for the CEPPA; (iii) identify an alternative comparable Community Amenity and appropriate phasing for its implementation; or (iv) take other appropriate action consistent with the implementation of this Plan and the realization of the vision expressed herein.

Additionally, because development phasing is inextricably linked to market forces and third party approvals, it will be important for the Zoning Regulation Amendment to provide sufficient flexibility to consider a Final Development Plan which takes advantage of major or unique employment, economic development or evolving land use concepts or opportunities, and to consider a Final Development

Plan that adjusts the location, timing or schedule of CEPPAs and/or the residential and commercial phasing balance to take advantage of these opportunities.

Each of the timeframes identified for implementation of the Community Enhancements, Programs and Public Amenities both in this text and the Downtown CEPPA Implementation Chart shall be tolled and shall not run in the event any appeal or other judicial proceeding is initiated challenging the legality of: (i) this Plan; (ii) any implementing zoning regulation amendment or other legislation; (iii) any legislation or Resolution of the County Council or Maryland General Assembly authorizing, adopting or funding tax increment financing or other financing for the Downtown Columbia; (iv) any Final Development Plan or Site Development Plan proposing development in Downtown Columbia; or (v) any land development, building or occupancy permit issued for development in Downtown Columbia. The timeframes for implementing the Community Enhancements, Programs and Public Amenities shall not recommence until a final Order is issued upholding the legality of the subject matter of the appeal or judicial proceeding.

DOWNTOWN REVITALIZATION PHASING PLAN

Development should not be allowed to proceed to a subsequent phase unless (i) the CEPPA requirements identified for preceding phase(s) have been satisfied either in accordance with the Downtown CEPPA Implementation Chart or the CEPPA flexibility provisions, and; (ii) Site Development Plans have been approved for at least the minimum levels of development identified above for retail, office, residential and hotel uses for the preceding phase.

DOWNTOWN REVITALIZATION PHASING PLAN															
PHASE I						**PHASE II**						**PHASE III**			**TOTAL**
	Use Type	Min		Max			Use Type	Min		Max			Use Type	Up To		
		Units	SF	Units	SF			Units	SF	Units	SF			Units	SF	
	Retail		193,270		676,446		Retail		129,270		573,554		Retail		927,459	1,250,000
	Office		432,569		1,513,991		Office		787,536		2,756,375		Office		3,079,896	4,300,000
	Residential	656	787,200	2,296	2,755,200		Residential	786	943,200	3,204	3,844,800		Residential	4,058	4,869,600	5,500
	Hotel	100	107,300	350	375,550		Hotel	100	107,300	290	311,170		Hotel	440	472,120	640
	Total SF		1,520,339		5,321,187		Total GFA		1,967,306		7,485,899		Total GFA		9,349,075	12,836,720

DOWNTOWN COMMUNITY ENHANCEMENTS, PROGRAMS AND PUBLIC AMENITIES (CEPPAs) IMPLEMENTATION CHART[1]

The Downtown CEPPA Implementation Chart identifies the timing and GGP's responsibility for implementing various specific Community Enhancements, Programs and Public Amenities. The timing and implementation of other amenities discussed in this Plan or shown in concept on the exhibits to this Plan will be governed by the zoning regulation amendment recommended by this Plan.

If a specific Community Enhancement, Program or Public Amenity identified in the Downtown CEPPA Implementation Chart cannot be provided because: (i) the consent of the owner of the land on which the CEPPA is to be located cannot reasonably be obtained; (ii) all necessary permits or approvals cannot be obtained from applicable governmental authorities; or (iii) other factors exist that are beyond the reasonable control of the petitioner, then flexibility shall be granted to either: (i) require the petitioner to post security with the County in an amount sufficient to cover the cost of the CEPPA; (ii) approve alternate phasing for the CEPPA; (iii) identify an alternative comparable Community Amenity and appropriate phasing for its implementation; or (iv) take other appropriate action consistent with the implementation of this Plan and the realization of the vision expressed herein.

Additionally, because development phasing is inextricably linked to market forces and third party approvals, it will be important for the ZRA to provide sufficient flexibility to consider a Final Development Plan which takes advantage of major or unique employment, economic development or evolving land use concepts or opportunities, and to consider a Final Development Plan amendment that adjusts the location, timing or schedule of CEPPAs and/or the residential and commercial phasing balance to take advantage of these opportunities.

	ENVIRONMENTAL ASSESSMENT AND SUSTAINABILITY PROGRAM
1.	GGP completed at its expense an environmental assessment of the three sub-watersheds of Symphony Stream, Wilde Lake and Lake Kittamaqundi located upstream of the Merriweather & Crescent Environmental Enhancements Study area. GGP participated with Howard County and The Columbia Association in a joint application to the Maryland Department of Natural Resources for Local implementation grant funding from the Chesapeake and Atlantic Coastal Bays 2010 Trust Fund.
2.	Within 60 days after approval of the GPA, ZRA and APF revision, GGP will commission at GGP's expense the Downtown Columbia Sustainability Program which will be completed prior to submission of the first Final Development Plan. The Program will be developed around the Sustainability Framework document. The Program will include green building and green neighborhood design guidelines as further outlined in section 3.1 of this Plan.

[1] Completion of all CEPPAs is subject to satisfaction of applicable contingencies. Additionally, implementation of all CEPPAs is contingent upon the adoption/approval of and the exhaustion of all appeals and appeal periods to the General Plan Amendment, Zoning Regulation Amendment, Adequate Public Facilities Act, applicable FDP and SDP, and any applicable building permits.

	WITHIN 60 DAYS AFTER SUBMISSION OF THE FIRST FINAL DEVELOPMENT PLAN
3.	GGP will commission at GGP's expense feasibility stud(ies) for the new Downtown Columbia Route 29 interchange, the Broken Land Parkway / Route 29 north/south collector road connection as well as the new Downtown Columbia transit hub and Downtown Circulator Shuttle.
4.	GGP will commission at GGP's expense a study on a connection over Rt. 29 connecting Downtown Columbia to Oakland Mills, including short and long-term potential bicycle and transit improvements, and will suggest funding mechanism(s) for its implementation.

	WITHIN 6 MONTHS AFTER APPROVAL OF THE FIRST FINAL DEVELOPMENT PLAN
5.	GGP will establish the Downtown Columbia Transportation Management Association. The Downtown Columbia Transportation Management Association's (DTCTMA) role in promoting Downtown Columbia transportation initiatives is outlined in Section 2.4 of this Plan. GGP will provide its initial operating funding until sufficient developer contributions are available to operate the Association.

	PRIOR TO ISSUANCE OF FIRST BUILDING PERMIT
6.	GGP will establish the Downtown Columbia Partnership (DCP) to promote economic development in Downtown Columbia, market and promote the downtown area and businesses, promote public safety; educate and provide security patrols; provide outreach to at-risk populations; implement downtown beautification and maintenance projects, cultural arts programs, sustainability programs; and to coordinate the programming of public spaces in Downtown Columbia. GGP will provide its initial operating funding until sufficient developer contributions are available to operate the Association.
7.	GGP will work with the County to identify a suitable location for a new Howard County Fire Station site if it is determined by the County that a new site is needed, and will also work with the County to identify a location for a new Howard County police substation.
8.	In connection with the first Final Development Plan under this Plan, GGP will prepare and gain County approval of a Comprehensive Sign Plan to include Downtown Columbia gateway, building identification, vehicular and pedestrian directional and commercial signage criteria in Downtown Columbia.

	PRIOR TO ISSUANCE OF A BUILDING PERMIT FOR THE 500,000th SF OF DEVELOPMENT
9.	GGP will complete: (i) the pathway from the Route 29 pedestrian bridge to Oakland Mills Village Center and Blandair Park Pedestrian and Bikeway Improvements inclusive of a renovation to the pedestrian bridge over Rt.29 with a maximum GGP contribution of $500,000 towards the bridge renovation; (ii) the pathway from the Route 29 pedestrian bridge to the Crescent and Merriweather Pedestrian and Bikeway Improvements; and (iii) the Crescent and Merriweather to Howard Community College Pedestrian and Bikeway Improvements. Development of appropriate maintenance standards and responsibilities for a heightened level of design is also recommended. When GGP submits the first Site Development Plan under this Plan, GGP will also submit a Site Development Plan for the pathway improvements.

	PRIOR TO ISSUANCE OF A BUILDING PERMIT FOR THE 1,300,000th SF OF DEVELOPMENT
10.	In cooperation with Howard Transit identify and provide a location for the Downtown Columbia Transit Center. GGP will provide land at no cost to the County through either a long term ground lease or fee transfer with the right of relocation as development proceeds through its phasing to allow for a future transit center to be integrated into a mixed use facility.
11.	GGP will fund and or complete restoration work on its property (see Exhibit "B" Land Ownership Plan), as identified in the Merriweather & Crescent Environmental Enhancement Study submitted with this Plan. The work will be initiated within 12 months after approval of the first non-appealable building permit under this Plan. When GGP submits the first Site Development Plan under this Plan, GGP will also submit a phasing schedule for implementation of the restoration work on GGP's property and a landscape plan for the first phase of the work. This CEPPA No. 11 is designed to exceed Howard County Forest Conservation requirements (see Section 4.1 of the Columbia Town Center Merriweather & Crescent Environmental Enhancements Study).
12.	GGP will complete Phase I redevelopment of Merriweather Post Pavilion as generally outlined and recommended in the Citizen Advisory Panel report. This work will be initiated within 6 months after the approval of the first building permit under this Plan, and agreements between the Columbia Association and the owner of Merriweather Post Pavilion, on plan modifications, easements, minor property line adjustments if necessary and other potential approvals to accommodate the future renovation plans.

	PRIOR TO ISSUANCE OF A BUILDING PERMIT FOR THE 2,600,000th SF OF DEVELOPMENT

13.	GGP will construct the Wilde Lake to Downtown Columbia Pedestrian and Bikeway Improvements. GGP will partner with Howard County, the Columbia Association and the owners of the Wilde Lake Village Center in this effort.
14.	GGP will construct the Lakefront Terrace (steps to the lake).
15.	GGP will complete Phase II redevelopment of Merriweather Post Pavilion as generally outlined and recommended in the Citizen Advisory Panel report. This work will be initiated within 6 months after the approval of the first building permit under this Plan, and mutual agreement between the Columbia Association and the owner of Merriweather Post Pavilion, on plan modifications, easements, minor property line adjustments if necessary and other potential approvals to accommodate the future renovation plans.

	PRIOR TO ISSUANCE OF A BUILDING PERMIT FOR THE 3,900,000th SF OF DEVELOPMENT[1]
16.	GGP will complete Phase III redevelopment of Merriweather Post Pavilion as generally outlined and recommended in the Citizen Advisory Panel report. This work will be initiated within 6 months after the approval of the first building permit under this Plan, and mutual agreement between the Columbia Association and the owner of Merriweather Post Pavilion, on plan modifications, easements, minor property line adjustments if necessary and other potential approvals to accommodate the future renovation plans.
17.	At least one Downtown Community Common as defined in of the Zoning Regulation Amendment shall be deeded to Howard County for Public Land.

	ADDITIONAL CEPPA CONTRIBUTIONS AND DEVELOPMENT REQUIREMENTS
18.	GGP shall establish a mechanism for meeting the mixed-income housing objectives of this Plan, including establishment of the Downtown Columbia Community Housing Foundation (DCCHF) within 3 months after approval of the first Final Development Plan under this Plan. As discussed in Section 1.5 of this Plan, the mechanism for imposing and collecting an affordable housing fee in connection with the issuance of each building permit for a building containing residential units should be calculated prior to the issuance of the first building permit for a building containing residential units. GGP will contribute $5M under this Plan to the DCCHF: 1) $3M upon approval of the first residential building permit approved for redevelopment in Downtown Columbia; 2) $1M upon approval of the building permit for the 200th new residential unit, and 3) $1M upon approval of the building permit for the 400th new residential unit. Each developer will provide a contribution of $4,000 per Dwelling Unit to the DCCHF to be imposed prior to issuance of any building permit for a building containing dwelling units. GGP or other developers shall provide to the DCCHF a per-square-foot charge in the amount of five cents ($.05) per-square-foot of Gross Leasable Area to be imposed annually through private covenants that will be recorded against each property within Downtown Columbia that is approved for new commercial development. This per-square-foot charge would be calculated at the time of Final Development Plan approval and would include an annual CPI escalator. The Final Development Plan would also require the Covenant to be recorded prior to building permit release, and the Covenant itself

	would require the per-square-foot charge to be paid annually commencing prior to issuance of the first building permit for each such building. To provide housing in Downtown Columbia that will be affordable to individuals and families earning less than 80% of the Howard County median income, this Plan also recommends that ten percent (10%) of any new units in Downtown Columbia should be made affordable to individuals and families earning this level of income. A limitation will be imposed through the Site Development Plan approvals to regulate the size of ten percent (10%) of the new housing units so that the market-rate for the unit will be reduced to a level affordable to income earners at the 80%-120% Howard County median income range.
19.	GGP will make a contribution toward the capital costs of initial funding of a Downtown Circulator Shuttle at an appropriate time in the redevelopment when warranted and recommended by the feasibility study for the new Transit Hub and the Downtown Columbia Transportation Management Association as part of the overall transit program.
20.	As part of the APF submission with each Final Development Plan, GGP will evaluate the feasibility of the recommended local transportation and pedestrian environmental quality improvements required by the APF ordinance and the final Design Guidelines.
21.	Each Final Development Plan and Site Development Plan will include a statement indentifying: (i) the cumulative amount of new or replacement development approved and built to date; (ii) the status of development of any amenity space, community common and parkland requirements; and iii) the status of any Community Enhancements, Programs or Amenities recommended by or addressed in the Downtown Columbia Plan and Zoning Regulation Amendment.
22.	Howard County will work with GGP, the Columbia Association, other private property owners and the State to help facilitate stormwater retrofitting and riparian corridor restoration opportunities for the watersheds of the two streams that flow through Columbia. Provide resource documents including the Best Management Practices for Symphony Stream and Lake Kittamaqundi Watersheds report submitted with this Plan.
23.	Amenity Spaces within each neighborhood, as shown in the Design Guidelines submitted with this Plan, exclusive of the Merriweather neighborhood, will be designed and constructed prior to occupancy of more than 50% of buildings with facades adjacent to any such space in any Final Development Plan for each neighborhood, or pursuant to the requirements of the Final Development Plan.
24.	In order to provide an opportunity for the public to review the annual reporting, this Plan recommends that the Downtown Columbia Partnership prepare a summary of the annual developer reports received during a given year and provide the information to the Department of Planning and Zoning for review and distribution at a public meeting annually.
25.	All Final Development Plans and development programs to be compliant with the Sustainability and Design Guidelines.
26.	All Final Development Plans will be tested against new Downtown Columbia Adequate Public Facilities Act.
27.	All transportation improvements and mitigation identified by the new Downtown Columbia APF will be implemented by GGP or other developers in accordance with the Final Development Plan phasing requirements and Adequate Public Facilities Act.
28.	Each developer and subsequent owner will provide a per-square-foot charge in the amount of five cents ($.05) per-square-foot of Gross Leasable Area to DCTMA, and fifteen cents ($.15) per-square-foot of Gross Leasable Area to the DCP, to be imposed annually through private covenants that will be recorded against each property within Downtown Columbia that is approved for new commercial development. This per-square-foot charge would be calculated at the time of Final Development Plan approval and would include an annual CPI escalator. The Final Development Plan would also require the Covenant to be recorded prior to building permit release, and the Covenant itself would require the per-square-foot charge to be paid prior to issuance of occupancy permits for the buildings.

29.	Transfer of ownership of Merriweather Post Pavilion to the community after mutual agreement between the Columbia Association and the owner of Merriweather Post Pavilion, on a plan to redevelop the area and connection between the Merriweather neighborhood and the Symphony Overlook neighborhood as further defined in this Plan.

4.3 MONITORING | *"Monitor and evaluate implementation using a formal reporting process that will provide regular opportunity for public discussion and feedback, and that will allow for refinement as needed." —Downtown Columbia: A Community Vision*

This Plan recommends continuing the County's Development Monitoring System report as it relates to new development in Downtown Columbia. In addition, this Plan recommends preparation of a Downtown Columbia Revitalization monitoring report every five years. The five-year monitoring report should include a summary of the annual reporting discussed below by (i) each developer of a new project in Downtown Columbia; (ii) the umbrella organization for Downtown Columbia discussed in Section 5.2; and (iii) General Growth Properties. The five year report should also include a summary of the five year reassessment of traffic operations in Downtown Columbia as discussed below. The reporting process should monitor approved and in-process development plans by location, type and amount of development. The report also should include information on the provision of new housing in Downtown Columbia. Information on unit counts, type of unit and affordability should be included.

Although market conditions have and will continue to determine when specific development proposals move forward, each five year report should include information on the achievement of the development phasing objectives and targets recommended by this Plan.

In addition, as previously noted, this Plan focuses on the creation of a sustainable community. For the recommended mix of uses and walkable environment to be successful, an enhanced level of amenity must be achieved and maintained. To this end, the timely provision and maintenance of amenities should be monitored. This Plan recommends that each developer of land in Downtown Columbia and General Growth Properties provide an annual report to the Department of Planning and Zoning that identifies the status of approved development and the provision of the amenities required by the approved plans. The annual report would be due approximately 12 months after approval of a Site Development Plan. There should also be an annual report prepared that summarizes the activities of the Downtown Columbia Partnership and Transportation Management Association during the previous year and identifies significant activities anticipated to be undertaken during the coming year.

In order to provide an opportunity for the public to review the annual reporting, this Plan recommends that the Downtown Columbia Partnership prepare a summary of the annual developer reports received during a given year and provide the information to the Department of Planning and Zoning for review and distribution at a public meeting annually.

As noted above, this Plan recommends that transportation operations downtown be reassessed every five years. A Transportation Reassessments study should be prepared and submitted to the Department of Planning and Zoning every five years beginning on the date that is five years after the approval of the first Final Development Plan proposing Downtown Revitalization. The study should include an evaluation of the level of development, transportation strategies and improvements, and an operational assessment of key facilities. Potential methods for evaluation may include: traffic counts, patron/employee/resident surveys, transit ridership data, Critical Lane Volume analysis, and Pedestrian and/or Bicycle Level of Service evaluation. The Transportation Reassessment Study must recommend mitigation of any sub-standard facility by identifying for potential acceleration of future transportation improvements construction, by recommending construction of additional transportation improvements or facilities, or by recommending new or expanded transportation demand management strategies for implementation by the Downtown Columbia Transportation

Management Association.

5. INVOLVING EVERYONE

"The community will be actively engaged in decisions concerning the evolution of Downtown Columbia."

5.1 PARTICIPATION | *"Enhance communication between citizens and County decision-makers through opportunities for public information and public participation, so that citizens are knowledgeable about the planning and development of Downtown and have multiple opportunities for input." —Downtown Columbia: A Community Vision*

The process that has been undertaken to create this Plan began in the spring of 2005 with a series of Town Hall meetings hosted by General Growth Properties. This was followed in October of 2005, by a week long charrette, sponsored by Howard County, to further elevate the community engagement and conversation about the future of Downtown Columbia. The public release of *Downtown Columbia: A Community Vision*, the County's resulting framework for the revitalization and redevelopment of Downtown Columbia, was accompanied by another set of public meetings. As GGP worked on the Downtown Columbia Plan, company representatives also met with a variety of civic and business organizations and other groups to gather information and guidance. Starting in March of 2008 and continuing through to the present, GGP has intensified its outreach, hosting an extensive series of community meetings.

THE COMMUNITY OUTREACH PROGRAM THAT GGP UNDERTOOK IN 2008 INCLUDED:

COMMUNITY FORUMS
Evening events in the Spear Center, GGP Building, featuring GGP design and planning team members:

- March 5th - Alan Ward, Sasaki Associates, Inc., the project landscape designer
- March 19th - Gail Dexter Lord, Lord Cultural Resources, the project arts and culture consultant
- April 2nd - Keith Bowers, Biohabitats, the project environment and sustainability consultant
- April 9th - Jaquelin T. Robertson, Cooper, Robertson & Partners, the project master plan architect

MANY VOICES; ONE VISION

- Draft Master Plan released April 28th
- Community presentation in the Spear Center, GGP Building, featuring Greg Hamm, Columbia's General Manager for GGP, and GGP planning team members

VISION IN FOCUS
Issue-based community forums held in the Spear Center, GGP Building, featuring GGP design and planning team members

- May 6th Sustainability/Environment
- May 7th Transit/Traffic
- May 8th Culture
- July 9th The Neighborhoods

COMMUNITY DISCUSSION SERIES
Village-based meetings to gather community comments and ideas relative to this Plan

- May 12th -22nd – Dorsey Search, Harper's Choice, Hickory Ridge, Kings Contrivance, Long Reach, Oakland Mills, Owen Brown, River Hill, Wilde Lake and Town Center

VISION IN VIEW
Exhibit showcasing key elements of the draft plan to revitalize and redevelop Downtown Columbia.

- July 16th – July 24th - The Spear Center, GGP Building,

These meetings engaged a wide variety of community members as participants in the planning process and contributors to the draft plans for the revitalization and redevelopment of Downtown Columbia.

Additionally, as the County detailed in its vision framework document, *Downtown Columbia: A Community Vision*, there are specific public processes – meetings where citizens can participate – included as part of the Planning Board and County Council review which will allow further community engagement and guidance.

It is only after this entire process is complete with all the requisite public meetings that the County Council will vote on the adoption of this Plan as an amendment to *General Plan 2000* and the associated Zoning Regulation Amendment.

Finally, even after the Plan is adopted, the review process will follow the zoning and subdivision regulations appropriate to each redevelopment phase, and at each step of that review there will be public meeting requirements and additional opportunity for community engagement.

The Downtown Columbia community outreach has involved an extensive community conversation and produced a plan that reflects an engaged community. It is clearly one vision as a result of many voices.

5.2 COLLABORATION | *"Encourage a partnership in planning and implementation, realizing that many of the recommended strategies will depend on collaboration among the County, private property owners, residents, business owners and community organizations."*

—Downtown Columbia: A Community Vision

In addition to the Transportation Management Association discussed in Section 2.0, this Plan proposes the establishment of a private non-profit Downtown Columbia Partnership (DCP) organization to carry out important services and community functions in Downtown Columbia. The mission of the Downtown Partnership will be to promote economic development in Downtown Columbia, market and promote Downtown Columbia and its businesses, promote public safety; educate and provide security patrols; provide outreach to at-risk populations; implement downtown beautification and maintenance projects, cultural arts programs, sustainability programs; and to coordinate the programming of public spaces in Downtown Columbia.

It is envisioned the Downtown Partnership would be organized as a Section 501(c) (3) nonprofit corporation. The Downtown Partnership would be managed by a Board of Directors that could be comprised of representatives of the County, General Growth Properties, the Columbia Association and other representatives of businesses and individuals living within Columbia. The Downtown Partnership would be established prior to issuance of the first building permit under this Plan.

It is similarly envisioned that the Transportation Management Association would be organized as a 501(c) (3) nonprofit corporation. The Transportation Management Association would have similar

management structure as well. It is also possible that the Transportation Management Association could be formed as a division within the Downtown Partnership. The Transportation Management Association would be established within 6 months after final approval of the first Final Development Plan under this Plan.

The Downtown Partnership and Transportation Management Association are suggested means of addressing many ongoing matters of importance to Downtown Columbia. A suitable alternative may be developed as the Plan progresses that will also meet the objectives identified above.

EXHIBIT DESCRIPTIONS

PLANNING DOCUMENTS | INCLUDED in this Section are eleven plan documents which describe the intended configuration, massing, layout and master planning intent of the Plan. These conceptual documents should be used as a guide for review and approval of future development plans, infrastructure and amenities.

A. DOWNTOWN COLUMBIA
The Downtown Columbia plan graphically shows the approximate geographic area and limits of the Plan which is generally bound by Broken Land Parkway and Governor Warfield Parkway to the west and north, the western edge of Lake Kittamaqundi and Route 29 to the east, and Broken Land Parkway to the south.

B. LAND OWNERSHIP PLAN
Of the 364 total acres in Downtown Columbia, General Growth and its affiliates own or control about 240 acres. Third parties own the remainder, including the Columbia Association property at Symphony Woods and the Lakefront. This plan exhibit is provided as a reference to delineate the ownership areas of GGP and these third party owners.

C. STREET AND BLOCK PLAN
The Street and Block Plan frames a possible layout and dimension of streets, blocks, open spaces, and illustrates how buildings, streets and landscape support and reinforce the urban grid of Downtown Columbia.

D. ILLUSTRATIVE MASTER PLAN
The Downtown Columbia Illustrative Master Plan identifies possible locations and configurations of uses, the potential layout and dimension of streets, blocks and amenity spaces within the five distinctive neighborhoods.

E. THE NEIGHBORHOODS
This Plan exhibit defines the general limits of six new and reconfigured neighborhoods in Downtown Columbia – Warfield, The Lakefront, The Mall, The Crescent, Merriweather and Symphony Overlook.

F. MAXIMUM BUILING HEIGHT PLAN
The Maximum Building Height Plan illustrates maximum building heights by neighborhood and sub areas. It is intended to provide planning guidance as to maximum building heights, while recognizing that as the overall redevelopment proceeds the goal is to achieve variety in heights within a neighborhood.

G. PRIMARY AMENITY SPACE FRAMEWORK DIAGRAM
The Primary Amenity Space Framework Diagram suggests a network of Amenity Spaces, including parks, promenades, natural areas, squares, plazas, mews, and greens and paths that form a

Downtown Columbia Amenity Space system.

H. STREET FRAMEWORK DIAGRAM
The Street Framework Diagram classifies and describes the intended street network based on the distinctive character of the roadway and sidewalks, which may be defined by the number of potential lanes, and the presence of medians or other special treatment of the vehicular and pedestrian ways.

I. BICYCLE CIRCULATION PLAN
The Bicycle Circulation Plan identifies a comprehensive bicycle circulation system for Downtown Columbia. The plan is based on the Street Framework Diagram, Street and Block Plan and Design Guidelines submitted with this Plan.

J. AMENDMENT TO GENERAL PLAN 2000 TRANSPORTATION POLICIES MAP
The Transportation Policies Map is amended to include a future full-movement, grade-separated interchange at Rt. 29 serving Downtown Columbia.

K. DOWNTOWN OPEN SPACE PRESERVATION PLAN
The Downtown Open Space Preservation Plan is a graphic depiction of Downtown Columbia including existing open space, public rights of way and recommended mixed use areas.

TECHNICAL SUPPLEMENTAL DOCUMENT DESCRIPTIONS

SUPPLEMENTAL DOCUMENTS | Seven technical documents were submitted with this Plan for informational purposes. Although they are not intended to be considered as a part of this Plan, they are referred to occasionally and in some instances will require legislative action. They should be recognized as integral components for the implementation of this Plan and are as follows:

ZONING REGULATION AMENDMENT
In accordance with the Master Plan & Zoning Approach recommended by *Downtown Columbia: A Community Vision*, the attached Zoning Regulation Amendment (ZRA) establishes maximum levels of office, retail, hotel and residential development for Downtown Columbia and imposes new amenity space requirements. The ZRA also establishes specific development review criteria. The ZRA further requires each developer to provide a significantly greater level of detail at the first stage of the development review process, instead of waiting until the end of the process. Because a greater level of detail will be provided initially, the Zoning Regulation also modifies the development review process to increase its efficiency, while maintaining multiple opportunities for public review and input.

ADEQUATE PUBLIC FACILITIES AMENDMENT
The amendment to the Howard County Adequate Public Facilities Act (APF) eliminates the “Constrained Facilities” provisions of the APF in Downtown Columbia so that in the future all roads serving Downtown Columbia will be subject to the APF. The amendment also establishes 1600 critical lane volume as the level of service standard for evaluating all County-controlled intersections serving Downtown Columbia. To assure safe and efficient pedestrian and bicycle access and circulation, the APF amendment also imposes a new requirement to prepare a pedestrian impact study as a part of the APF Traffic Study.

COLUMBIA TOWN CENTER DESIGN GUIDELINES
The Design Guidelines establish criteria for Downtown Columbia land development in order to ensure that new development contributes to the vision of Downtown Columbia as a sustainable, pedestrian-

oriented environment with a desirable urban character through the design and placement of new buildings, streets and public amenity spaces. The Design Guidelines apply to all development within the boundaries of Downtown Columbia as depicted in this Plan.

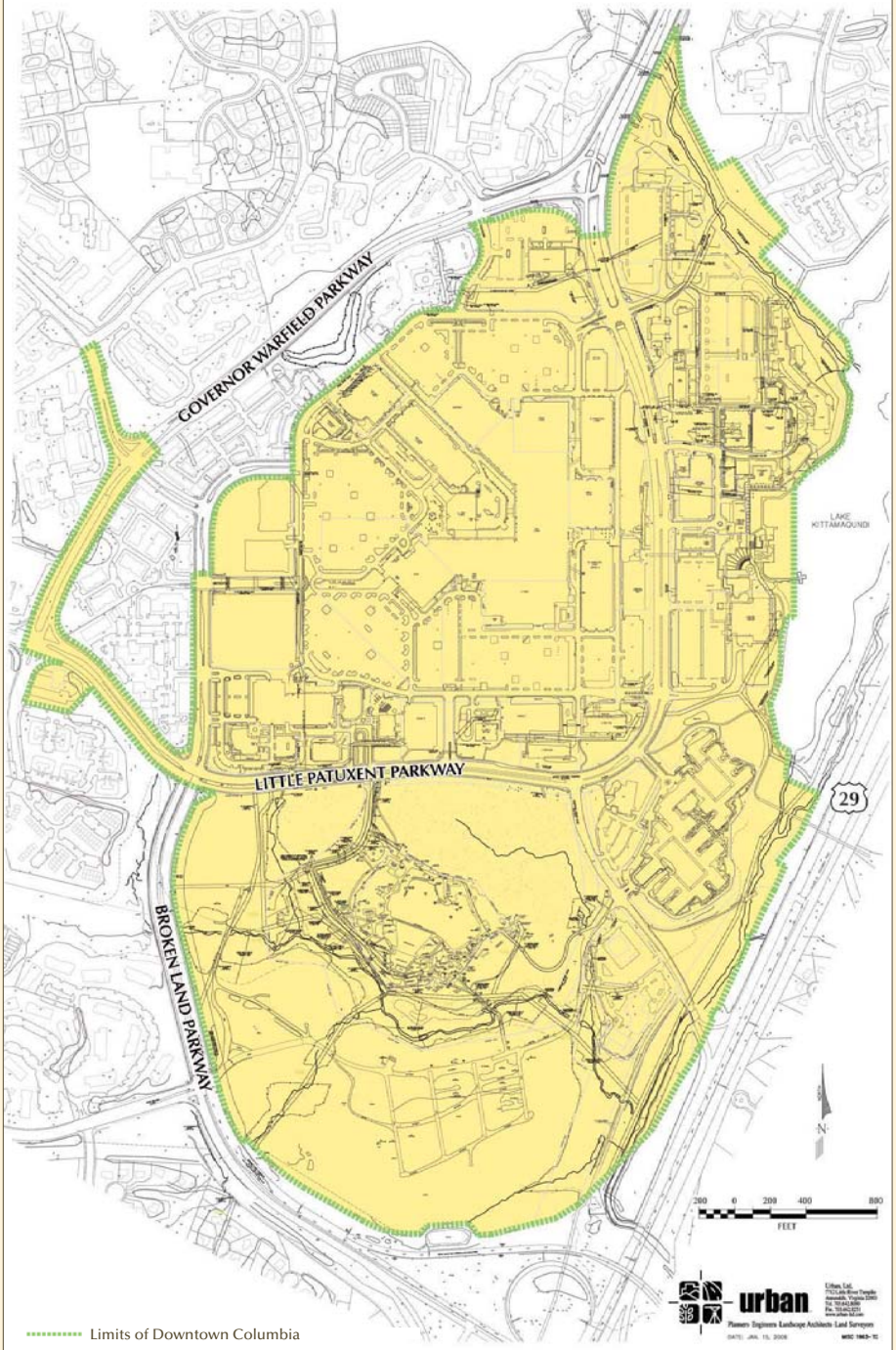
COLUMBIA TOWN CENTER GENERALIZED TRAFFIC STUDY AND ITS TECHNICAL APPENDIX
This report presents the results of a Generalized Traffic Study of Downtown Columbia. Subsequent traffic studies will be submitted with each Final Development Plan application to satisfy the requirements of Howard County's Adequate Public Facilities Act, as amended.

COLUMBIA TOWN CENTER SUSTAINABILITY FRAMEWORK
The Downtown Columbia Sustainability Program serves as one of the primary guidance documents for the design, construction, operations and programming of Downtown Columbia. The Sustainability Program is an ambitious effort to guide development of Downtown Columbia and the design of a livable, sustainable community. Submitted with this Plan is the Downtown Columbia Sustainability Framework which will provide the overarching components of the future program, and guide its final development.

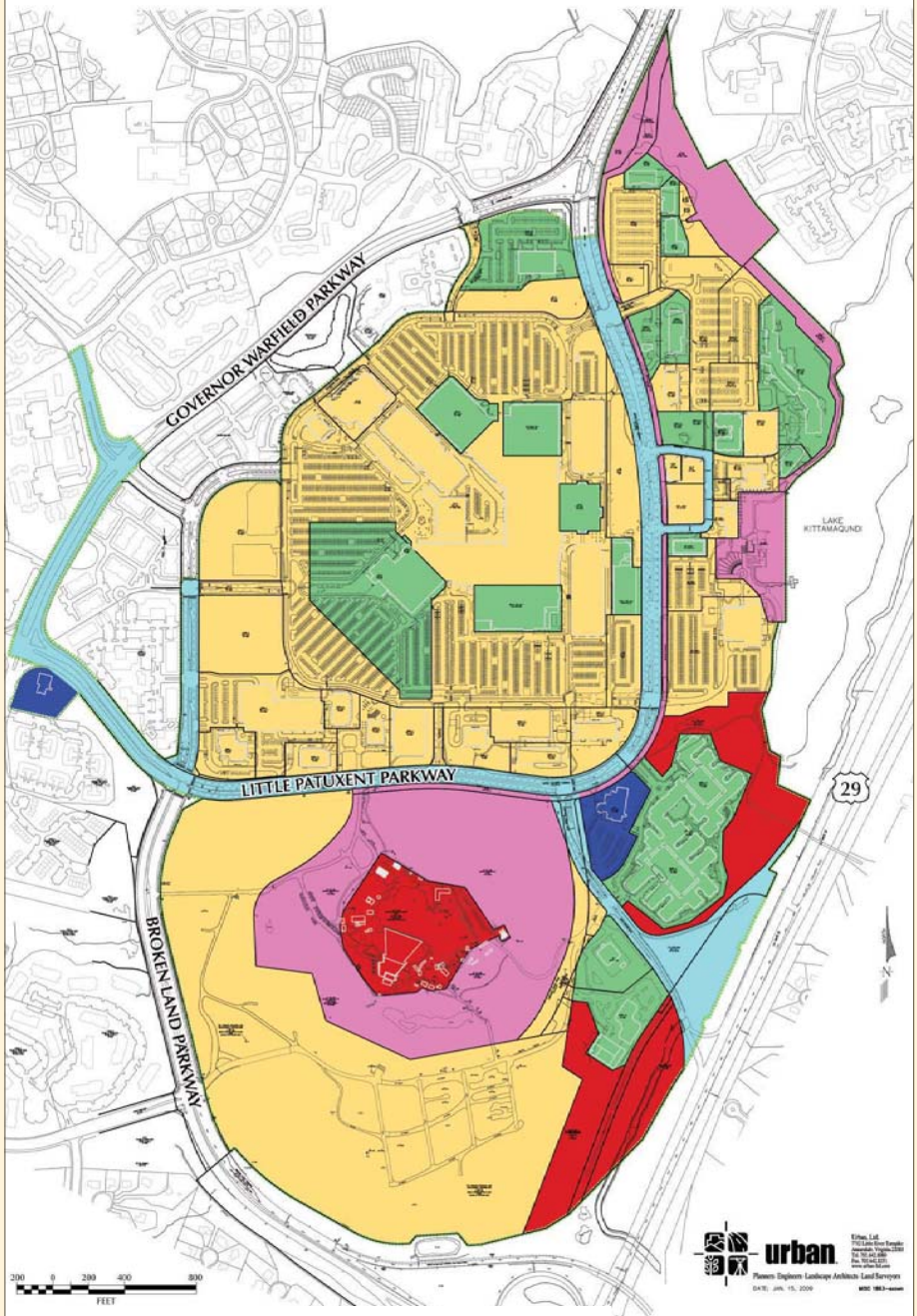
COLUMBIA TOWN CENTER MERRIWEATHER AND CRESCENT ENVIRONMENTAL ENHANCEMENTS STUDY
A natural resources assessment was performed on over 5000 linear feet of stream and 120 acres in the Merriweather & Crescent neighborhoods of Downtown Columbia. This report describes the findings of the assessment and articulates proposed environmental improvements to streambeds, wetlands, forests and vegetation management.

BEST MANAGEMENT PRACTICES FOR SYMPHONY STREAM AND LAKE KITTAMAQUNDI WATERSHEDS
In an effort to increase community awareness of water quality issues outside Downtown Columbia and their impacts to the Chesapeake Bay, GGP and its ecological consultant performed watershed assessments for the three sub watersheds of Symphony Stream, Wilde Lake and Lake Kittamaqundi located up stream of the Columbia Town Center Merriweather & Crescent Environmental Enhancements Study area. Watershed assessments were performed to target stormwater retrofits and riparian corridor restoration opportunities for the watersheds of the two streams flowing through Downtown Columbia.

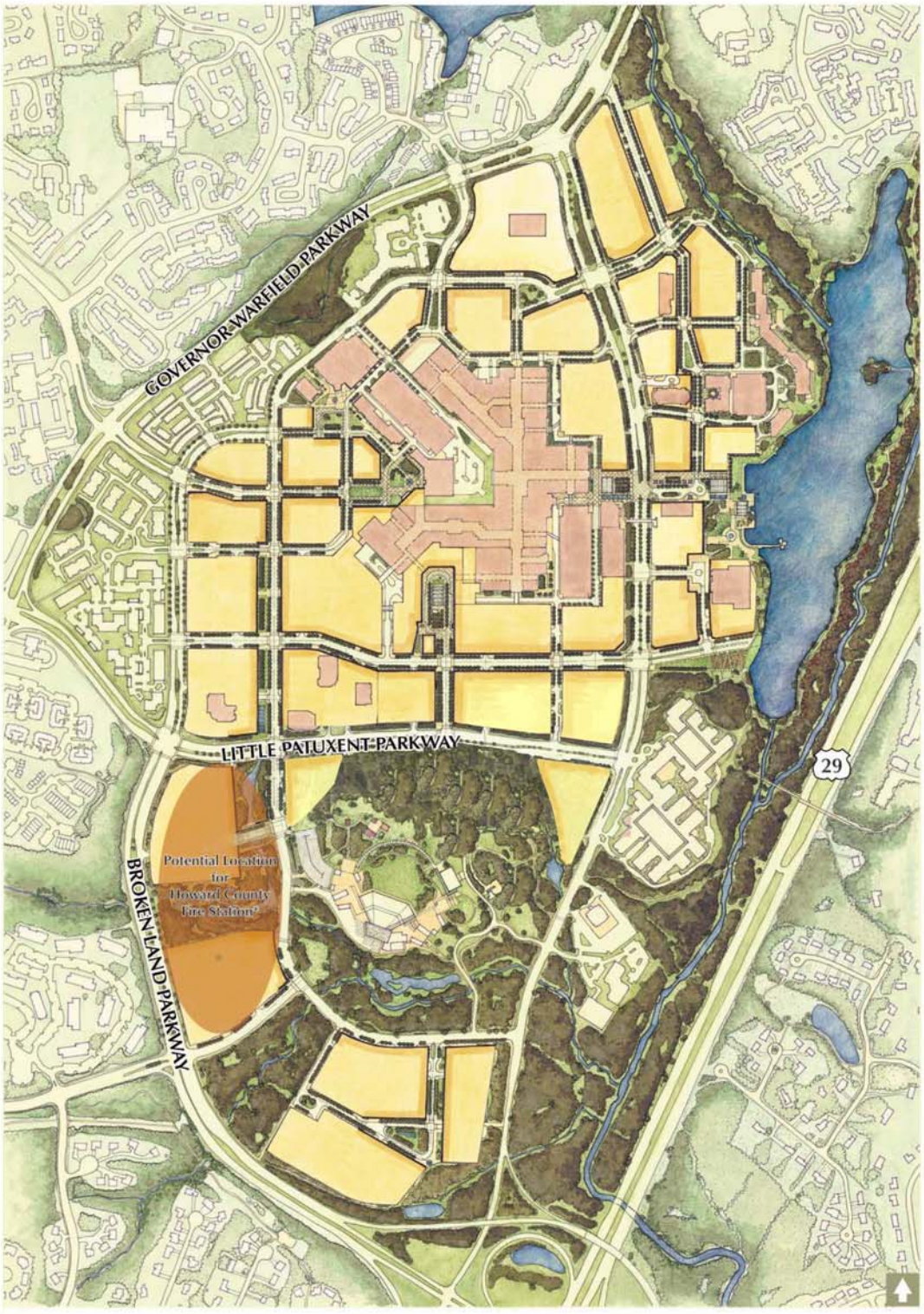
A. DOWNTOWN COLUMBIA



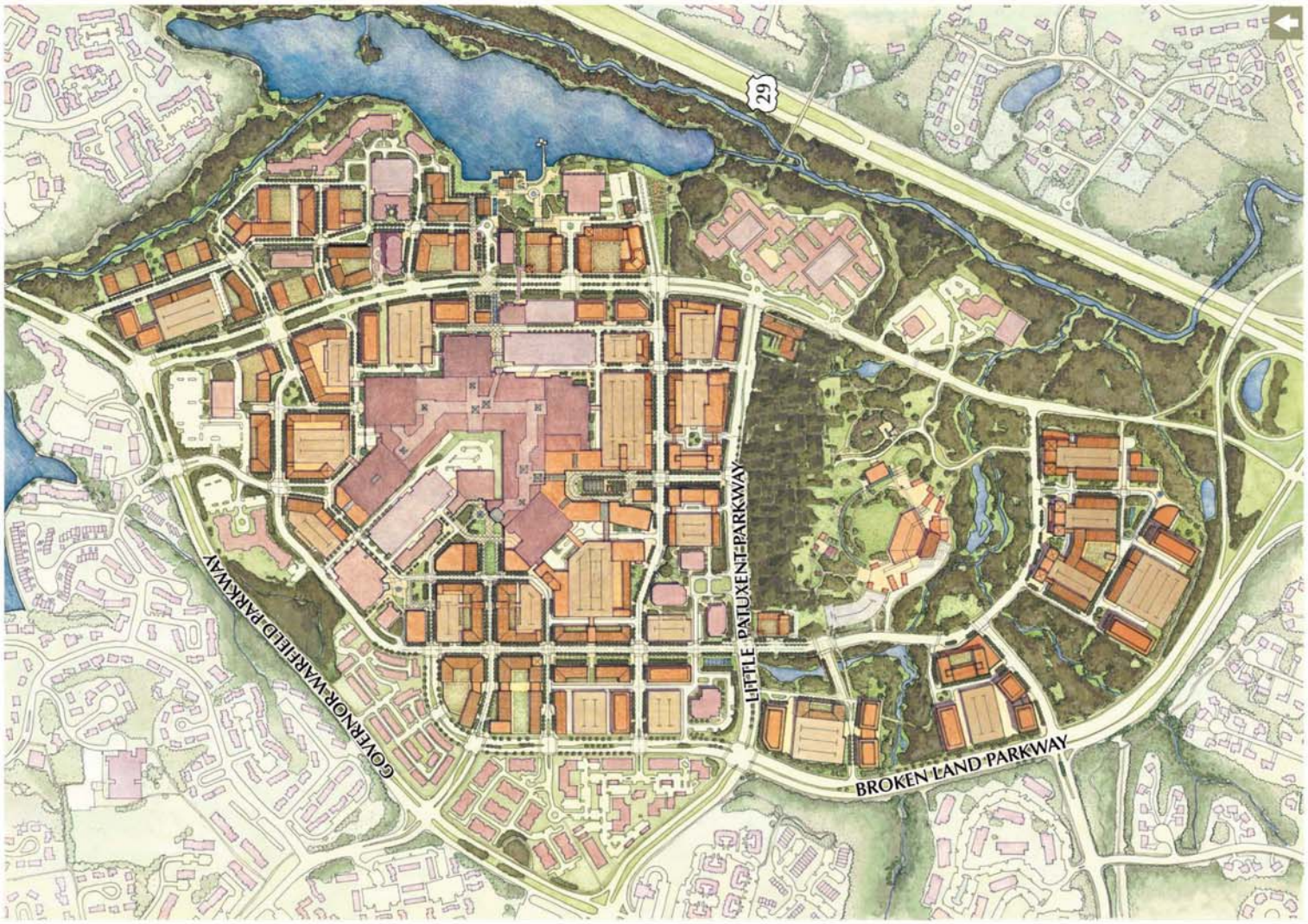
B. LAND OWNERSHIP PLAN



C. STREET AND BLOCK PLAN

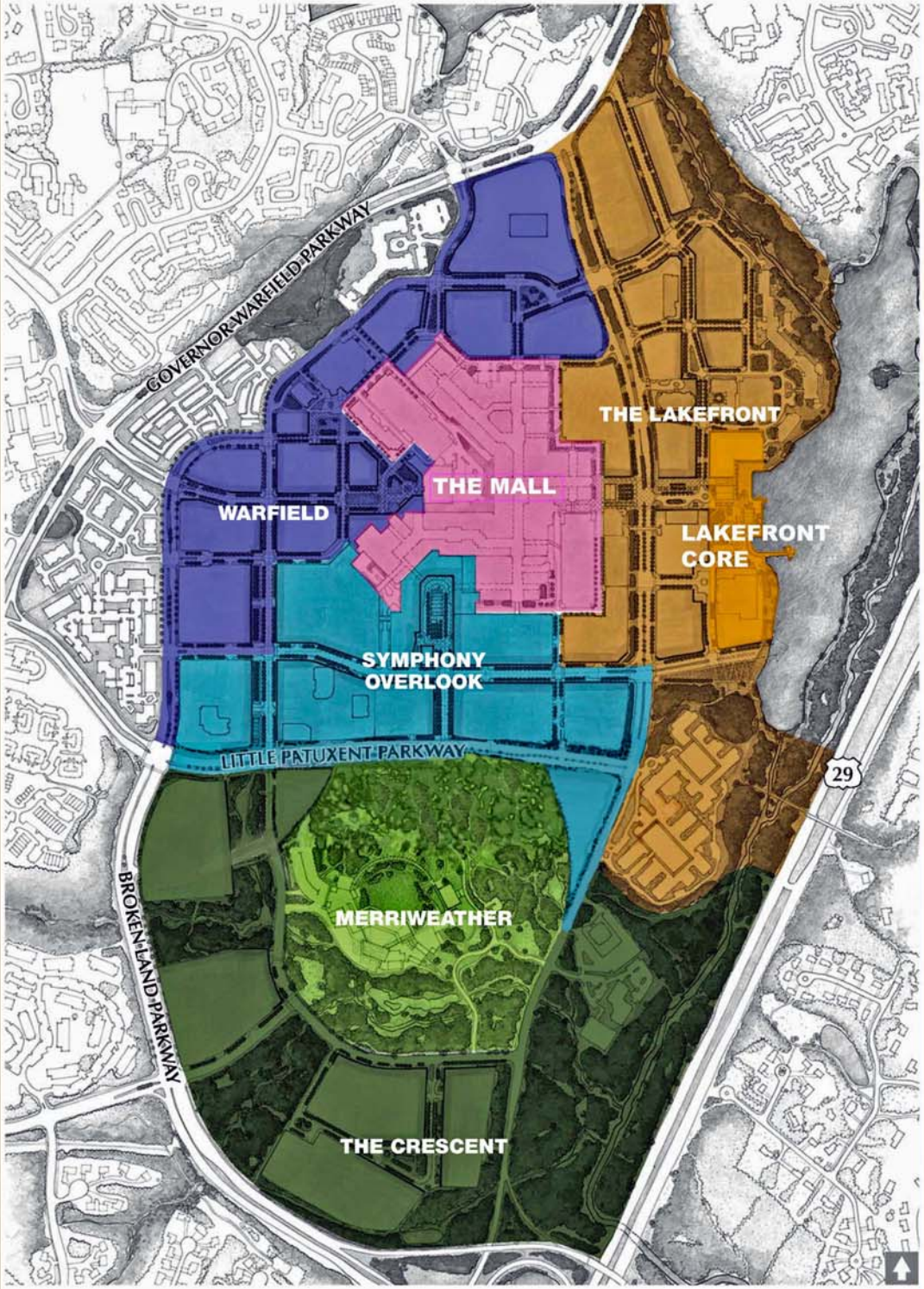


*See section 4.2 of the General Plan Amendment for full discussion of the potential location for Howard County Fire Station.

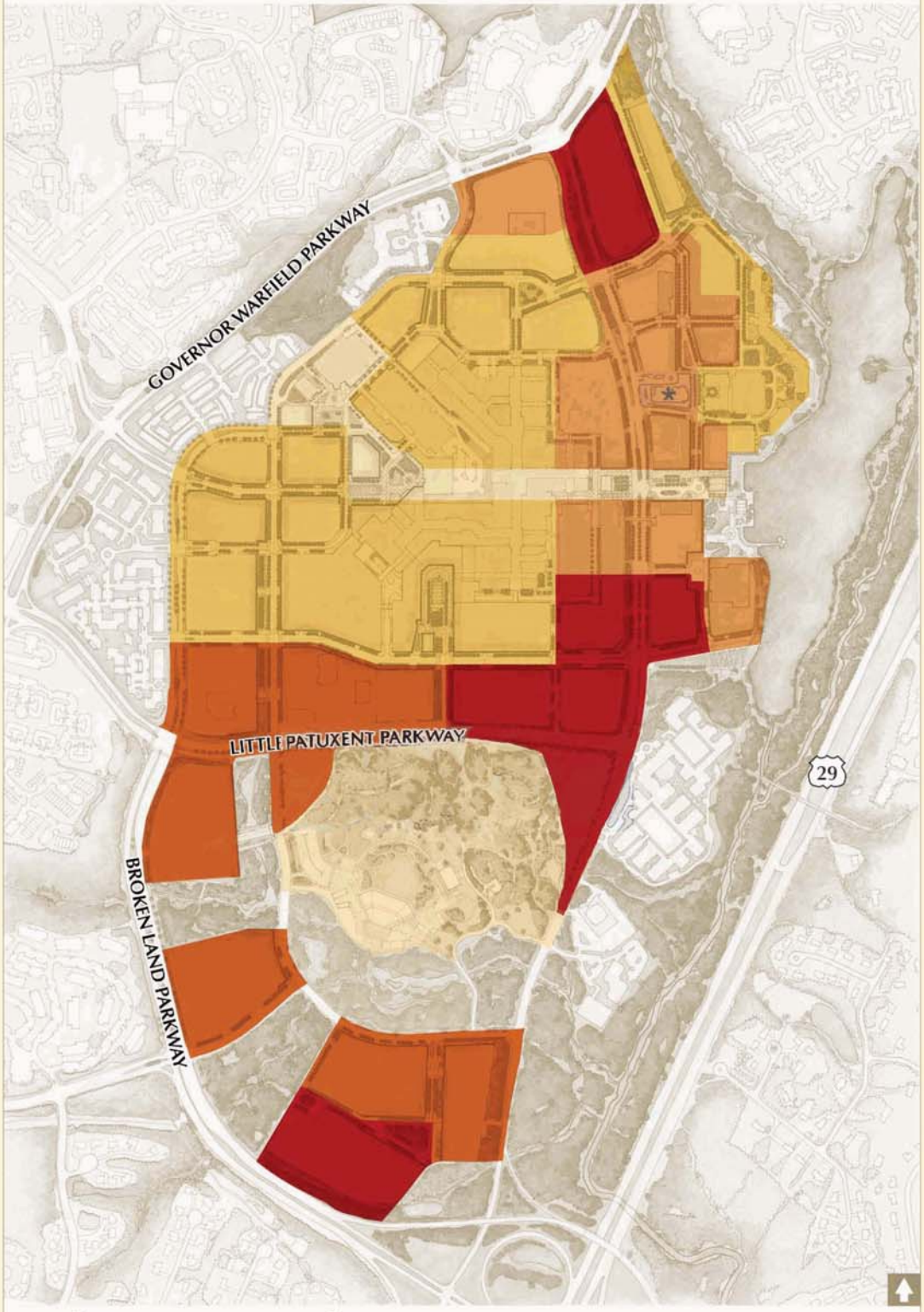


D. ILLUSTRATIVE MASTER PLAN

E. THE NEIGHBORHOODS



F. MAXIMUM BUILDING HEIGHT PLAN



Up to:
- 4 Stories
- 7 Stories
- 9 Stories

Up to:
- 15 Stories
- 20 Stories

* This site is the subject of an approved site development plan that authorizes building height in excess of nine stories. If the approved site development plan is not implemented, this Amendment recommends a maximum nine stories for this property.

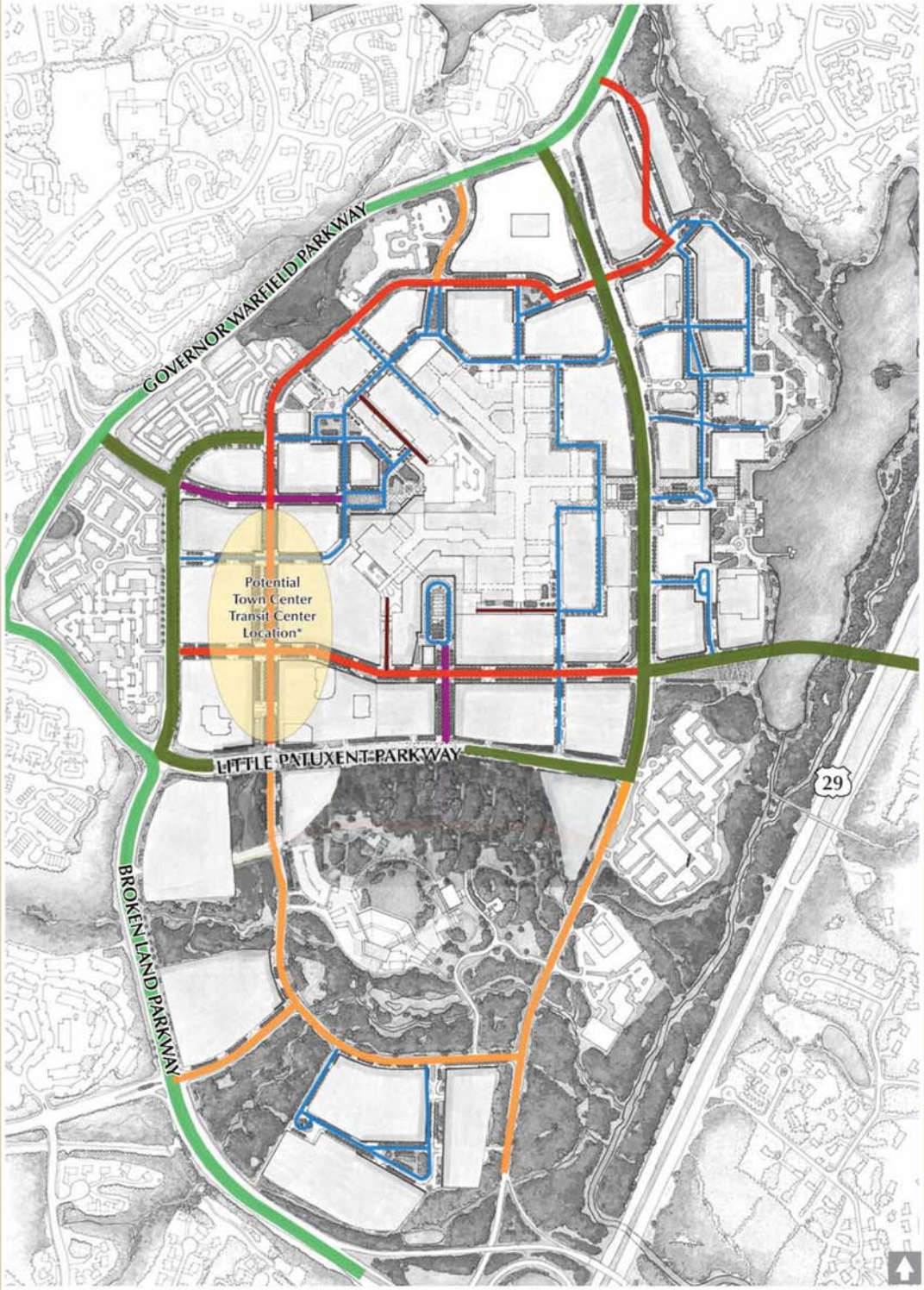
G. PRIMARY AMENITY SPACE FRAMEWORK DIAGRAM

New Primary Amenity Spaces = 7.2 Acres *

	Net new SF		Net new SF		Net new SF
1.	Warfield Green	15,500 sf	7. Lakefront Plaza	(existing)	13. Symphony Promenade	11,300 sf
2.	Warfield Promenade	(TBD)	8. Warfield Plaza	11,300 sf	14. East Promenade	(TBD)
3.	Warfield Mews	7,600 sf	9. Lakefront Terrace	43,500 sf	15. Symphony Woods Park	(TBD)
4.	Warfield Square	12,900 sf	10. Warfield Playground	6,000 sf	16. Merriweather Park	(existing)
5.	Wincopin Green	4,100 sf	11. West Promenade	63,800 sf	17. South Crescent Park	25,300 sf
6.	Lakefront Connection	68,600 sf	12. Market Square	30,700 sf	18. South Crescent Promenade.	11,000 sf

* Does not include existing previously designated Downtown Open Space of approximately 90 acres, or secondary amenity spaces that may be associated with individual development parcels. Final square footage, location and design of each new Amenity Space will be determined at Final Development Plan.

H. STREET FRAMEWORK DIAGRAM



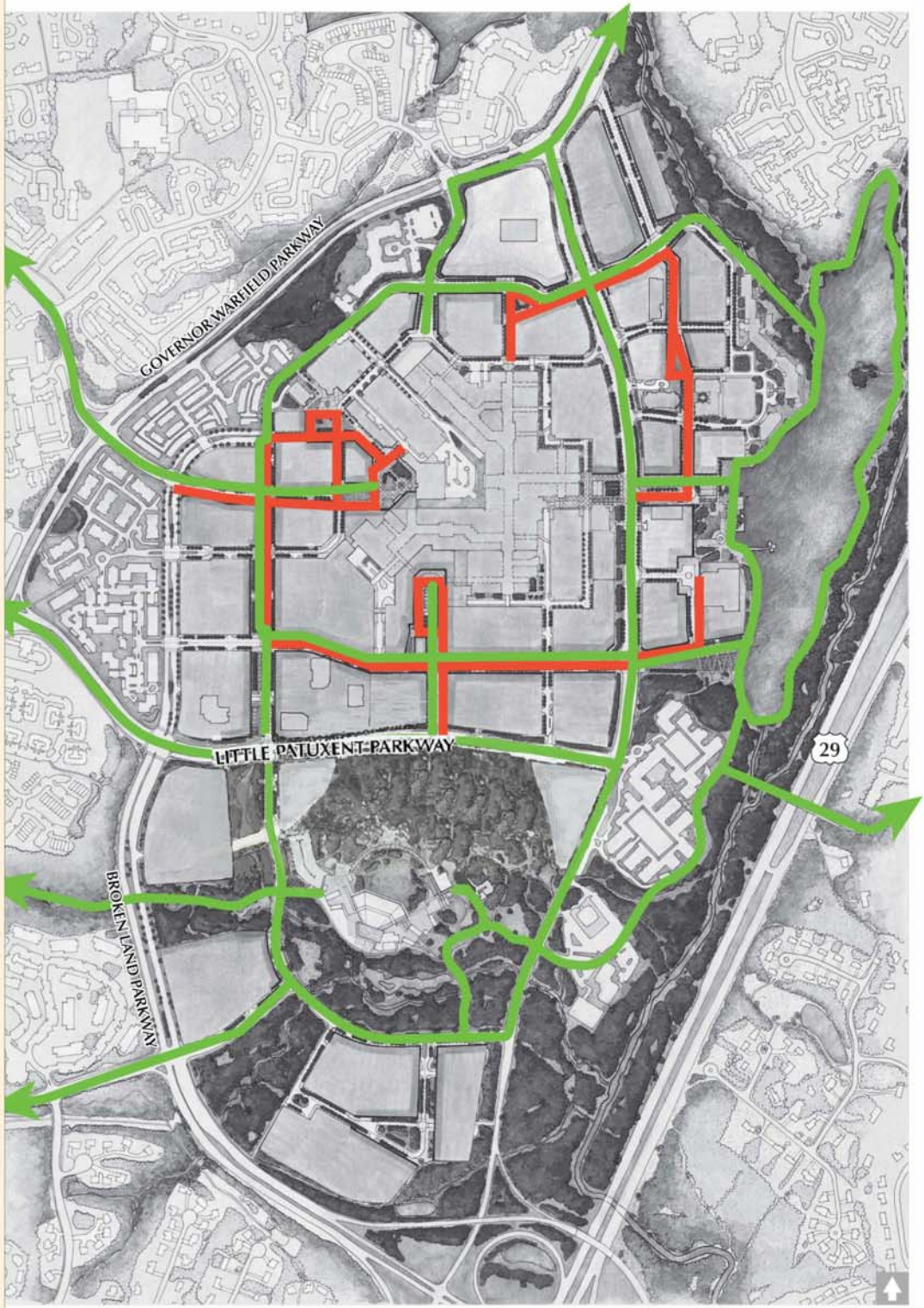
Planned Roadway Category	Potential Roadway Functional Classification
Parkway	*Intermediate Arterial* *Minor Arterial*
Boulevard	*Minor Arterial* *Major Collector*

Planned Roadway Category	Potential Roadway Functional Classification
Avenue Type 1	*Major Collector* *Minor Collector* *Local Street*
Avenue Type 2	*Major Collector* *Minor Collector* *Local Street*

Planned Roadway Category	Potential Roadway Functional Classification
Avenue Type 3	*Major Collector* *Minor Collector* *Local Street*
Street	*Minor Collector* *Local Street*

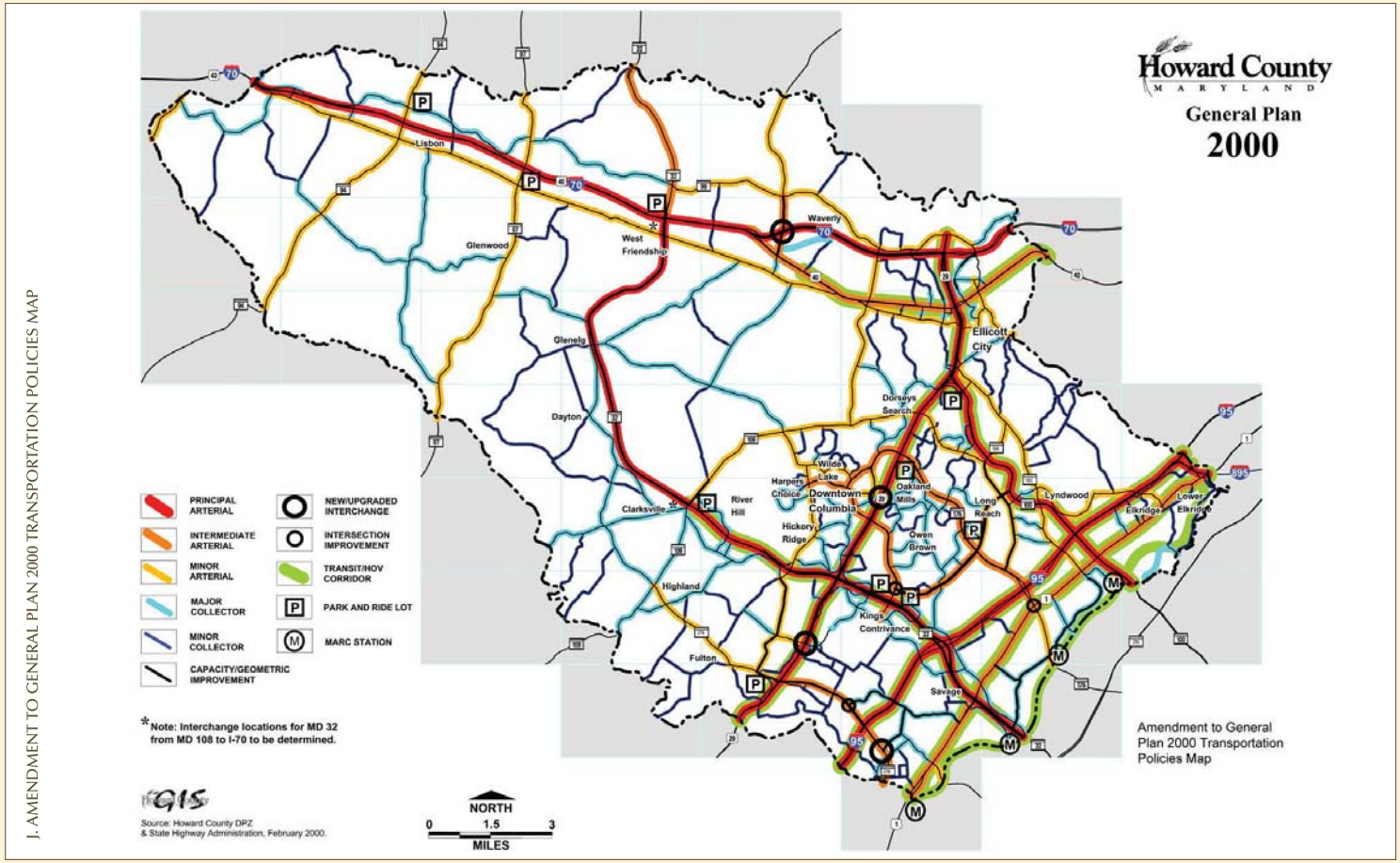
*See section 4.2 of the General Plan Amendment for full discussion of potential Transit Center location.

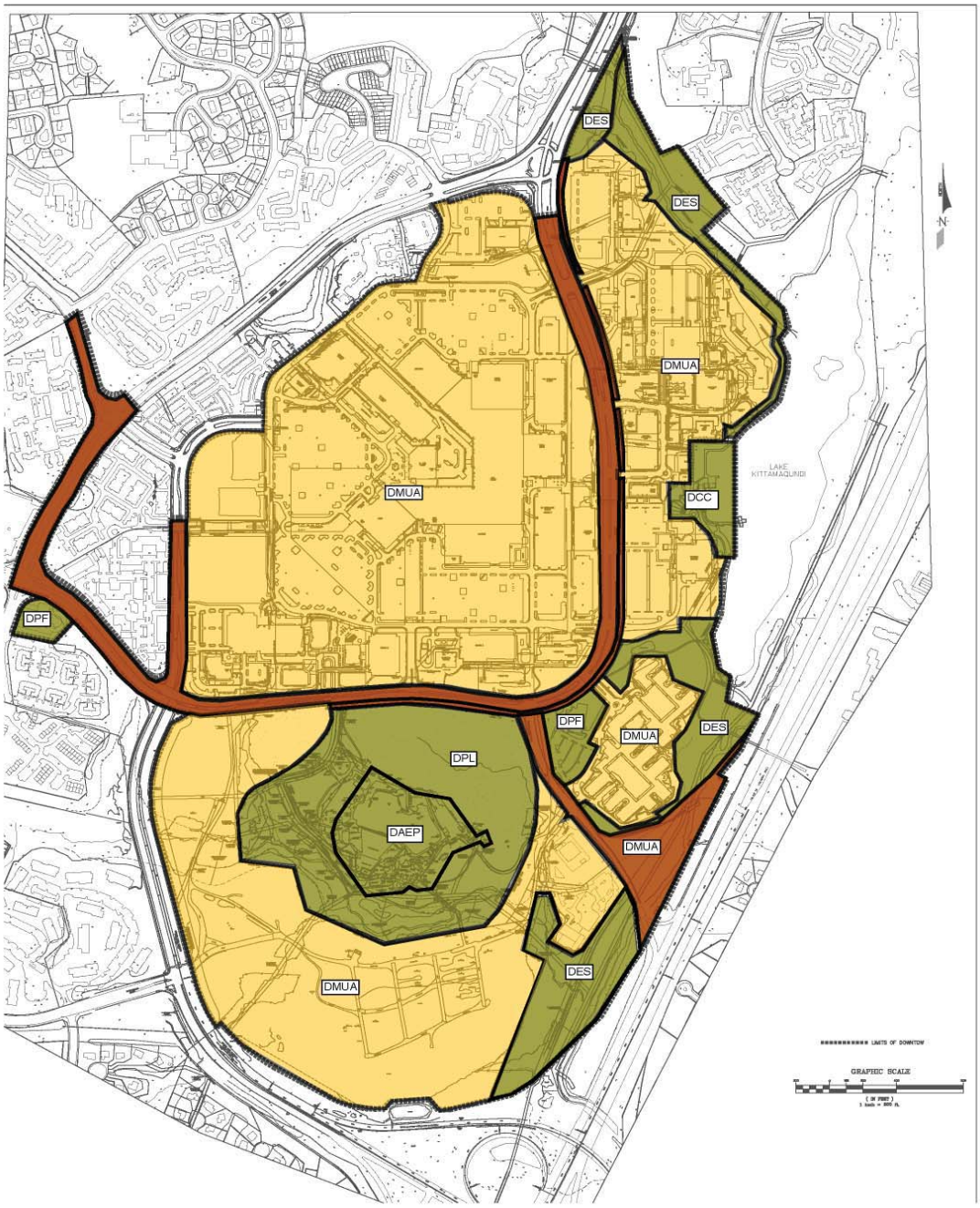
I. BICYCLE CIRCULATION PLAN



Primary Bicycle Routes

Primary Pedestrian Streets


Howard County
MARYLAND
General Plan
2000
Lisbon
Glenwood
West Friendship
Waverly
Ellicott City
Glenelg
Dayton
Dorseys Search
Wilde Lake
Harpers Choice
Downtown Columbia
Oakland Mills
Long Reach
Lyndwood
Elkridge
Lower Elkridge
Clarksville
River Hill
Hickory Ridge
Owen Brown
Highland
Kings Contrivance
Fulton
Savage
PRINCIPAL ARTERIAL
INTERMEDIATE ARTERIAL
MINOR ARTERIAL
MAJOR COLLECTOR
MINOR COLLECTOR
CAPACITY/GEOMETRIC IMPROVEMENT
NEW/UPGRADED INTERCHANGE
INTERSECTION IMPROVEMENT
TRANSIT/HOV CORRIDOR
PARK AND RIDE LOT
MARC STATION
*Note: Interchange locations for MD 32 from MD 108 to I-70 to be determined.
GIS
Source: Howard County DPZ
& State Highway Administration, February 2000.
NORTH
0 1.5 3
MILES
Amendment to General Plan 2000 Transportation Policies Map



- Downtown Mixed Use Areas - 265 Acres
- Previously Designated Open Spaces - 90 Acres
- Previously Designated Public ROW - 36 Acres

DAEP - Downtown Arts & Entertainment Park
DCC - Downtown Community Commons
DES - Downtown Environmentally Sensitive Areas
DPF - Downtown Public Facility
DPL - Downtown Parkland
DMUA - Downtown Mixed Use Areas