



2022

BALTIMORE'S TRANSIT FUTURE

GUBERNATORIAL TRANSITION MEMO



GREATER BALTIMORE COMMITTEE



GREATER WASHINGTON
PARTNERSHIP

STRATEGY TO ADVANCE BALTIMORE'S TRANSIT FUTURE

A world-class public transit system creates shared economic prosperity and inclusive growth while spurring private investment and job creation.

Greater Baltimore's transit system is underperforming compared to peer regions in terms of transit reliability, access to opportunity, and the reach of the system.¹ **The lack of this fundamental infrastructure is holding the region back.** Yet despite MDOT MTA having been chronically underfunded for decades, the agency still served more than four million riders in August 2022.

The Greater Baltimore Committee and Greater Washington Partnership, alongside elected officials and more than sixty business, non-profit and advocacy partner organizations, call on the incoming administration to **launch an immediate course correction** to transform the region's transit system and support MTA's efforts to spur inclusive economic growth.

This memo builds on the Baltimore's Transit Future campaign and months of work with community leaders, partners, and transportation experts to identify specific recommendations for how the next Maryland Governor and General Assembly can accelerate meaningful reforms in 2023 and 2024.

If this strategy is adopted, by the end of your first term the region's transit performance will improve significantly, more businesses will choose to stay in Maryland, and new businesses will be knocking on the door to invest in a future-oriented state. **This is a signature, legacy-defining opportunity.** Investing in Baltimore's Transit Future will:

1. **Energize the Maryland Economy** by creating tens of thousands of new jobs in high-growth sectors and leveraging the multiplier effect of transit construction and delivery in the state.
2. **Promote Inclusive and Equitable Growth** by expanding affordable mobility options for the region's most vulnerable residents, including access to jobs, education, and healthcare.
3. **Help Greater Baltimore Compete on the World Stage** by delivering the mobility and connectivity that can transform the Baltimore region into a globally competitive, highly-desirable metropolitan region that attracts and retains the world's leading companies.

We thank Governor-elect Moore, Lieutenant Governor-elect Miller, the incoming administration, and the Maryland General Assembly for the opportunity to share our recommendations to advance Baltimore's Transit Future.





STRATEGY TO ADVANCE BALTIMORE'S TRANSIT FUTURE

By the end of your first 100 days as Governor, this strategy will ensure you have:



- Provided more reliable transit service for 4+ million Baltimore metro area monthly riders.
- Expedited the design of a new East-West Rapid Transit corridor that has been promised for decades.
- Advanced the Frederick Douglass Tunnel which will create 20,000 jobs and unlock regional rail opportunities.
- Begun to unlock the creation of more than 20,000 new residential units around the region's transit and rail stations.
- Signaled to the private sector that now is the time to invest in the region.

FIRST 100 DAY RECOMMENDATIONS TO ADVANCE SIX STRATEGIC PRIORITIES



PRIORITY 01 Bring MDOT MTA into Good Repair & Overcome Staffing Shortages

-  Increase funding for MTA's Capital Budget by at least \$89 million over baseline in FY2024.
-  Prioritize operator retention and streamline hiring timelines to provide more reliable service.



PRIORITY 02 Establish Frequent, Reliable Transit Service to Regional Job Centers

-  Enhance MTA's FY2024 operating budget to increase frequencies and hours of service.
-  Prioritize light rail service on Howard Street and buses on key corridors by the end of 2023.




PRIORITY 03 Enhance Regional Coordination, Decision Making, and Funding

-  Advance the Baltimore Metropolitan Council's (BMC) Baltimore Regional Transit Governance and Funding Workgroup Recommendations.
-  Remove the 2013 inflationary metric for MTA fare increases.





PRIORITY 04 Execute a 10-Year Rapid Transit Expansion Program

-  Enhance East-West bus service and complete the East-West rapid transit corridor study in 2023.
-  Establish an Infrastructure Lead to accelerate project planning, design, and construction of transit projects.

PRIORITY 05 Deliver the Benefits of Regional Rail Investments

-  Collaborate with neighboring states to enable Regional Rail service.
-  Execute a funding agreement between MDOT and Amtrak to construct the Frederick Douglass Tunnel.
-  Establish a Post-COVID Recovery Plan that reorients MARC service towards Regional Rail.

PRIORITY 06 Spur Equitable Development along Transit and Rail Corridors

-  Support legislative proposals to accelerate equitable Transit-Oriented Development (TOD).
-  Require that state economic development funding prioritizes transit-accessible locations.
-  Improve the state's TOD designation process and support jurisdictions' requests for new sites.
-  Establish a TOD interagency 'quarterback' team to streamline administrative barriers.

Legend: Who should
lead implementation



Governor



General Assembly



Shared

The time for action is now.

The residents and business of Maryland's largest city and surrounding suburbs deserve a world-class transit system.

These recommendations will set the course for a more equitable transportation system, making the Baltimore region a more attractive place to live, work, play, and build a business.

However, implementing these recommendations will require cooperation and shared commitment by many parties, including local agencies, frontline labor organizations, community representatives, businesses of all sizes, and civic institutions.

The Greater Baltimore Committee and Greater Washington Partnership are here to help and stand ready to work with you to deliver on this promise.

We Support the Six Strategic Priorities of Baltimore's Transit Future



01 Bring MDOT MTA into Good Repair & Overcome Staffing Shortages

The foundation of Baltimore's transit system has been eroded over decades by insufficient operational and maintenance funding. Coupled with the national transit operator shortage, the region suffers from some of the most unreliable transit service in the Northeast. To position the system for growth, MTA and local transit operators must be funded to be able to achieve a state of good repair and hire and retain enough operators to serve today's riders and service schedules. These building blocks must be addressed to ensure children can get to school safely and reliably and residents can climb the ladder of opportunity through better access to jobs, education, and training. While the 2020 Transit Safety & Investment Act ([SB199/HB114](#)) was a huge step forward, there is more work to do.

RECOMMENDATIONS

FIRST 100 DAYS

1 Increase funding for MTA's Capital Budget by at least \$89 million over baseline in FY2024.

MTA requires at least \$512 million per year in annual capital investment to bring the system into a state of good repair and reduce the \$1.8 billion repair backlog over the next decade, as outlined in MTA's [2022 Capital Needs Inventory](#). MTA will require at least \$89 million per year above the baseline levels committed in the FY22-27 Consolidated Transportation Program to bring the system into a state of good repair and address enhancement needs to ensure safety over the next decade. As of 2021, 14.4% of MTA's assets are in the repair backlog. By 2030, less than 5% of MTA's assets (by value) should be in the backlog to be considered in good repair. The state should continue to support locally operated transit systems' (LOTS) state of good repair investments as well.

2 Prioritize operator retention and streamline hiring timelines to provide more reliable service.

MTA and the region's locally operated transit systems must be adequately funded to enact changes to reduce high staff turnover (a nation-wide challenge), fill existing open positions, and ensure fair treatment of workers to provide reliable service for the public. MTA's hiring timelines also exceed peer systems and should be reduced to improve recruitment, hiring, and retention of prospective employees.

BY JANUARY 2025

3 Double the budgeted staff at MTA, which runs its transit services with about half the employees compared to peer agencies, so the agency can provide reliable, frequent transit service.

Even if all current open positions at MTA were filled, the budgeted number of drivers, mechanics, and supervisors is not adequate to meet existing needs, let alone to expand service. MTA's employees per revenue vehicle is roughly half the staffing levels at six peer transit agencies.²

4 Fully invest in MTA's Zero-Emissions Bus Apprenticeship Program.

Kick-starting the state's next generation zero-emissions economy will require preparing the workforce for changing job requirements. This will require enhancing training credentials and building the talent pipeline needed to operate and maintain the shifting vehicle fleets required by the Zero-Emissions Bus mandate.

5 Create a life-cycle funding strategy at MTA to maintain the system in a state of good repair.

A life-cycle funding strategy uses data to determine the most cost-effective approach to maintain assets in a state of good repair over the life-cycle of an asset, from construction through retirement.

By the end of your first term, you will have:

- Created thousands of new family-sustaining jobs
- Improved access to jobs, education, and healthcare

Metrics of Success:

1. On-time performance (reliability) for MTA services.
2. Share of assets (value) in state of good repair backlog.

02 Establish Frequent, Reliable Transit Service to Regional Job Centers

Many of the region's major employment, residential, and activity centers are too hard to access by transit. When they are transit accessible, such as BWI Airport, the transit service is too infrequent which limits the ability for workers to reliably access their jobs. The Central Maryland Regional Transit Plan (CMRTP) has outlined corridors and strategies to better connect regional activity centers. While simultaneously advancing generational transit investments, MTA can make improvements today by deploying high-quality, frequent bus service and express options along CMRTP corridors. Such services could be established in less than one year, providing tangible benefits for today's residents and employers, while giving the state a preview of the benefits to come.

RECOMMENDATIONS

FIRST 100 DAYS

1 Enhance MTA's FY2024 operating budget to increase frequencies and hours of service.

More operating funding to expand revenue service hours will allow MTA to increase frequencies on existing corridors and expand hours of service, improving people's lives and transit performance in the near-term.³ The state should also consider enhancing operating assistance for LOTS that provide cross-jurisdictional service. Expanding service and frequencies is dependent upon hiring and retaining more operators (see Priority 1).

2 Prioritize light rail service on Howard Street and buses on key corridors by the end of 2023.

Signal prioritization improves reliability and trip time for transit vehicles, thereby increasing ridership. MDOT and MTA should work with Baltimore City to retime traffic signals to prioritize light rail service on Howard Street and the movement of buses along key corridors by the end of 2023. Howard Street signal prioritization could be coordinated with the embedded light rail track rehabilitation project.

BY JANUARY 2025

3 Establish frequent bus service along at least half of CMRTP corridors by 2030.

Starting with corridors that serve the most underserved job centers and transit dependent populations, MTA should build upon its current Fast Forward Initiative and Transit Priority Initiative projects by creating timelines with operating and capital cost estimates to implement high-frequency, bus service along at least half of the 30 proposed CMRTP corridors by 2030. MTA and LOTS should be encouraged to pilot new bus services and priority enhancements, such as dedicated bus lanes and express service pilots, along CMRTP corridors.

4 Establish an MTA & local transit integration program to create seamless regional service.

This program should include a funding mechanism to incentivize locally operated transit systems (LOTS) to seamlessly integrate service, fares, schedules, and signage with MTA.⁴ The state should also support jurisdictions in the implementation of small area transit plans.

5 Create an MDOT & local jurisdiction transit prioritization program.

This program should direct the State Highway Administration (SHA) to prioritize the movement of buses along its roadways, improve pedestrian and bike connections and infrastructure between regional job centers and transit stations, expand the Maryland Commuter Tax Credit program to encourage adoption of employer-sponsored last-mile solutions in priority areas lacking transit service, and review of policies to make it as easy as possible for employers to setup commuter benefits and pilot public-private last-mile mobility solutions.

By the end of your first term, you will have:

- Created an integrated regional transit system
- Turned decades of planning into real benefits for residents

Metrics of Success:

1. Ridership on MTA bus routes.
2. Miles of dedicated bus lanes on roadways.

03 Enhance Regional Coordination, Decision Making, and Funding

The Baltimore region's transit system is governed and operated by a state agency without local oversight or funding contributions. Decisions about transit funding and capital projects—how people get around in the Baltimore region—are decided by people who may not live in and may never visit the Baltimore region. The overreliance on state decision-making and funding has proven difficult to deliver major projects, adequately maintain the system, and respond to regional needs. Reforms should be made to MTA's transit governance structure to enhance regional accountability, shared responsibility, and operational and capital investments to create a truly regional, rapid, and reliable transit system.

RECOMMENDATIONS

FIRST 100 DAYS

1 Advance the Baltimore Metropolitan Council's (BMC) Baltimore Regional Transit Governance and Funding Workgroup Recommendations.

The workgroup includes representation from local jurisdictions, state legislators, and business and labor leaders working to align behind a regionally preferred option for reform. The workgroup will need the support of the Governor and General Assembly to ensure their work can transition from this planning exercise into implementation. Support may include:

- a) Advocating for new or enhanced state, regional, and local funding sources that can be dedicated to transit preservation and expansion in Greater Baltimore and statewide.
- b) Passing enabling legislation to advance the regionally preferred reform recommendations that result from the workgroup, expected in early 2023.

2 Remove the 2013 inflationary metric for MTA fare increases.

This will reduce the cost burden for riders, especially transit-dependent riders, but in the long-term, MTA and locally operated transit systems will need a regional strategy to enhance funding and revenue streams for transit operations.

BY JANUARY 2025

3 Implement the regionally preferred governance and funding reforms.

Implementing the reform recommendations that result from the workgroup may include working with jurisdictional leaders to create a new regional or statewide funding mechanism to enhance transit revenue streams. We encourage the state to review transportation funding models in Virginia and other regions that reward a jurisdiction's efforts and contributions to invest in transit with increased state funding, to create a positive feedback loop of state and locally supported transit investments.

By the end of your first term, you will have:

- Established a transit governance & funding model that will help deliver a transformed regional transit system

Metrics of Success:

1. Larger capital & operating budget for MTA.
2. Enhanced local investment in transit.

04 Execute a 10-Year Rapid Transit Expansion Program

The last major rapid transit expansions in Greater Baltimore were the Light RailLink extensions to Hunt Valley, BWI Airport, and the Penn Station spur in 1997. No major rapid transit expansion projects by MDOT MTA are ready to apply for federal discretionary grants, putting the region at a distinct disadvantage to compete for the historic funding made available through the Infrastructure Investment and Jobs Act.

RECOMMENDATIONS

FIRST 100 DAYS

1 Enhance East-West bus service and complete the East-West rapid transit corridor study in 2023.

Given the long-standing regional support and need for an East-West Rapid Transit route, MTA should enhance all-day frequencies on the CityLink Blue and Orange bus routes that run parallel to the East-West Rapid Transit alignment alternatives in the short term while planning to request entry into the Federal Transit Administration's (FTA) Capital Investment Grants Program (CIG) for an East-West rapid transit line by Spring 2024.

2 Establish an Infrastructure Lead to accelerate project planning, design, and construction of transit projects.

MTA's current transit corridor studies have draft timelines for project delivery that extend into the 2030s, which does not inspire confidence or a sense of momentum that the status quo will improve for residents or businesses anytime soon. A designated Infrastructure Lead can work to identify ways to accelerate project planning while remaining compliant with state and federal requirements. Accelerated timelines depend on adequate staffing and funding levels (see Priority 1).

BY JANUARY 2025

3 Create a 10-Year Vision for Transit in Greater Baltimore.

Building off the recently completed [Statewide Transit Plan](#) and the regional transit corridors in the [CMRTP](#), the 10-year vision should include at least three rapid transit projects that can realistically enter construction in the next 10-years to greatly improve access to regional job and activity centers. The 10-year vision should include the completion of the East-West rapid transit line.

4 Execute the 10-Year Vision for Transit in Greater Baltimore.

Execution has been a key missing ingredient for many years, including the plans listed above, and must be a core focus to rebuild confidence and trust.⁵

Examples of Peer Transit Expansion Plans

Region	Expansion Program	Funding	Timeline	Status
Denver	RTD FasTracks 7 corridors (3 LRTs, 3 CRTs, 1 BRT) and Intermodal Hub	\$6 B (sales & use tax)	12 years	Operational
Nashville	Let's Move Nashville 9 corridors (5 LRT & 4 BRT)	\$9 B (sales, hotel, rental car, & others)	14 years	Not Approved
Seattle	Sound Transit 3 62 miles of LRT, 2 BRTs & CRT expansion	\$28 B (sales, property & vehicle tax)	25 years	Underway

Bus Rapid Transit (BRT) | Light Rail Transit (LRT) | Commuter Rail Transit (CRT)

By the end of your first time, you will have:

- Created a pipeline of projects and thousands of jobs
- Spurred private-sector investment along the E-W corridor

Metrics of Success:

1. Increased federal funding of local transit projects.
2. Development (sq. ft.) along E-W Corridor alignment.

05 Deliver the Benefits of Regional Rail Investments

Through strategic investments to deliver faster, more frequent rail service, the Baltimore region can transform its commuter rail system into a regional rail network that is better connected to the Northeast Corridor, DC, Northern Virginia, and points in between, and create new opportunities for the region to sustainably grow its population, employment base, and enhance quality of life.

RECOMMENDATIONS

FIRST 100 DAYS

1 Collaborate with neighboring states to enable Regional Rail service.

Expand access for Maryland residents and businesses on MARC by executing a MOU with DC, VA, and VRE to run MARC trains into Northern Virginia and a MOU with SEPTA to close the MARC-SEPTA Gap.

2 Execute a funding agreement between MDOT and Amtrak to replace the B&P Tunnel.

The Frederick Douglass Tunnel will replace the B&P Tunnel and better serve the 9 million MARC and Amtrak customers who rely on it annually. The new Frederick Douglass Tunnel is a prerequisite for greatly enhanced rail capacity along the Penn Line and Amtrak's Northeast Corridor. This multi-billion investment can create more than 20,000 quality jobs for Baltimore area residents. The state should look to partner with Amtrak and the railroad unions to establish an apprenticeship program to fill these new jobs with Baltimore area talent.⁶

3 Establish a Post-COVID Recovery Plan that reorients MARC service towards Regional Rail.

The plan should outline a new vision for MARC service that reflects post-COVID realities concerning remote work and commute patterns, while also establishing a positive vision for what enhanced regional rail service could do to support new economic opportunities for businesses, enhance the market for transit-oriented development, and improve quality of life for residents. Such a plan should include ridership forecasts and service plans that can better serve late night, weekend, and non-peak travelers, using the [MARC Cornerstone Plan](#) as a starting point.

BY JANUARY 2025

4 Expand Regional Rail Service to better connect Greater Baltimore to the region.

- Establish fast and frequent MARC Express Service between Baltimore and DC through a service plan with Amtrak to connect Baltimore and DC with 2+ daily MARC Express trains of 30 minute or less travel times.
- Support the redevelopment of Washington's Union Station to enable more run-through service.
- Complete the environmental study on the Baltimore-Washington SCMaglev Project.
- Establish a program in the Consolidated Transportation Program to allow MTA to run Light Rail trains north through Penn Station, in coordination with local stakeholders including the University of Baltimore.

5 Create a Maryland Regional Rail Federal Funding Strategy.

The plan should leverage the historic federal funding opportunities enabled through the Infrastructure Investment and Jobs Act to advance long-term projects to enhance the state's rail infrastructure by development joint plans with Amtrak (NE Corridor) and CSX (Brunswick, Camden) and assigning a Baltimore Penn Station quarterback.⁷

6 Create a Camden Line Service Enhancement Capital Investment Program.

The strategy should outline minimum service levels to better connect the many tourism, education, and hospitality venues served by MARC's Camden Line stations, the investments that will unlock market potential for transit-oriented development around the line's stations, and cost-effective alternatives to incrementally increase service on the Camden Line, especially to and from Camden Station.⁸

By the end of your first term, you will have:

- Advanced a solution to the largest regional rail bottleneck
- Created thousands of new union jobs in rail construction

Metrics of Success:

- Total MARC Ridership.
- Penn and Camden Station Ridership.

06 Spur Equitable Development along Transit and Rail Corridors

The Baltimore region has several underdeveloped and proposed transit and rail stations that could serve as hubs for thriving, inclusive, transit-oriented communities. More equitable transit-oriented development (TOD) near rail stations and along bus corridors will increase transit ridership, generate thousands of new jobs in construction, create millions in new tax revenues, expand access to opportunity, and reduce congestion.

RECOMMENDATIONS

FIRST 100 DAYS

1 Support legislative proposals to accelerate equitable TOD.

The TOD Capital Grant and Revolving Loan Fund (see 2022's [HB 710](#) / [SB 516](#)) will create a financial tool to help accelerate equitable and affordable housing development near transit. Overcoming barriers and unlocking TOD potential could conservatively generate more than 20,000 new housing units near transit and rail stations around the region.⁹

2 Require that state economic development funding prioritizes transit-accessible locations.

Issue an Executive Order requiring that state funding and loan programs prioritize transit-accessible locations in selection processes to make the most efficient use of state resources.

3 Improve the state's TOD designation process and support jurisdictions' requests for new sites.

The General Assembly and MTA should review the TOD designation process to consider:

- a) Allowing designation of bus-based transit corridors, such as North Avenue in Baltimore City and York Road in Baltimore County, and supporting new designated TOD station areas such as Lutherville.
- b) Creating a criteria-based designation process to streamline designation and encourage best practices.

4 Establish a TOD interagency 'quarterback' team to streamline administrative barriers.

The team should coordinate across state-agencies involved in planning and development (such as MDOT, DHCD, and MEDCO) and local jurisdictions and their respective agencies to streamline administrative barriers to TOD, establish strategies to take advantage of federal funding and grant opportunities, and support state-led and co-led redevelopment opportunities.¹⁰

BY JANUARY 2025

5 Act as a first mover to jumpstart the TOD market at key stations with untapped potential.

Early opportunities or low-hanging fruit include prioritizing TOD areas for relocation when state leases reach end of term, supporting Anne Arundel County's Odenton MARC Station Parking Garage development, and supporting Baltimore City with State Center and West Baltimore MARC Station's redevelopment and revitalization.¹¹

6 Work with local jurisdictions to create equitable TOD visions and action plans for TOD areas.

Each state designated TOD area should have an equity-centered vision and action plan that includes minimum transit service standards (a prerequisite for TOD), recommended zoning & supportive infrastructure, long-term connectivity improvements to and from stations, equity-related goals policies, and production targets, and State resources that can support implementation. See [Building the Transit Oriented Region](#) report focused on Anne Arundel and Prince George's Counties for more TOD-specific recommendations.

By the end of your first term, you will have:

- Expanded access to affordable housing & job opportunities
- Made a clear signal to the private sector where to invest

Metrics of Success:

1. Development (sq. ft.) in state-designated TOD areas
2. Commute by Public Transportation (Mode Share)

ENDNOTES

- 1 For an overview of the challenges facing the region's transit system, see "[*Transportation Report Card*](#)," Central Maryland Transportation Alliance, 2020.
- 2 As of 2022, MTA's ratio of employees per revenue vehicle is roughly half of the staffing levels at six peer transit agencies (1.6 for MTA, 2.9 at peer agencies). In addition to more transit operators, MTA needs:
 - More Field Supervisors to proactively manage lines and improve reliability and performance for riders.
 - More Planning, Engineering, and Construction staff to transition away from embedded consultants and enhance the agency's internal planning and construction capacities. This could include a mentoring program to attract entry level staff and/or changing the salary structure to be more competitive in the industry.
- 3 MDOT MTA should explore expanded hours of service to better serve late-night workers and non-traditional hours (see "[*Supporting Late-Shift Workers*](#)," American Public Transportation Association, 2019).
- 4 Qualities of seamless service between transit providers include:
 - a) Co-location of transit stations and stops, creating transit hubs, see BMC's [*MTA/LOTS Transfer Points Study*](#).
 - b) Coordinated schedules between routes and services across transit providers, including MARC service.
 - c) Fare integration across transit providers.
- 5 A strategy to execute a 10-Year Rapid Transit Expansion Vision should:
 - a) Cultivate public, private, community, and institutional champions for transit corridors and enlist them to publicly articulate a position for "why" transit is important.
 - b) Incorporate the 10-year rapid transit expansion program into the Consolidated Transportation Program, with linkages to the Baltimore Metropolitan Council's [*Long Range Transportation Plan*](#).
 - c) Operationalize a long-term revenue strategy to enhance MDOT MTA operating funding by securing and supplementing existing state and federal sources for transit expansion
- 6 The state should consider establishing a partnership with Amtrak to create a workforce development rail apprenticeship program, based in Baltimore, to support the thousands of jobs required to build the new Frederick Douglass Tunnel and other Northeast Corridor rail investments.
- 7 A Maryland Regional Rail Federal Funding Strategy should:
 - a) Assigning a Baltimore Penn Station Quarterback to ensure MDOT MTA and the City of Baltimore can effectively coordinate and continue to secure federal grants and private financing to support the station's renovation, nearby multimodal infrastructure, and TOD opportunities near the station.
 - b) Develop a joint plan with Amtrak (NE Corridor) and CSX (Brunswick, Camden) to expand service with appropriate capital investments, with one- and five-year elements, using the [*Transforming Rail in Virginia*](#) program as a model.
- 8 The [*MARC Cornerstone Plan*](#) of 2019 estimated it would cost approximately \$660m in capital investments to fully unlock midday and weekend service on the Camden corridor.
- 9 In [*Unlocking the Potential for inclusive Transit-Oriented Development in Anne Arundel County*](#), part of the Partnership's [*Building the Transit Oriented Region*](#) report, overcoming barriers to TOD could unlock 3,675-4,500 new residential units at only three transit stations studied in Anne Arundel County.
- 10 A TOD Interagency 'Quarterback' Team should:
 - a) Create a strategy to use USDOT's RRIF and TIFIA loan programs to advance TOD infrastructure and associated projects.
 - b) Identify, designate, and empower an entity (such as MEDCO or DHCD) to acquire publicly owned transit-adjacent land and the authority to acquire private parcels on the open market.
 - c) Inventory state-owned land near the state's priority TOD areas and direct agencies to work with jurisdictions to identify potential redevelopment and co-development opportunities.
 - d) Evaluate and streamline state policies and approval processes for TOD projects.
- 11 Early opportunities, or low-hanging fruit, for the State to act as a first mover to jumpstart the TOD market include:
 - a) Direct **DGS to assess state leases reaching the end of term** and work with the MDOT Office of Real Estate & Economic Development to identify and prioritize locations near state-designated TOD sites.
 - b) Support Anne Arundel County's plans to redevelop the **Odenton MARC Station Parking Garage**, a project that has been stalled for a decade, and would unlock TOD potential around the station.
 - c) Establish a partnership with Baltimore City to **redevelop State Center** and cooperatively pursue federal funding opportunities for site-clearance, demolition, redevelopment, anti-displacement measures, such as community land trusts and equity related goals.
 - d) Direct MDOT MTA to identify state-owned property around the **West Baltimore MARC Station**, and work with Baltimore City to pursue federal funding opportunities to support inclusive economic development and community revitalization around the station, coinciding with the station's redevelopment and new Frederick Douglass Tunnel.

BALTIMORE'S TRANSIT FUTURE

The time for action is now.

Together, we can create shared economic prosperity and inclusive growth by fixing the transit systems we have, creating a credible program for transit expansion, and aligning economic investment with transit investment.



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