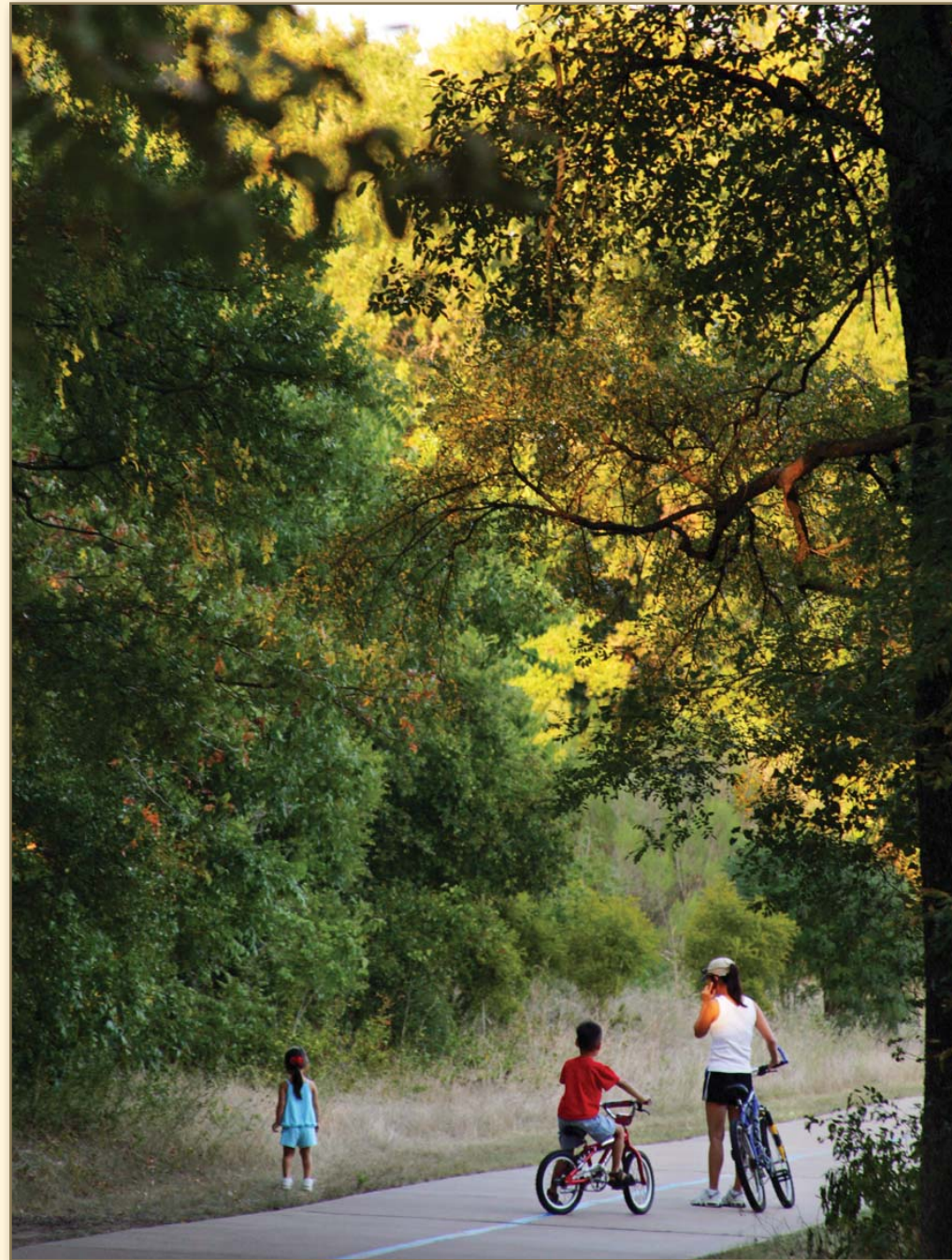


# BALANCING AND PHASING GROWTH



Legacy Park, Plano, TX

“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 Columbia Town Center under Policy 5.5: Encourage downtown Columbia’s continuing evolution and growth as the County’s urban center. This Amendment 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 Amendment 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 Amendment cannot be achieved. The TIF component of this Amendment is discussed further in Section 4.2.







Rockville Town Center, Rockville, MD

**More Town Center 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 Amendment recognizes the need for additional housing in Town Center 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 Amendment also recommends development of at least 640 additional hotel rooms in Town Center. 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 Town Center’s residents, businesses and visitors.

**Redevelopment of Older Properties** *“Encourage the selective redevelopment of obsolete or under-used 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 Amendment 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 Town Center was not fully recognized. This Amendment, therefore, recommends the redevelopment of certain properties as necessary to implement the Columbia Town Center 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 Amendment further recommends development of approximately one million square feet of additional retail uses over the current approved Final Development Plans, and five million 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 Amendment includes enhancements to the existing pedestrian circulation system, both in Town Center 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 Town Center. 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 Amendment.



*Steps to the Lake*

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

**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 Amendment 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 Amendment 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 Amendment, it will be necessary to enhance existing open spaces. The creation of additional open space and the implementation of improvements to the Town Center 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 Amendment.

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

borhood, this recommendation may be satisfied by enhancing areas designated open space on a previously approved Final Development Plan as described in the preceding paragraph. This Amendment 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 Amendment 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 Town Center as an art, cultural and civic center, this Amendment 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 Town Center will be unique to Columbia. Inclusion of cultural amenities in Town Center will be based in significant part on input received from the community. In this respect, this Amendment 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 Town Center, including retail, residential and civic uses, should continue to be explored. The cultural infrastructure of Town Center also must further the intent of this Amendment to create a self-sustaining and walkable environment.

To this end, this Amendment recommends the formation of a Downtown Cultural Commission to work with GGP's cultural consultant in guiding the development of the Cultural Master Plan for Town Center. 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



*Merriweather Connection to Symphony Overlook*



In order to create the sustainable environment needed to support the new Town Center, 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 Amendment, the potential creation of a Town Center 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 Amendment also recommends a comprehensive signage plan be developed for Town Center 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 districts or neighborhoods 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 Amendment 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.

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. ■



Baltimore Museum of Art Levi Sculpture Garden





Carlyle Square, Alexandria, VA

**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 Amendment 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 Amendment, and should be anticipated to some extent given the thirty-year estimated schedule for completion of the downtown. Provided (i) the Community Enhancements, Programs and Public Amenities (CEPPAs) are implemented in accordance with this Amendment; and (ii) GGP satisfies the Adequate Public Facilities Act, the development phasing recommended by this Amendment is intended to be flexible and to allow variation from the specific levels of development recommended in each phase so that development can proceed in accordance with market demands. Hotel uses above the additional 640 rooms recommended for the Town Center may be permitted if other recommended uses do not develop to the full levels recommended by this Amendment or if the long-term demand for hotel uses exceeds current projections.

This Amendment also recognizes the importance of creating a special place for downtown Columbia from the onset of redevelopment. This will occur through the balanced development of each district as a mixed-use pedestrian-oriented neighborhood in accordance with approved CEPPAs and Design Guidelines.

#### Infrastructure

This Amendment 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 the downtown revitalization district. 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 Town Center 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 Amendment, 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 Town Center 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 Town Center redevelopment program and CEPPAs under this Amendment 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 Town Center 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 Town Center.

**Existing taxes and public dollars are not diverted from other public investment and are not used to fund the TIF.**

Another advantage to the Town Center 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 Town Center will be added to the County's General Fund. It is also important to recognize that the Town Center TIF can only be used to fund public infrastructure. **The TIF cannot be used to pay for private development.**

In the redevelopment of downtown, 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. 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



*Pentagon Row, Arlington, VA*



for the approval and occupancy of the nonresidential development density recommended by this Amendment. 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.

Perhaps the biggest advantage of the Town Center 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 Amendment, as well as other public infrastructure for the Town Center 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 Town Center.

#### Geographic Phasing Relationships

This Amendment 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 Town Center.

To avoid potential geographic implementation problems associated with third party ownership or control, this Amendment focuses instead on providing detailed guidance for each district to assure that each district is developed in accordance with the comprehensive vision expressed for downtown. The specific recommendations detailed elsewhere in this Amendment for each district 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 in each district, regardless of when or in what sequence the development occurs.

#### Community Enhancements, Programs and Public Amenities

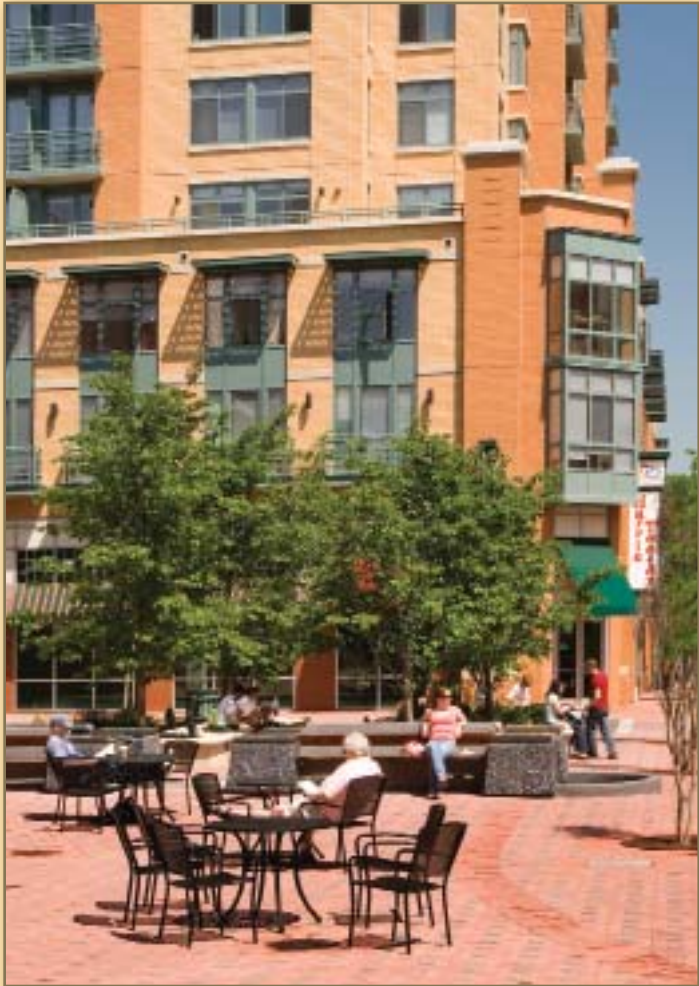
Of paramount importance to the district-by-district development approach and the success of Town Center, is the timely provision of Community Enhancements, Programs and Public Amenities to be implemented in phases consistent with the new commercial and residential development activity. The timely implementation of these features and their initiation will assure the creation of a culturally and environmentally enriched downtown.

This Amendment recommends 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 Phasing and CEPPAs schedule included in this Amendment. 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 than 100,000 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. If all required permits, approvals, rights of way and consents cannot be obtained for reasons beyond the reasonable control of General Growth Properties or other developers, then they shall enter into an agreement with Howard County to provide funding commensurate with the approvals and consents obtained.

Each of the timeframes identified for implementation of the Community Enhancements, Programs and Public Amenities both in this text and the Phasing Guidelines shall be tolled and shall not run in the event any appeal or other judicial proceeding is initiated challenging the legality of: (i) this Amendment; (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 Town Center; (iv) any final development plan or site development plan proposing development in Town Center; or (v) any land development, building or occupancy permit issued for development in Town Center. The timeframes for implementing the Community Enhancements, Programs and Public Amenities shall not recommence until a final non-appealable Order is issued upholding the legality of the subject matter of the appeal or judicial proceeding.





Shirlington Village, Arlington, VA

ADDITIONAL DEVELOPMENT RIGHTS			PHASE I
Use Type	Target	Minimum	Maximum
Retail	483,176	193,270	676,446
Office	1,081,422	432,569	1,513,991
Residential	1,640	656	2,296
Hotel	250	100	350

ADDITIONAL DEVELOPMENT RIGHTS			PHASE II
Use Type	Target	Minimum	Maximum
Retail	323,176	129,270	331,594
Office	1,968,839	787,536	2,756,375
Residential	1,966	786	3,204
Hotel	250	100	290

ADDITIONAL DEVELOPMENT RIGHTS			PHASE III
Phase III: The total maximum development rights that remain after accounting for Phase I and II development.			

ADDITIONAL DEVELOPMENT RIGHTS			TOTAL
Use Type	Maximum		
Retail	1,008,040		
Office	4,922,560		
Residential	5,500		
Hotel	640		



1.	Lakefront Terrace (steps to the lake) construction should be initiated within 6 months after approval of this Amendment, the first building permit for redevelopment in Town Center, the Columbia Association as necessary, and issuance of all permits required for its construction. Lakefront Terrace should be completed within 24 months after commencement of its construction.
2.	A Transportation Management Association for Columbia Town Center should be established within 6 months after approval of the first non-appealable Final Development Plan under this Amendment. The Columbia Town Center Transportation Management Association's (CTCTMA) role in promoting Columbia Town Center transportation initiatives is outlined in Section 2.4 of this Amendment. GGP will provide its initial operating funding until sufficient developer contributions are available to operate the Association.
3.	Each developer and subsequent owner shall provide to the CTCTMA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.
4.	In cooperation with Howard Transit identify and provide a location for the Town Center Transit Center. The land shall be provided 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.
5.	In connection with the first FDP under this Amendment, prepare and gain County approval of a Comprehensive Sign Plan to include Town Center gateway, building identification, vehicular and pedestrian directional and commercial signage criteria in Town Center.
6.	Lake Kittamaqundi Perimeter (loop around the lake) Pedestrian and Bikeway Improvements should be initiated within 12 months after approval of the Columbia Association or other property owners on whose land it will be built, and issuance of all necessary permits. The improvements should be completed within 24 months after commencement of the work. GGP will partner with Howard County and the Columbia Association in this effort.
7.	Lake Kittamaqundi to the Crescent and Merriweather Pedestrian and Bikeway Improvements should be initiated within 12 months after approval of the Columbia Association or other property owners on whose land it will be built, and issuance of all necessary permits. The improvements should be completed within 24 months after commencement of the work. GGP will partner with Howard County and the Columbia Association in this effort.
8.	Town Center to Howard Community College Pedestrian and Bikeway Improvements should be initiated within 12 months after approval of the Columbia Association or other property owners on whose land it will be built and issuance of all necessary permits. The improvements should be completed within 24 months after commencement of the work. GGP will partner with Howard County and the Columbia Association in this effort.
9.	Wilde Lake to Town Center Pedestrian and Bikeway Improvements should be initiated within 12 months after; 1) approval of the Columbia Association or other property owners on whose land it will be built; 2) approval of a non-appealable Final Development Plan for redevelopment of the Wilde Lake Village Center; 3) issuance of the first building permit for redevelopment of the Wilde Lake Village Center, and; 4) issuance of all necessary permits for the work. The improvements should be completed within 24 months after commencement of the work. GGP will partner with Howard County, the Columbia Association and the owner's of the Wilde Lake Village Center in this effort.
10.	Oakland Mills to Town Center Pedestrian and Bikeway Improvements should be initiated within 12 months after; 1) approval of the Columbia Association or other property owners on whose land it will be built; 2) approval of a non-appealable Final Development Plan for redevelopment of the Oakland Mills Village Center and; 3) issuance of the first building permit for redevelopment of the Oakland Mills Village Center, and 4) issuance of all necessary permits. The improvements should be completed within 24 months after commencement of the work. GGP will partner with Howard County, the Columbia Association and the owner's of the Oakland Mills Village Center in this effort.
11.	This Amendment recommends a contribution toward the capital costs of funding a Town Center circulator shuttle at an appropriate time in the redevelopment when warranted and recommended by the Columbia Town Center Transportation Management Association as part of the overall transit program.
12.	All Final Development Plans to be tested against new Town Center Adequate Public Facilities Act.
13.	All transportation improvements and mitigation identified by APF to be implemented by GGP or other developers in accordance with the FDP phasing requirements.



## RESTORATION

1.	Establish the Columbia Town Center Sustainability Association (CTCSA) for Columbia Town Center within 12 months after approval of this Amendment. The mission of the CTCSA's will be to promote and implement strategies to achieve a Green and Sustainable downtown as guided by the Columbia Town Center Sustainability Program and as further outlined in section 3 of this Amendment. GGP will provide its initial operating funding until sufficient developer contributions are available to operate the Association.
2.	Each developer and subsequent owner shall provide to the CTCCSA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.
3.	Preparation of the Columbia Town Center Sustainability Program shall be initiated within 2 months after approval of this Amendment. The Program will be developed around the Sustainability Framework document submitted with this Amendment and its preparation completed prior to submission of the first Site Development Plan for new development in Town Center.
4.	Fund and or complete restoration work identified in the <i>Merriweather &amp; Crescent Environmental Enhancement Study</i> submitted with this Amendment. The work should be initiated within 12 months after approval of; 1) this Amendment; 2) issuance of the first building permit for redevelopment in Town Center; 3) the Columbia Association or other property owners on whose land the work will be done and 4) issuance of any permits required for this work.
5	Work with the Columbia Association, Howard County, 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 <i>Best Management Practices for Symphony Stream and Lake Kittamaquundi Watersheds</i> report submitted with this Amendment.

## CULTURE

1.	Establish the Columbia Town Center Cultural Commission (CTCCC) within 2 months after approval of the first Site Development Plan under this Amendment. The Cultural Commission will work with the community, county representatives and private consultants to identify appropriate and desirable arts and cultural opportunities for downtown and to prepare a Cultural Master Plan. GGP will provide its initial operating funding until sufficient developer contributions are available to operate the Association
2.	Each developer and subsequent owner shall provide to the CTCCC 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 Town Center 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.
3.	Redevelopment of Merriweather Post Pavilion as generally outlined and recommended in the Citizen Advisory Panel report, should be initiated within 6 months after the approval of the first non-appealable Final Development Plan under this Amendment, and mutual agreement between the Columbia Association and the owner of Merriweather Post Pavilion, on a plan to redevelop the area and connection between Merriweather and the Symphony Overlook neighborhood as further defined in this Amendment. The improvements should be phased through annual construction and be completed prior to completion of Phase I.
4.	Transfer of ownership of Merriweather to the community prior to completion of Phase I and after mutual agreement between the Columbia Association and the owner of Merriweather Post Pavilion, on a plan to redevelop the area and connection between Merriweather and the Symphony Overlook neighborhood as further defined in this Amendment.
5.	Amenity Spaces within each neighborhood, as shown in the Design Guidelines submitted with this Amendment, 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 FDP for each neighborhood.



## INCLUSION

1.	GGP shall establish a mechanism for meeting the mixed-income housing objectives of this Amendment, including establishment of the Columbia Town Center Community Housing Foundation (CTCCHF) within 3 months after approval of the first non-appealable Final Development Plan under this Amendment. As discussed in the 1.5 Section of this Amendment, 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.
2.	GGP will contribute \$5M initially to the CTCCHF: 1) \$3M upon approval of the first building permit approved for redevelopment in Town Center; 2) \$1M upon FDP approval of the 200th new residential unit, and 3) \$1M upon FDP approval of the 400th new residential unit.
3.	Each developer will provide a contribution of \$4,000 per Dwelling Unit to the CTCCHF to be imposed prior to issuance of any building permit for a building containing dwelling units.
4.	GGP or other developers shall provide to the CTCCHF 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 Town Center 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.
5.	To provide housing in Columbia Town Center that will be affordable to individuals and families earning less than 80% of the Howard County median income, this Amendment also recommends that ten percent (10%) of any new units in Columbia Town Center 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.
6.	Establish the Columbia Town Center Partnership (CTCP) to oversee the operation of the five subsidiary associations and to serve as the focal point for carrying out the vision for Town Center established in the master plan adopted by the County and promote economic development of Columbia Town Center.
7.	Each developer and subsequent owner shall provide to the CTCP 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.
8.	Establish the Columbia Town Center Management Association (CTCMA) for the purpose of promoting of Columbia Town Center, including promoting public safety through on-site security patrols, property security evaluation, public safety education, downtown beautification, including litter and graffiti removal, streetscape improvement programs, landscaping, greening and maintenance services. Operational funding for the CTCMA will be accomplished through a special taxing district for Town Center.
9.	In order to provide an opportunity for the public to review the annual reporting, this Amendment recommends that the Department of Planning and Zoning prepare a summary of the annual developer reports received during a given year and present the information to the Planning Board at a public meeting annually.
10.	Identify a location for a new Howard County Fire Station site, and a location for a new Howard County police substation.



## CONNECTIVITY

1.	Each developer and subsequent owner shall provide to the CTCTMA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.
2.	All Final Development Plans to be tested against new Town Center Adequate Public Facilities Act.
3.	All transportation improvements and mitigation identified by APF to be implemented by GGP or other developers in accordance with the FDP phasing requirements.

## RESTORATION

1.	All FDPs and development programs to be compliant with CTC Sustainability Guidelines
2.	Each developer and subsequent owner shall provide to the CTC CSA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.

## CULTURE

1.	Each developer and subsequent owner shall provide to the CTC CC 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 Town Center 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.
2.	Amenity Spaces within each neighborhood, as shown in the Design Guidelines submitted with this Amendment, 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 FDP for each neighborhood.

## INCLUSION

1.	In order to provide an opportunity for the public to review the annual reporting, this Amendment recommends that the Department of Planning and Zoning prepare a summary of the annual developer reports received during a given year and present the information to the Planning Board at a public meeting annually.
2.	Each developer will provide a contribution of \$4,000 per Dwelling Unit to the CTC CHF to be imposed prior to issuance of any building permit for a building containing dwelling units.
3.	GGP or other developers shall provide to the CTC CHF 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 Town Center 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.
4.	To provide housing in Columbia Town Center that will be affordable to individuals and families earning less than 80% of the Howard County median income, this Amendment also recommends that ten percent (10%) of any new units in Columbia Town Center 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.



## CONNECTIVITY

1.	Each developer and subsequent owner shall provide to the CTCTMA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.
2.	All Final Development Plans to be tested against new Town Center Adequate Public Facilities Act.
3.	All transportation improvements and mitigation identified by APF to be implemented by GGP or other developers in accordance with the FDP phasing requirements.

## RESTORATION

1.	All FDPs and development programs to be compliant with CTC Sustainability Guidelines
2.	Each developer and subsequent owner shall provide to the CTC CSA 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 Town Center that is approved for new commercial development. The amount of 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 with issuance of the first occupancy permit for the buildings.

## CULTURE

1.	Each developer and subsequent owner shall provide to the CTCCC 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 Town Center 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.
2.	Amenity Spaces within each neighborhood, as shown in the Design Guidelines submitted with this Amendment, 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 FDP for each neighborhood.
3.	Provide contribution of \$.05/SF to CTCCC prior to occupancy permit for any commercial building in each FDP.

## INCLUSION

1.	In order to provide an opportunity for the public to review the annual reporting, this Amendment recommends that the Department of Planning and Zoning prepare a summary of the annual developer reports received during a given year and present the information to the Planning Board at a public meeting annually.
2.	Each developer will provide a contribution of \$4,000 per Dwelling Unit to the CTCCHF to be imposed prior to issuance of any building permit for a building containing dwelling units.
3.	GGP or other developers shall provide to the CTCCHF 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 Town Center 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.
4.	To provide housing in Columbia Town Center that will be affordable to individuals and families earning less than 80% of the Howard County median income, this Amendment also recommends that ten percent (10%) of any new units in Columbia Town Center 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.





*Easton Town Center, Columbus, OH*

**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 Amendment recommends continuing the County’s Development Monitoring System report as it relates to new development downtown. 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 downtown. Information on unit counts, type of unit and affordability should be included.

This Amendment also recommends that, in connection with the General Plan Monitoring Report (GPMR), additional detail be included about the redevelopment effort downtown. Although market conditions have and will continue to determine when specific development proposals move forward, the GPMR should include information on the achievement of the development phasing objectives and targets recommended by this Amendment.

In addition, as previously noted, this Amendment 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 Amendment recommends that each developer of land downtown 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 any downtown partnership 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 Amendment recommends that the Department of Planning and Zoning prepare a summary of the annual developer reports received during a given year and present the information to the Planning Board at a public meeting annually. ■





*Shirlington Village, Arlington, VA*

*Reston Town Center, Reston, VA*



*Santana Row, San Jose, CA*