

2016

Mayoral Candidates Forum:  
Leadership for Improving Transportation



February 25, 2016

Baltimore City Mayoral Candidates

The 2016 Baltimore City Mayoral Candidates Forum: Leadership for Improving Transportation has been made possible through the joint efforts of 1000 Friends of Maryland, the Central Maryland Transportation Alliance, Citizens Planning & Housing Association, and Transit Choices.



Transit Choices is a coalition of business organizations, universities, cultural institutions, developers, environmental groups, community groups, transportation planners, young entrepreneurs, and concerned individuals joined together by the vision of creating a great mass transit system in Baltimore. Our goal is to create a transit system that is multi-modal, integrated, user friendly, economically & environmentally sustainable and most importantly, connects the citizens of East & West Baltimore to job opportunities in a reliable and timely manner.

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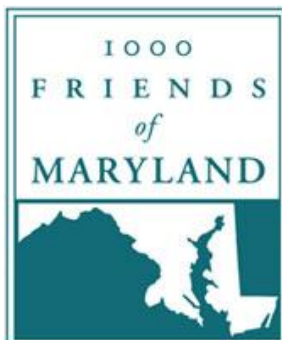
Since 1941, Citizens Planning & Housing Association has continually promoted civic action, and assisted communities in changing Baltimore City for the best. CPHA is the catalyst for civic action to bring about a healthy, inclusive Baltimore, with economically vibrant communities and opportunities for all people. For 70 years, CPHA has been the honest and trusted broker capable of intervening and coalescing divergent views into constructive solutions.

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



The Central Maryland Transportation Alliance was formed in 2007 as a diverse coalition of corporate and civic leaders uniting business, philanthropic and institutional sectors around a common agenda: improving and expanding transportation options for the citizens and businesses of Central Maryland. Our singular focus is to be a catalyst for improving the region's transportation.

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



1000 Friends of Maryland advocates for a more environmentally and economically sustainable future that creates opportunities for all Marylanders through better development patterns.

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

Welcome to the 2016 Baltimore City Mayoral Candidates Forum: Leadership for Improving Transportation.

Baltimore City is currently wrestling with many critical issues: structural racism, mass incarceration, police brutality, housing segregation, high unemployment and the list goes on. A common theme running through these issues is the hopelessness many Baltimore residents struggle with everyday. In part, this can be attributed to the lack of opportunity available to those living in disinvested neighborhoods. A recent study of the Moving to Opportunity program found that, among the nation's 100 largest jurisdictions, **Baltimore's children face the longest odds of escaping poverty.** Simply put, many neighborhoods in Baltimore do not offer a real chance at economic and social mobility.

This is an issue set that is complex and has as many different solutions as there are problems. But an important, if unlikely, factor that runs through many of these issues is transportation. **Researchers working on the Moving to Opportunity study found that commute time is the “single strongest factor in the odds of escaping poverty.”** Another study from NYU found that New York City neighborhoods with insufficient access to transportation suffer from higher unemployment and lower income.

We can see these same forces at play right here in Baltimore City. The Baltimore Neighborhood Indicators Alliance (BNIA) keeps track of the length of commute by neighborhood. **BNIA has found a strong correlation between neighborhoods with a prevalence of long commute times and signs of distress, including high unemployment, high poverty, and low life expectancy.** The neighborhoods with the largest proportion of residents who have long (45 minutes or more) commutes are places such as Sandtown-Winchester, Harlem Park, Oldtown, Oliver, and Park Heights.

Additional confirmation of the central role that transportation plays in economic opportunity was found by the Opportunity Collaborative, a regional consortium of non-profits, local governments, and state agencies. The Opportunity Collaborative identified six main barriers to employment and one of those key barriers was transportation. Transportation-related barriers included: public transit being insufficient to reach growing job centers in the area, transit hours of operation are not conducive to off-hour shift workers, and the cost of transit is high for low-income people.

**Improved public transportation is not a panacea to our City's and region's problems with race, poverty, and inequality. But more and more evidence show that quality public transportation is fundamental to providing economic opportunity and upward mobility.**

Now we find ourselves in the midst of a flurry of activity on transportation issues. In June, Governor Larry Hogan canceled the Red Line light rail project which had been the City's number one transportation priority for many years. In October, the Governor unveiled *BaltimoreLink*, a plan that aims to completely redraw the map of bus routes and focus bus service on high-frequency corridors. Shortly thereafter, the Baltimore Metropolitan Council released the *Baltimore Regional Transit Needs Assessment*, which includes a menu of recommendations for transportation projects. In November, the Baltimore Regional Transportation Board approved the region's long range transportation plan, *Maximize 2040*. And now Governor Hogan and the General Assembly are debating a number of transportation-related bills that could significantly affect the City.

What are we to make of all these competing plans, proposals, and projects? What do our elected officials and candidates for office have to say about these plans and their own visions for transportation? In the following pages you will find information on the candidates for the Mayoral Candidates, as well as their responses to a set of transportation-related questions that they answered as a requirement for participating in today's forum. We hope you will find their answers useful when making your decision on who to support in our upcoming Baltimore City elections.

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# Sheila Dixon

In 1987, Sheila began serving her term on the City Council—She was elected in 1999 as City Council President. She later ran and was elected the 48th Mayor of Baltimore City. As Mayor, Sheila created the gun offender registry, the Charm City Circulator. Her policies led to improved outcomes like a 30-year reduction in crimes.



- 1. What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration’s work on transportation?*

During my first administration, the Department of Transportation was transformed into an economic and neighborhood development agency. We will restore DOT’s seat at the table to help drive Baltimore’s economic growth.

We will leverage transportation resources to support economic growth, improve access to jobs and achieve a balanced and equitable transportation system that puts all transportation system users on a level policy and budget playing field. I will make clear to my Director of Transportation (and other City agency heads) that City streets will no longer be reserved for automobile use – investments in sidewalks and pedestrian safety, support for transit services, and initiatives to achieve a safe bicycling climate will be core purposes of the Department.

I will work with transportation stakeholders to further define this vision and translate it into a series of initiatives to achieve the following measurable outcomes:

- Restore “Operation Orange Cone” to resurface 1,000 lane miles during my four-year term and use these resurfacing projects to implement bicycle and pedestrian safety measures.
- Dramatically reduce the number of bicycle and pedestrian crashes and unreported near misses.
- Improve on-time performance of MTA buses on City streets and restore 10-minute frequency of the Charm City Circulator.
- Support investments to improve freight movement to and from the Port of Baltimore and surrounding industry.

- 2. What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City’s general funds to improve transit?*

Our budgets will mirror our priorities: safety for pedestrians and bicyclists, resurfacing neighborhood streets, creating an environment where transit is a mode of choice for residents and workers in our City, and leveraging transportation dollars to support neighborhood and economic development opportunities. If we need to use general funds to support transit services, we will do so.

City agencies are only as good as the talent that leads them. Priority one is to actively recruit professional staff and leadership for the Department of Transportation that thinks and acts progressively about transportation issues and projects. We will also invest in current employees who show a commitment to our balanced transportation vision. We will also look at the functions provided internally by the Department of Transportation and end functions which do not support the mission or transfer them to a more appropriate agency. I want my Department of Transportation to be focused on creating a balanced, safe transportation system for all – not setting up booths for community festivals or stringing electrical wire for Artscape.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

For too long, transit in the region has been considered a "City issue" with small pockets of support in suburban communities; this has translated into too little support for transit in Annapolis by legislators from the region. More recently, I have been encouraged to hear some legislators from Baltimore and Anne Arundel Counties expressing their interest in and support for transit – but those instances have been too little, too late.

There is a regional coalition to be built around transit when one considers the impact of the MARC system and commuter buses on residents of Howard, Baltimore and Anne Arundel Counties; the support of suburban business communities such as the BWI Business District and Hunt Valley relying on "reverse commuters" along the light rail line, and supporters of expanding MARC service in eastern Baltimore County and Harford County. I am prepared to forge this regional coalition through leadership at the Baltimore Metropolitan Council and Baltimore Regional Transportation Board, although these venues have historically proven less than effective in advancing meaningful transportation policy.

My sense is that even executives in Harford, Anne Arundel and Howard Counties will take a pragmatic and supportive view of transit when the issues are more clearly presented to them and in a manner that addresses their interests. We may or may not receive high-profile leadership on transit issues from suburban executives but quiet encouragement of their legislative delegations can be just as effective in achieving a "rising ride" for all transit services.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

City government needs to better understand the concerns of residents regarding "B-Link." I will not "pass the buck" by sending City residents directly to MTA to address bus route and stop changes. Instead, my Administration will use any leverage we have to make "B-Link" work for Baltimore. My Administration will be very willing to partner with MTA to make improvements to traffic signal timing and bus stop management called for in the B-Link plan, but only if MTA treats the City like a partner and does not impose a system on us without meaningful input.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

Launched when I was Mayor, the Charm City Circulator and Harbor Connector have been a tremendous success: ridership has exceeded expectations, service quality has remained high, and we have demonstrated that transit can indeed be a mode of choice for Baltimoreans. The Circulator has improved opportunities for community and economic development to spread beyond the harbor, increasing visitation to cultural institutions in the Mt. Vernon area, spreading tourism dollars to communities on the edges of the system and reducing family expenditures on transportation which are then directed to housing and other activities. The Harbor Connector, for which my administration secured federal discretionary grants to purchase all-weather vessels, has been successful by providing an option for residents not wanting to drive all the way around the harbor to get to home or work.

When the Circulator was envisioned during my first Administration, we clearly articulated a fiscal and policy imperative for the Circulator to be effective and sustainable. We implemented a plan that made service fast, friendly and free – but stayed within a core operating area tied to the Circulator's funding base. As the Circulator has been extended to Charles Village and the Banner Route continued to run beyond its original three-year grant-funded operating period, the Circulator's finances have become strained and the quality of service has begun to wane; operating hours and service frequency were reduced and the system has become less reliable. While the Charles Village and Banner Routes have been successful and should continue in operation, we cannot make the same mistake again.

My priority is to maintain and strengthen the Circulator in the context of its initial vision. Specifically, my goal is to restore 10-minute headways and ensure that service quality meets the high standard we set when service began. Anything less is not acceptable, as the Circulator was supposed to demonstrate everything that can be right about public transit. Likewise, we should maintain the Harbor Connector basically in its present form – serving quick, cross-harbor trips.

Approximately 85% of the City's parking tax revenue is generated within the original service area of the Circulator (roughly from MLK Blvd to Central Avenue and from North Avenue to Key Highway). The business and tourism community – and even some parking operators – came together to support a restructuring of and modest increase to the parking tax to provide a stable, ongoing source of revenue for the Circulator. We knew when conceiving the Circulator that the parking tax would never secure 100% of the Circulator budget, but believed that meeting approximately 70% with parking tax revenues would be a solid financial basis upon which to build. Moving forward, we should consider the following sources of revenue to stabilize and maintain the Circulator:

- Move to close gradually the “free parking” loophole where the cost of parking spaces is built into office and residential leases and no parking taxes are paid.
- Auction the use of City-owned piers and landings for tourism-oriented water services. (Water Taxi, Harbor Cruises, Seadogs, etc. to sustain the Harbor Connector.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Beginning during my first Administration and over the past few years, Baltimore has significantly increased its investment in bicycle and pedestrian infrastructure; however, new bike lanes and off-street trails are not a substitute for cultural change within City government and in the city

at-large with respect to the rights of pedestrians and bicyclists. While we will continue to make investments in physical infrastructure, the stronger focus should be on maintaining that infrastructure in a state of good repair, training City police and traffic enforcement officers to protect bicyclist and pedestrian rights, and otherwise creating a safe environment to increase use of the assets which have been created.

The recent snowstorm also highlights the need to have a workable plan for bicycle and pedestrian safety during snow and ice events. It can no longer be acceptable that bus stops on major corridors become repositories for huge piles of snow or that City-owned sidewalks go uncleared forcing people to walk in the street. The City must lead by example and make our streets safe for every user all throughout the year.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

We should not accept at face value that MTA is directly responsible for transit services in the region. I want to revisit the structure and accountability of MTA so that our region can work together to set the transit vision and make investment decisions which support that vision. In the meantime, we can implement measures to give priority to transit such as marked and enforced bus lanes and signal priority or preemption at key intersections.

It seems unlikely at this point that the Council will finish its work on the zoning code before the end of its term despite the hard work of many staff and Councilmembers. Should the opportunity present itself to shape the zoning re-write, I will work with stakeholders in support of policies that support transit-oriented development, eliminate minimum parking requirements and require urban design that is walkable and transit-supportive.

# Elizabeth Embry

Elizabeth Embry served in the administrations of a Governor, Maryland Attorney General, two State's Attorneys, and two Mayors. She is a Baltimore City native and City College graduate and lives in Better Waverly. Elizabeth is currently the Chief of the Criminal Division for the Maryland Attorney General.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

In a City where approximately 30% of families do not have access to a car, an effective and efficient public transit system is essential to connect citizens to jobs, healthcare, and education. An effective transportation system is critical to the long-term viability of our city, and a precondition to so much else of what the city needs. But, Governor Hogan is now cutting back on these commitments, replacing a planned \$2 billion Red Line with a \$135 million bus plan and highway spending across the State. These moves were a significant setback for the future of Baltimore.

I will be rolling out a more detailed policy blueprint in the coming weeks, and I invite you to visit my website at [www.embryforbaltimore.org](http://www.embryforbaltimore.org) for those details. But briefly here: As Mayor, I will advocate for initiatives to make public transit more equitable and affordable, I will press for greater transparency and efficiency within the Department of Transportation, I will seek to expand the reach of public transit, including through an east-west rail connection, and I will work to develop alternate modes of transportation to connect and grow our City.

We are at a moment when other cities such as New York, DC and Seattle – to name only a few -- are engaged in provocative and forward thinking transportation initiatives. We should look to – and where appropriate, draw upon and refine – those initiatives in fashioning the next generation of transportation reforms, and you will see that reflected in my blueprint as well.

Ultimately, the most important measure for any transit system is how quickly and reliably it gets people to work. Currently, only 1 in 3 jobs in the Baltimore metro area are accessible by transit within 90 minutes. It will be a priority of my administration to significantly improve this number.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

State and federal participation is required to fund the large-scale investment required to build a transit system that truly meets the needs of Baltimore's citizens. As Mayor, I will unite community leaders, State representatives, and City Council members behind a comprehensive transit plan, including an east-west rail expansion, that I will advocate for in Annapolis and Washington DC.

As the Circulator has demonstrated, however, significant change is also possible through the targeted use of local funds. Immediate improvements can be made by developing bike-sharing and car-sharing programs, implementing the bike master-plan, streamlining and better integrating the water-taxi system, and changing the zoning code to encourage transit-oriented development.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*



I would partner with the Baltimore Regional Transportation Board (“BRTB”), Baltimore Metropolitan Council (“BMC”), and leaders in surrounding counties to develop a regional transit plan that will connect people to jobs in the Baltimore region. In particular, I will work with business leaders and the BMC and the BRTB to address one of the most important issues facing suburban commuters: transporting people the “last mile” from transit stations and stops to their jobs.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

Excellent transportation systems grow out of strong partnerships with those who rely on them. I have attended public meetings related to the Baltimore Link proposal and heard community concerns about service cuts and route changes. My administration will advocate on behalf of these communities. While changes to established service naturally raise concerns, effective change occurs when citizens are fully educated and involved in the process from the beginning. Additionally, I will demand that the MTA model any changes to bus routes so that they can be shown to be improvements in efficiency.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

The water taxi system and circulator are both vital aspects of our public transit system. At present, however, they are not well connected to our core bus, metro, and light-rail services. While the Circulator is an invaluable asset, several MTA bus lines duplicate its service. I would work with the MTA to ensure that these lines are deployed efficiently, so that resources are spread effectively through the system. In addition, a fare card that could be used across all transit modalities, including the water taxi and a new bike share system, would better integrate our transit modes.

These systems should be financed through a mix of private and public funding. Private business and public institutions benefit immensely from the Circulator and water taxi system. Partnerships with these institutions would provide a financing source that would ensure current stability and allow future expansion.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Complete streets should be the backbone of our transit system. All modes of transit, including biking, walking, driving and public transit, should be able co-exist safely in our streets. Streets friendly to biking and walking can benefit businesses, improve public health, attract tourists, and alleviate gridlock.

Currently less than one percent of commuting in Baltimore is by bike. Through implementing the bike master-plan and establishing a bike-share program, I will seek to raise this number to the 4-5% level seen in other cities. I would also emphasize pedestrian connections between neighborhoods, including connecting downtown with neighborhoods east of President St. and west of Martin Luther King Blvd.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

Good zoning is a precondition for good transit. The draft Transform zoning code will be a positive step towards encouraging mixed use, pedestrian and transit friendly development in Baltimore. The Neighborhood Commercial designation, which promotes small neighborhood businesses in residential areas, allows for easily accessible development that is part of the community. Zoning specific to transit oriented development would also be a significant step towards encouraging development around our subway and light rail stops. A priority of my administration will be to implement the new code and ensure it is free of amendments that would limit its efficacy.

# Patrick Gutierrez

Patrick Gutierrez is a loving husband, father and a former Vice President of Operations with Bank of America who specialized in turning around poor-performing operations. Originally from Indio, California, he has proudly called Baltimore home since 1999. Gutierrez has also been a sportswriter, communications manager, community activist and stay-at-home dad.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

My vision for transportation in Baltimore is to improve the quality of life and economic prospects of Baltimore's residents through the support and implementation of high-quality, sustainable public transportation. My mission is for the city to be a critical part of a multi-modal, integrated regional transit system where every resident, regardless of income, has access to a reliable method of transportation that can get them where they want to go in the city and surrounding counties in a safe, efficient, timely and affordable manner.

As someone whose campaign is built around utilizing measurable outcomes to improve city services across the board, I would aim to improve such outcomes as ridership, on-time performance, rider satisfaction scores, percentage of overall fleet in circulation, average trips per resident, average time per route, and incident reports, among others.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

My spending priorities are designed around making our city cleaner, safer, and more responsive to the needs of the people who live here.

My administration would implement my transportation vision by working directly with the state and the MTA to ensure our transportation needs as residents are being met. That includes advocating for the implementation of the performance-based metrics I referenced above as a means to track the MTA's effectiveness in meeting its goals. I would also look to bring management of the city's portion of the MTA bus system under my offices to ensure it is being responsive to the needs of our residents.

I would absolutely support using general funds to improve transit where opportunities existed to do so and my budget would reflect that by increasing the amount of money currently being allocated and using that money in a more efficient, effective manner.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

In keeping with my plan to be a mayor that is personally and actively involved, I plan to participate on committees at the state and federal level that deal with transportation. As mayor I plan to take the following steps to ensure that Baltimore develops partnerships with all public and private stakeholders.

- Regardless of who is Governor, I will form a collaborative, and not combative, relationship with the State and the Governor's office.

- By regularly engaging with decision-makers and other stakeholders at various levels to promote high-quality public transportation.
- Lobbying for Baltimore to serve as a pilot city for implementing innovative model plans in transportation such as high speed trains, light rails, intelligent bus systems, skyways or other innovative vehicles, and maritime public transportation.
- Engaging in public-private partnerships with employers to encourage the use of public transportation to their employees.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

As Mayor, I will listen to those City residents that may be most negatively impacted by Governor's plans for the city's mass transit system. It is essential that the public transit system benefit the public. Afterwards I will be taking those concerns to the Governor and the MTA and working to get them resolved in a manner that benefits the residents of Baltimore that rely on mass transit to get to work, school, and participate in the cultural life of Baltimore.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

I see both having an increased role in my transit vision for Baltimore. The circulator has proven to be very successful and should be scaled up to serve more areas. The water taxi could benefit from upgrading its fleet and offering a different pricing structure to encourage more people to ride. Both could be funded by a combination of state and local dollars, especially after we've completed the independent audits of all city agencies that I will commission immediately upon taking office. We could also ask businesses on water taxi routes to offer subsidies and/or other incentives to riders, particularly employees of those businesses, to encourage them to utilize the service.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

I believe that working to create a more bike and pedestrian-friendly infrastructure is in our city's best interests therefore I see those two components as critical to any future plans as far as infrastructure improvements and/or new developments. One change I will implement is to insist that any requests for improvement/development include specific measures to accommodate for cyclists and/or pedestrians where it makes sense to do so.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

Although my ultimate goal is for the City to gain full control of the mass transit system within its jurisdiction, in the meantime I would use my authority to ensure there are more bike racks installed around the city to make it easier for people to secure their bikes, as well as add more bike lanes, introduce bike-friendly technology to stoplights, and redesign intersections where bike/pedestrian traffic is heavy, including adding bridges where appropriate. I would also bring a quality, affordable, bike-sharing program to Baltimore to increase ridership and, as a by-product, improve health and safety. I will also look to our private developers to incorporate bike/pedestrian needs in any future projects.

# Joshua Harris

Joshua Harris is a leader and visionary who advocates on behalf of the community. He is dedicated to creating attainable solutions for the challenges Baltimore faces. He is a former legislative aide, sits on several boards, and has been a featured speaker on topics from education to urban revitalization. Joshua is a brand and communications specialist and currently works for an international non-profit that provides mentorship and scholarship opportunities to young African American boys and men.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

My vision for transportation is a solar light rail system that connects Richmond with Philadelphia. Measurable outcomes would include a commuter rail system that connects the suburbs and both coming under the auspice of a regional transportation authority.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

My spending priorities are aligned with my core values of sustainability and economic development. Within my budget, transit oriented development will be prominent as it (TOD) reflects the enlightened and practical thinking of planners. This is an area where people with different viewpoints agree that it makes sense to develop. The use of general funds to improve transit will be limited as my administration's plan is to establish a regional authority.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

It is my plan to establish a coalition of mayors and county executives to lobby the governors in the three (3) states and District (PA, MD, DC & VA) to support a regional solar light rail system. This collaborative will include our federal partners at the Dept. of Transportation.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

I will evaluate the current plan to determine the impact it has on the residents of Baltimore and determine if other options are warranted and feasible. To the extent necessary to equalize the burden (if this is so) I will offer alternatives to the governor's plan.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

In the absence of details that indicate otherwise, I view the water taxi system as a function of tourism. My priority to determine what impacts the quality of life of Baltimore residents. Consequently, this is water taxi's are not high on my list until someone convince me otherwise. Regard the circulator, I understand the circulator disproportionately benefits some residents. It is my plan to review how the circulator, if in fact it does, favor some city residents.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

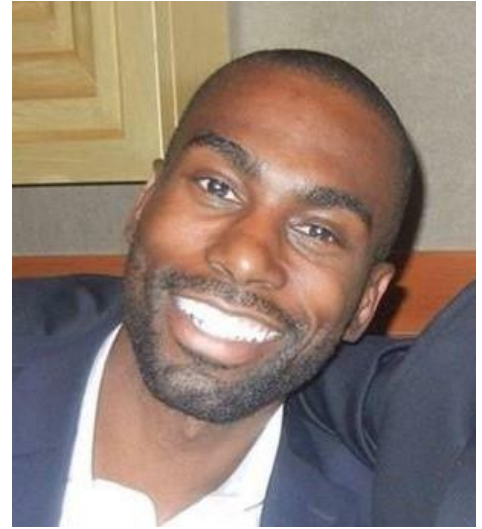
After experiencing the extensive use of bikes in Europe, I understand the key role bikes can play in the overall reduction of greenhouse gases and livability of our city. It is my plan to expand the use of bike lanes and pedestrian paths within the city.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

I plan to take a leadership role in establishing: a) a regional transportation authority and b) solar light rail system.

# DeRay Mckesson

DeRay Mckesson is an organizer, activist, and educator focused primarily on issues of innovation, equity and justice. Born and raised in Baltimore, he graduated from Bowdoin College and has advocated for issues related to children, youth, and families for over 15 years.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

I am running to be the 50th Mayor of Baltimore in order to usher our city into an era where the government is accountable to its people and is aggressively innovative in how it identifies and solves its problems. Public transportation is clearly one of these problems.

Transit – like public safety and public education -- is one of the larger 'systems' that is failing to meet the needs of all of the city's residents. Access to and ease of use of roads and light rail preference suburban commuters over city residents. Long commute times and inefficient services by bus limit city residents' ability to reach, and keep, a job. I have been particularly struck by both national and local research that has documented the correlation between long commute times and constrained opportunity/ concentrated poverty.

While I admittedly have more to learn about the city's transit challenges and solutions, my initial stance is that as Mayor, I would advocate for the Red Line to once again be considered and funded and I will join with other partners, such as the NAACP Legal Defense Fund, in their efforts to revitalize this plan.

With an effective East-West connector back on the table, I believe we can move forward to truly build an interconnected system that:

- Is driven by equity
- Demands efficiency
- Is multi-model: effectively linking an East-West connector with existing bus, light rail and rail lines, the water taxi, bike routes and pedestrian pathways; and
- Is increasingly green.

The sentinel measures in understanding the effectiveness of this interconnected system in better responding to citizens' needs would be average commute times -- neighborhood by neighborhood --and the percentage of household income that is spent on transportation.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

While I would like to say that my spending priorities are the Red Line and improved efficiencies in bus service to better connect city residents to employment centers within the city and region – I understand that these items are beyond the purview of the Mayor and the city budget. They will, however, make up the bulk of an advocacy strategy. We are not blind to the fact that federal transportation policy contributed to the out migration of residents and jobs to the suburban ring, disinvestment in our city, and the concentration of poverty with in it -- nor to the fact that some of the state dollars previously budgeted for the Red Line were re-directed to road projects in outlying counties. We need the full participation of state and federal partners to connect city residents to opportunity. This is fundamentally an equity and social justice issue.

That being said, and with the City's own General Fund in mind, I will explore opportunities to:

- Extend the services of the free city circulator along highly trafficked routes beyond downtown;
- Build out bike lanes and pedestrian pathways to reduce the number of cars on our streets and improve resident health;
- Explore, with the state, dedicated bus lanes along major thoroughfares;
- Expand the role of car sharing, Smart City solutions, and other private sector actors in the City's transportation system

I would also look at the current schedule of city Department of Transportation road repaving and repairs with an equity lens to ensure coverage across the city's neighborhoods and streets.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

It is my understanding that the Mayor automatically gains a seat at the table of the Baltimore Metropolitan Council (BMC) and that the city has a seat on the Baltimore Regional Transportation Board (BRTB) where issues of common concern to the five central counties and the regional plan for transportation are developed, discussed and debated.

In addition to state and federal advocacy for the Red Line and improved bus service (see response above) it is my hope – and would be my position in participation in these regional planning bodies – that the Opportunity Collaborative's Regional Plan for Sustainable Development should serve as a guiding policy document. This plan was developed over the course of three years with broad participation from citizens and elected officials across the region – and led by the BMC. Its central premise – that low-income residents of the region should be more effectively connected to opportunity through transportation, housing and workforce development -- is one I champion. We have the plan. Let's do it.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

If elected, using data to tell the truth about the challenges residents face and the effectiveness of systems will be a hallmark of my administration. Indeed – in my national advocacy work, the use of data combined with powerful stories of personal experience have laid the groundwork for substantial policy reforms. I would expect to do the same here, that is:

- Analyze proposed changes with an equity lens to understand their impact on residents across the city;
- Collect the concerns of citizens related to these changes – their worries and struggles;
- Use these data and collected stories to inform an advocacy effort aimed at ensuring any proposed changes result in increased efficiencies and ease of use as experienced by residents.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

The water taxi system and the circulator are transportation amenities that largely serve downtown. My initial response here is that they bring value to our city's growth and development – to our image of ourselves -- and help keep cars off the road. This is all good. However, the degree to which they are subsidized by the city at the expense of transportation – and other -- investments elsewhere needs to be closely examined. And, if they are truly prized by the downtown businesses and workers that use them, we should be able to work together to figure out a sustainable funding strategy that includes co-investment from these partners.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

I am all about increasing the use of bikes and safe pedestrian pathways across our city to keep us healthy, get more cars off the road, and reduce transportation costs for families. I think we can:

- Make pedestrian safety a priority in road upgrades to reduce traffic-related pedestrian injuries in the City;
- Move forward on implementation of the Bike Master Plan with comprehensive bike lane routes across the city.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

I understand that land use, development and parking are potential sources of revenue for strategic investments that will help us build this city.

If elected, I have said I would conduct a thorough review of the city's revenues and expenses to better understand how we can invest in our priorities – how we can use all the resources at our disposal to create the sort of city we all want to live in. I also believe that those seeking to help us build that city – through acquisition of city-owned property and major development – can co-invest with the public in the infrastructure we need and deserve.



# Nick Mosby

Councilman Nick Mosby represents the 7th District. Raised by his mother in North East Baltimore, he is a graduate of Polytechnic Institute and holds a BS in Engineering from Tuskegee University. Nick worked for a Fortune 100 telecommunications company. He and wife Marilyn are the proud parents of two daughters.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

I am the only mayoral candidate who has released a plan detailing a vision for transportation in Baltimore, because I feel Baltimore has failed to focus on our transit infrastructure for far too long. A stronger transportation infrastructure is indispensable not just for connecting residents with jobs, but for ensuring access to quality of life services like healthcare, and for making sure every resident can engage with Baltimore's anchor offerings like the National Aquarium, the Walters Art Museum, or an Orioles game, to name just a few. The zip code you live in should not define your ability to get to work, to utilize City services, or to enjoy our City's many cultural and entertainment offerings. A concentration of those offerings is and should be a significant part of the appeal that comes with City living. Moreover, businesses throughout the City benefit from having a transportation infrastructure that allows more residents to visit them. We often talk about how transportation is the greatest point of access for social mobility, and rightfully so, but it also bears mentioning that it is a backbone that braces the wellbeing of our extant economic infrastructure.

Transportation is buttressed not just by buses and bike lanes, but by transportation-friendly development that meshes with a vision for a multimodal City. To that end, rolling back the use of parking minimums, finding fiscally responsible funding for an expanded Circulator in partnership with new businesses that benefit from it, and requiring more walkable designs for development projects that receive City support are all vital pieces of my vision for transportation in Baltimore. They are also each discussed in my 15 Point Plan for Baltimore.

My administration will begin by rewriting Baltimore's transportation plan, which has not been updated since the O'Malley administration. We will set targets, coordinating with experts in the transit field, on how many people will ideally be moved by each mode of transportation, then determine what investments are necessary to deliver on those goals.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

So long as it can be done responsibly, in terms of what funding would need to be reassigned to allow for general fund investments in improved transit, I support using general funds for transit improvement. The investment in transportation is also an investment in downstream benefits like economic growth, healthier neighborhoods, a healthier environment, and access to education though. As such, I see transportation as a cost-effective use of funds to augment several systems at once.

My 15 Point Plan outlines an updated Traffic Management Center and expanded Intelligent Transportation Systems, Transportation Demand Management strategies, exploration of Bus Rapid Transit pilots on east-west corridors, jobs shuttles to centers of industry, and a comprehensive bike plan that includes bike share and dedicated bikes lanes as being especially vital parts of a reinvigorated vision for Baltimore's transit future. Those, along with working with the MTA to get GPS trackers on City buses, are my priorities. I am interested in creating a transportation cabinet that is responsible for overseeing and implementing these components, and in so doing, creating a more interwoven transit grid where each modal part compliments and fills the gaps that others may have.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

Baltimore City and the surrounding counties should have a stronger relationship with each other, and transportation is a crucial example of regional leadership and a regional vision being indispensable for proper growth on both ends. As such, I would work with the county executives to form and adopt a regional transportation plan that each municipality's transportation agency is then responsible for adhering to in its spending and capital projects. Of course, connectivity will require coordination between the counties on those capital projects. A strong coalition of municipal leaders is also in each municipality's interest, because it creates a stronger point of leverage to negotiate with the governor on funding for the region's transportation needs.

A crucial selling point for the value of a regional transportation plan is that it allows for more effective spending with scaled outcomes at a state and municipality level, which is in everyone's interest. Pilot programs working with an especially willing partner, jobs shuttles from the City to industry centers in Baltimore County being a potential example, can be showcases in how these partnerships can thrive.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

Much of residential discontent comes from not being effectively included in the process when it comes to relocating transit routes. People need to be heard, and deserve to be heard. My administration will improve transparency and create a more accessible conduit for feedback by making sure our seat at the table with MTA is always guided by a focus from the office of neighborhoods on getting residential feedback for the MTA. Obvious though it may seem to say, residents also need to have the larger vision for how the transit grid is being improved properly conveyed to them. We do not do an effective enough job of that now.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

Each is especially important because the City can actually control how they are set up and whether they are expanded. I believe each needs to be expanded, and that creating value capture schemes where percentages of a benefited zone's tax revenue is sequestered for transit development and maintenance is a strong potential solution.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Again, one of the most important reasons that bikes are a vital part of Baltimore's transit future, is that the City can actually control the infrastructure for bikes. Moreover, the investment it requires to create strong bike infrastructure relative to the number of Baltimoreans who can benefit from it makes it one of the City's potentially more cost-effective transit funding options. It can be especially effective if used to fill gaps in commute routes that an MTA bus, Circulator, light rail, MARC, or Metro line cannot cover.

I believe that the cultural change required for greater bike usage is prefaced on a bike infrastructure that is safer for riders. To that end, dedicated bike lanes with physical barriers are important for keeping riders and drivers safer. These lanes must also connect to one another, rather than being stand alone projects scattered piece meal throughout unconnected neighborhoods. It should be an interwoven grid that can take the rider throughout the City without exiting the safety of the dedicated bike lane. "Stables" for the bikes located at high traffic destinations are also important, to provide plenty of places to lock the bikes and safely store equipment like helmets. Further, a bike share program is low hanging fruit that can increase access to the benefits of biking to more residents, and my administration will immediately begin the implementation of one.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

It may seem obvious enough to say, but automobiles are still an important part of the transit grid that many residents utilize. Our roads are in terrible shape, and the City must be prepared to properly fund their repair in concert with investments in alternative modes of transportation that will ease the wear and tear on roads in the long run by diverting usage from them. Both are necessary improvements that the City can make. As mentioned earlier, the City should begin rolling back its parking minimum requirements, and must make development incentives conditioned on designs that are more transit friendly.

# Catherine Pugh

Catherine Pugh currently serves as Majority Leader of the Senate. A graduate of Morgan State (B.S.; M.B.A.), She started her career as a banker, worked for William Donald Schaefer, was Dean of Strayer Business College. She is also an author and business owner. Ms. Pugh is also the co-founder of the Baltimore Design School, the first new public school built in 30 years.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

In 2009, under a Democratic President and a Democratic Congress, Baltimore became the beneficiary of a transportation policy that was expected to transform our city. Unfortunately in 2015, with the stroke of a pen the \$900M in federal funds provided by our elected leadership in Washington was rejected by our state's governor. This ended years of hopeful expectations of jobs, business opportunities and the reality of being able to transport people to and from work in a timely manner with the Red Line. Where do we go from here? We must move forward. Our vision should be one of getting people to and from work or to places of interest with transportation that is environmentally safe, economically sound and energy efficient. Our challenge will be to, again attract the public dollars leveraged with private investment to create a public transportation system of choice.

Nearly one-third of Baltimore residents lack access to a car making public transit essential. Our vision must provide high-quality public transportation for all who live here.

We can create a rapid bus system that connects all neighborhoods. Our light rail and Metro system should complement rapid bus system shortening travel time. We should provide bike paths that are safe

We will advocate for the lengthening of the hours of our commuter train (MARC), which is a lower cost transportation mode than AMTRAK.

Through public private partnerships and continued state and federal support we will seek to explore more futuristic modes of transportation such as the NASA created skyTran, an above the ground rapid transit system. We will also advocate and support the MAGLEV fast train. Tools of Technology will help us better serve the public and measure the outcomes of our performance based on the goals we set.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

My spending priorities will be around the issues that impact the quality of life for all. Education and Crime Reduction are my top priorities. We must change the trajectory of our children to help them become more competitive for careers and college and we must make people feel safe about living in our city.

Among my transportation priorities will be galvanizing state and federal dollars to support a rapid rail system, above ground such as the NASA/SkyTran.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

This report offers great recommendations for addressing our problems from a regional perspective. As Mayor I would not only support the plan but work cooperatively with my other counterparts to implement the recommendations, goals and strategies of the plan.

As a region we are stronger together and can achieve better outcomes for the people we serve when we are better equipped to meet our challenges.

I have a relationship with several of the county executives in surrounding jurisdictions. Both the Harford and Howard County Executives Barry Glassman and Allan Kittleman served with me on the Finance Committee in the Maryland Senate. I have also worked with the other county executives. Currently serving as the President of the National Black Caucus of State Legislators, I have also developed relationships across the country including with President Barack Obama. I was invited to sit with the First Lady during the 2015 State of the Union Address, because of the work that I have done on behalf of working men and women.

As Mayor, I will be a persistent advocate for expanding regional transportation needs, rapid transit, MAGLEV and advocating for expanding hours of the MARC train.

*4. How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

I will conduct city-wide hearings to listen to our residents and their concerns. The goal of my administration will not be to create a problem but to provide solutions.

The Governor's proposal for improved bus transportation, BaltimoreLink (BLink), is a start. The first phase is to come on line in the spring of 2017. We will work with the MTA to get the right balance between increasing efficiency while changing routes and schedules. We have over 200,000 riders per day on the MTA; there are another 50,000 riders who use Metro and 30,000 who use Light Rail. Focusing on the mode of transportation that carries the most riders is a start. I favor a rapid bus system that links all neighborhoods in Baltimore with the job centers. A rapid bus system, if done right, will increase efficiency and improve reliability with the same buses and operators.

*5. What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

The Baltimore Brew reported in a September article that the Department of Transportation has recommended that the city should expand the Inner Harbor Connector, adding ferry landings and parking. They suggest that it would relieve congestion in the Canton area. The report takes a look at several sites from Westport to Cherry Hill. I believe the concept has some merit. It must however be self-sustaining. I believe wherever we can create sustainable transportation for city residents we should but they should not be subsidized. This city enjoys a AA Bond rating, the highest it has been in 50 years. But we still face a structural budget deficit. So we must be good stewards and make sure that an expansion of either of these endeavors does not add to the structural deficit of Baltimore.

We can create opportunities with both the Circulator and the Water Taxi. We currently have over a \$11 million annual deficit on the Circulator, that money comes out of the general funds. We need to discuss with the stakeholders along the routes who benefit the most how to improve service and make the system self-supporting. One place to investigate would be the businesses and agencies that operate their own shuttle service. Where possible we should work with them to participate in the Circulator system.

*6. Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

When I was on the city council I passed legislation requiring Baltimore whenever they were paving or fixing a road when possible to create safe bike lanes to accommodate the bike riders in our city. We currently have a Master Plan for Bikes. We should and will under my administration move the plan forward. We will aspire to meet the goal of 253 miles of bike lanes by 2028. The cost of

implementing the bike plan is minimal. We have as many as 8% of commuters riding bikes to work. Let's make their trip as safe as it is for others.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

The state is directly responsible for most transit operations in the region. We will work in collaboration with the officials of MTA to increase the efficiency of all modes of transportation. As Mayor, I will connect with all parties at the state level including our governor to gain their support in helping the city to meet its transportation needs.

As we reconfigure neighborhoods ridding our city of its 30,000 boarded up properties we will meet with the governor and transit officials to elicit their support as we examine the feasibility of expanding transit oriented developments in an effort to connect our residents with jobs and opportunities throughout the region. It is also an opportunity for us to share plans around parking needs and land use for state offices buildings. Our goal is to advance our city's transportation modes into the 21st century. We look to move our city forward, with honesty, integrity and transparency.

# Carl Stokes

Carl Stokes is a lifelong city resident, businessman and father; former City school board member; and founder of two city public charter schools. He was elected a councilman in 1987; appointed to Council in 2010; and elected in 2011. He is the force behind the implementation of city audits.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

My vision is of a city where the hundreds of thousands of people who depend on public transportation are able to get around reliably, easily, and safely. And a city where all the different modes of transportation are well-linked through transit hubs and connections. Good public transportation meets lots of needs. These include commuting to and from jobs, to and from our schools and colleges. Public transportation meets other needs as well, such as shopping for daily and weekly needs, accessing healthcare, attending cultural and recreational activities and events, visiting with friends, and generally getting around and exploring the city. A specific part of this vision would also be a revitalized North Avenue, the east-west spine of the city, from one end of its five-mile length to the other, which could be done most effectively by designing and building a modern streetcar line, similar to the one in use in Portland, Oregon and several other cities across the US.

For the aforementioned streetcar, large numbers of people moving along North Avenue day and night, shopping, visiting, participating in city services and programs (health, education, libraries, recreational), working in large and small commercial establishments would be a key measure.

Other outcomes would be more efficient bus service. Yes, this is controlled by the state, but the city can greatly influence policies and strategies working with the State and our legislators. I would appoint someone in the city's DOT to liaison with the state on bus transit to analyze and make recommendations jointly to better serve our residents.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

My transit priorities include supporting improved bike lanes, a sustainable water taxi and circulator system.

A priority would be for a feasibility study for the North Avenue modern streetcar, with a one-year time line for it to be finished.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

When looking at employment hubs in Baltimore County I researched how much time it would take for me to get to them by mass transit from my home. Here are my results: Woodlawn, greater than 1 hour for 10 miles; BWI airport, @ 45 minutes for 12 miles (using MARC train); Dundalk Marine Terminal one hour 15 minutes or 10 miles. And those times go way up if your shift starts in the early morning hours, if buses are even running that that time.

City and state leaders must sit down to agree that we need each other. The city needs employment for its residents and the counties' and their business owners need Baltimore residents to work for them.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

We need to work with the state on the efficiency of the MTA bus system. The current BaltimoreLINK proposal has started the discussion but their method is not the answer. One answer lies in routes within routes. A bus that runs from White Marsh to UMBC will never run on time. Some buses on that route should run the entire way with fewer stops in order to keep it moving and then a few of buses on the same line should loop shorter routes— from White Marsh to Hopkins, from Hopkins to University Center, and from University Center to UMBC.

I would want the state to consider making stops farther apart for several reasons. 1) in some areas of low ridership there is not a need for three stops in three blocks; 2) it is inefficient both financially and environmentally to start and stop a bus as many times as they currently do with most routes having stops every block; and 3) with less stops the buses will bunch less with the goal to run more efficiently. Unfortunately, eliminating stops never bodes well with riders, but I know that late buses, bunched buses, and inefficiencies in the system don't make MTA riders happy either. I would recommend that the state work with our local transit nonprofits to do the research to find out stop ridership on the busier lines. I recall at one time, CPHA wanted to have a volunteer advocate ride certain buses and keep a head count of who got on and who got off to use for this purpose. Will eliminating or moving around stops make a difference? I will ask the state to work with a willing nonprofit to find out.

Any changes and improvements to mass transit must focus on taking citizens from their homes to where the jobs are located. Amazon, which has 3,000 employees, needed to set up a shuttle from downtown so employees don't have to take several buses over two hours to get to work. Then the city subsidized it. The MTA should run the shuttle or subsidize it, not the city.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

By carrying commuters and shoppers across and around the harbor area, the water taxi system can also function as an important economic engine for our city. Because businesses, destination sites for tourism, restaurants and retail are the primary beneficiaries of the water taxi being able to deliver tourists to their doorsteps, the city should consider working out a partnership with these businesses.

The circulator is in the midst of a crisis because of funding. This current fiscal year, we had to divert \$3 million from other areas to keep the circulator running. A few thoughts. The city hired a consultant at a cost of \$130,000 to come up with a plan to save money on the circulator, one cost savings being eliminating one route entirely. Why wouldn't the city put those funds into a grant for a local nonprofit to do the research to provide direction on how to make it sustainable – find out who the riders are, where are they coming from and going, how many are workers, tourists, residents getting to and from the doctors and grocery stores. I know that these groups who have an interest in transit have ways to gather data through their grassroots efforts and by talking to the transit users. We could then use this data to identify corporate partners – businesses whose employees use the circulator at a significant rate, retail businesses whose customers ride the circulator, hotels whose clients have access to the circulator, and anchor institutions that asked us to come to their sites. Bottom line, unfortunately, is that the city can't continue to pay the tab for the circulator alone. And they should not have from the beginning.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Baltimore has come a long way since issuing its bicycle master plan in 2006. And maybe some would say not enough. As Baltimore becomes a sustainable city, it must embrace the role of biking and walking. And in order to do that, we must respect our bicyclists and pedestrians. Once more bike lanes are installed, a robust public relations/educational campaign should take place throughout the city.

I am a strong advocate of creating 3 feet buffers between bike lanes and vehicles, and support the usage of flexposts to border the bike lane from the vehicle traffic. Though other factors will need to be considered when deciding on ways to create a buffer (e.g., in the winter the flexposts are at risk of being damaged by plows, neighborhood needs).



A policy I would highly consider for the safety of both bicyclists and pedestrians is the elimination of “left on red” and the removal of “right on red” where there are established bike lanes.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

When I think about development and redevelopment of communities, the usage of biking and walking by its residents must be taken into account. If building X or house Y is built, how will that impact the ability for other residents to walk or bike in the community and is the development enhancing or impeding that ability. No development in the city should be done in a silo as it so often is and part of that holistic planning process must include alternative means of transportation, location of bus stops, and on and off street parking.

# Alan Walden

Alan Walden arrived in Baltimore in 1988 and is best known as the former news anchor and commentator for WBAL Radio. His essays, "Walden Ponderings," were heard daily for the next 18 years. Currently, Mr. Walden is President of Cross Keys Maintenance Corporation and the Baltimore Council of the Navy League.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

I am and have long been a strong supporter of mass transit. I grew up in New York City where the subways are, quite literally, the cardiovascular system of the city as they move great numbers of people from point to point with speed and efficiency. Baltimore needs more and better access to intra-urban rail transportation and that would be among my highest priorities.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

Money is always a problem. But it is not insurmountable. The General Fund can and should be used to improve mass transit. And while there are always budgetary constraints that often impede progress, the investment is worth the price and the effort. And this isn't strictly a governmental function. The private sector has a major role to play in any such project. And the benefits of committing the city to improving mass transit are many. First and foremost, the creation of new jobs which help with the overall economic health of the city.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

Government at any and every level cannot and should not create jobs. That is, in my opinion, a private sector function. But it is the job of government to encourage and educate a work force required to execute whatever plan is agreed upon; to help create the environment in which things happen. As mayor it will be necessary, as suggested in the question, to forge working partnerships with state and county leaders and to convince them of the very real need for more and better mass transportation. Those partnerships can collectively carry the message to the federal government of the need for immediate support of such an initiative. The mayor is not only an administrator: He or she must be a cheerleader for the city and its needs; a relentless and, when necessary, strident voice for progress required to meet both the current and future needs of the city.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

No plan is perfect. But changes in bus routes and increased efficiency do not, automatically, translate into considerable inconvenience for riders. Any plan just be based on several factors including (1) vehicle availability, (2) personnel availability, (3) level of ridership on specific routes, (4) selection of types of vehicles to be used, (5) street and road conditions and, (6) most importantly, how to lessen any negative impact on the greatest number of people while expanding and maintaining an efficient system.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

The Water Taxi system is, at present, privately operated and, in my opinion, should remain so. The oldest service of its kind in the nation it is, currently, more of a tourist and visitor attraction than a means of commuting to and from work. Baltimore benefits greatly from its relatively compact size with much of its business area strung out along the waterfront. Other cities, New York and Boston among the, have developed water-borne commuter services which have been very effective in both moving people and reducing traffic. The same can be done here albeit on a smaller scale. This would require the water taxis to operate more frequently during the months of late fall, winter, and early spring. But if ridership is encouraged and properly promoted, the operators may be inclined to do just that.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Widespread bicycle transportation has long been an anomaly in the United States. But times are changing. We now have clearly marked bike routes in the city and, for those who live around the harbor or in the nearby neighborhoods, Baltimore is a pedestrian friendly city. The expansion of point-to-point bike rental stations is one option. And we need additional and more secure bicycle parking sites. A note of caution here: Far too many bike riders are inclined to ignore traffic laws and vehicle safety rules. Such behavior does little to benefit the public at large; especially pedestrians. There's also been a recent downtick in alternative transportation interest because of the lowest motor vehicle fuel prices in recent memory.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

All plans for improved mass transit, etc. will require the city administration to exercise its authority in all the areas mentioned above. Increased or expanded rail service will require changes along proposed rights of way. Improve bus service will or may require new bus stations and stops, both structures and signage. And parking is an ongoing problem that will require considerable study before any decision can be made on the construction of new facilities. The principal issue is the people and how to serve them best. For any government official, at any level, that must always be of the highest priority.

# Cindy Walsh

A professional career expanding corporate and university academic management of national operational systems I have all of the experience needed in rebuilding City Hall as a strong, independent structure with oversight and accountability of every agency, transparency to the public, and bringing the voice of the public back into our city policy.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

As someone who has used public transportation for two decades as my primary mode of transportation and as someone who lived in Seattle for a decade developing those habits----Seattle has been these few decades the best in the nation model for public transit---I am the candidate with the vision, experience, and knowledge of implementation to build a strong, public, affordable transit system to address the needs for transport to work and for movement throughout the city and region in personal pursuits.

The State of Maryland and especially Baltimore has a long history of defunding/underfunding/re-appropriating transportation funds throughout the state/city and that would be the first step in serious transit infrastructure development----securing the funds in the Maryland Transportation Trust and the funds allocated for MTA coming to Baltimore. Baltimore's allocation for MTA should be adequate to begin rebuilding our transit infrastructure as we press for more funding from state and keeping an eye on Federal funding for Transportation.

After securing funding from government Baltimore must review current contracts with outsourced services with private corporations like VEOLIA, small transit businesses augmenting transit services. The priority initially must be rebuilding a strong, public transit system that then can be augmented by private, local businesses. Currently, Baltimore's system is so outsourced and defunded that we don't have the backbone of an MTA system that many other cities in the US take for granted. This is not a policy to exclude private augmentation of transit service----it is a step back to reassess how the core of the public transit works best for the citizens and businesses and making sure that works for all.

Public transit is a broad topic. It goes from walking, biking, buses, taxis, light rails, subways, and yes, kayaking/water taxis. The smaller transit issues like walking and biking will be addressed in development of our streets and sidewalks and must have a greening/easy access plan that allows citizens to feel safe and healthy. The water taxi/kayaking is also an easier transit to address as the funding to make this work is not as large an investment. I used to kayak across Lake Union in Seattle to work and citizens in Fells Point and Federal Hill can do that as well. Creating a water-taxi system geared to rush hour traffic like our buses will encourage their use by citizens and not only tourists. Many tourists like being in the midst of local citizens in the course of daily routines.

The bus is the backbone of major city public transit and for Baltimore---to little fault of MTA drivers--- the system is dismal from lack of management oversight, lack of buses assigned to rush hour or ready for emergency detours. Time studies done every two years would replace the failure to do time studies for decades. I hear officials say they are doing them but anyone riding buses in Baltimore know schedules are not working. My early profession with UPS was doing just that----operational systems around transit. Connecting buses to light rail and subway schedules would be next. Baltimore cut and changed its light rail schedule to one that really does not work for many citizens as we went from a schedule of rail service coming every 15-20 minutes to waiting almost 50 minutes depending the destination. While it is true light rail service to destination stops like Cromwell and Hunt Valley, we must

restore better service to light rail to the city borders. Time constraints for BWI passengers must have that steady flow to the south. I would support and fight for the RED LINE----we definitely need an EAST/WEST boost in all public transit.

Baltimore has completely abandoned public school buses and that must be reversed. Having students loading city buses during rush hour makes conditions poor for daily adult riders and it is not a safe or dependable option for our Baltimore City children. My development plan rebuilds public schools in all communities to eliminate the need for all this busing and I will make sure public school buses are available as much as possible for those students heading out of their communities.

I am a strong advocate for commuter MARC trains and will maintain the discounted fare 7 days a week and I will provide oversight and accountability on our rail system for passenger and environmental safety.

Government subsidy of all public transit must keep all fares affordable to be the effective, efficient choice for all citizens as we promote the concept of leaving your car at home.

- 2. What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

I spoke to funding above but I can expand on this. If you are a candidate with a platform of building oversight and accountability, reviewing existing corporate subsidy and tax breaks, eliminating misappropriation----there will be plenty of general funds and yes, they would go to meet these public transit goals. Citizens of Baltimore rightly demand roads and sidewalks be addressed immediately and I will do that. With a plan to rebuild ALL COMMUNITIES and starting on that right away comes that plan to build in road/sidewalk pedestrian transit. My vision is a greening of sidewalk/community roads that make walking and biking pleasant and safe. Many communities will see large demolition of crumbling housing and this opens up that new vision of widened distances between housing and street. In communities gentrifying around existing housing/street distance the city must take responsibility for that part of the sidewalk closest to the street as in many other cities because then we can create that consistent greening all along the edge of the street AND have public works employees maintain these green public spaces as well as our sidewalks. This will provide walking safety without placing the burden of paying for sidewalk upkeep on taxpayers.

Building biking stations would be handled as building bus shelters and I would see biking stations connected to local zoning for ZIP CARS for example. Those options go well together. We will have Federal funding for infrastructure coming in the next 4 years and as mayor I will fight to have those funds coming to the City of Baltimore with our Baltimore Public Works leading this effort and any outsourcing will go to our local contractors. The current direction of City Hall is attaching a global corporation---VEOLIA TRANSPORTATION to control these projects and privatizing roads and bridges with tolls and higher taxes. We do not want that vision of Greater Baltimore transit.

- 3. Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

First, my development plans for Baltimore has rebuilding a local, domestic, small business economy and as such eliminate much of the need for many citizens to travel far from the city. Rebuilding our Baltimore City agencies with oversight and accountability and our public works and services agencies will provide a great number of strong wage jobs. This will address not only the unemployment of existing citizens, but will allow our new citizens to find employment fast once coming to Baltimore.

That said, Maryland has never funded adequately a state commuter bus system where citizens CAN choose to live in Baltimore and work in Howard County for example. Many states have strong, public state commuter systems and I would definitely work towards that and support this with any general funding possible. Currently, Governor Hogan is pushing a global corporate rapid bus system seen in developing nations that has a history, as does most global corporations, as failing in the long-term to provide quality and

affordable rates. This is why I would as mayor fight to keep this regional system as public MTA. Knowing a public system cannot meet all those regional needs augmentation with local transit businesses would be vital.

- 4. How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

I addressed much of this above but let me emphasize---if your development goal is creating small business economies in all communities with a local, domestic Baltimore economy then finding a job in your community or nearby will become easier. Walking and biking becomes easier. Many cities have free-bus fares in the downtown centers and buses with bike racks to allow citizens to navigate the need for both kinds of transit. I would do this. Maintaining bus stops whether those with shelters or not is critical. In winter with snow plowing no thought is given by Baltimore MTA to have employees clear bus stops for our riders. Baltimore has major roads needing pedestrian overpasses and our downtown could use some of these as well in the most congested areas. Timing stop lights in downtown areas is key to maintaining car traffic flow and if you have pedestrian overpasses this car traffic does not need to stop as often. Overpasses can be environmental and greening while allowing our vehicles more time between stop lights.

- 5. What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

I see both as part of Baltimore MTA---public transit with existing coverage expanded. My plan for free-downtown will pull current Circulator into this plan and water-taxi must be handled by the city for insurance and safety purposes. Moving tourist around the harbor on water-taxis should be free as a promotion for all of our community businesses and citizens travelling to work via water taxi will hopefully have a corporate annual MTA public transit pass as part of their wage and benefit package at hiring. This is my next point. Baltimore must encourage our downtown corporations whose employees are using transit the most to be good corporate citizens in providing those Baltimore City transit passes to be used on any public transit option.

- 6. Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

When a citizen chooses a public transit option often travelling outside the city means changing from bus to subway, from bus to light rail, from commuter bus to walking/biking and in each case we must have our transit vehicles capable of allowing for bikes, wheelchairs, and providing for adequate shelter for those passengers while changing between modes of transportation. Baltimore is doing better in getting bikes onto most of these options but can do better. As someone using MARC train and light rail I know the value of having buses and subway schedules align with arrival times. No one wants to wait on a platform especially out of rush-hour for extended periods and with no shelter. The current light rail and subway does a good job with shelter but the schedules do not correspond with our bus system. This is especially true closer to the city border.

- 7. The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

I see Baltimore as driving the state development structures as they approach our incorporated areas. Use of eminent domain is something citizens in Baltimore do not want taken lightly and I would be a public interest politician in this regard. That said, inter-county connections of these statewide transit systems require Baltimore to accommodate when necessary especially for transit projects projected into the future. My vision of Baltimore does not embrace global corporate campuses and global factories taking the surrounding city communities and I do not support their existence in Maryland's economy as these global structures take too much control from our public policy decisions, too much of our government revenue with demands for global corporate tax – free designation. These global corporate campuses devastate our environment and subject citizens to ever lower wages. This said, I would not envision a state transit plan designed to accommodate these kinds of business destinations. Citizens want small business manufacturing across all communities with transit needs to and from those kinds of employment as critical. I would not dismantle our Baltimore MTA choices and schedules to make way for a Maryland rapid bus system when our buses are already prepared to

offer that service. Transit centers for these regional bus systems can be located outside our city center and connected to existing bus routes.

# David Warnock

David Warnock drove into Baltimore thirty-three years ago in a Chevy pick-up truck full of student loans and a promise of a job. As a businessman and job creator, David is committed to bringing the promise of a good job and opportunity to every person who calls Baltimore home. As a businessman and job creator, who has turned around failing companies, David Warnock has the skillset and vision to turn Baltimore around from a path of spiritual and financial bankruptcy.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

A great transportation system is key to a Baltimore that works for all of us. We need to build a transportation system that's going to serve our neighborhoods 20, 30, 50, 100 years into the future, not just to serve the realities of our city today. That means public transit to current and future job centers, smart planning for the transportation modes of the future, including a connected, protected bike network, public transit, and electric vehicles, and investment in transit oriented development around Penn Station, MARC stations, Light Rail and transportation hubs like Lexington Market where, under my plans, a modified Red Line could meet the Light Rail and Metro to finally connect Baltimore's disparate transportation systems. Smart, connected transit is the key to growing jobs, getting businesses to move here, and improving our city's environmental health. It adds value to our city.

Making that a reality requires two things: vision, and courage. Large-scale transportation projects shouldn't get Baltimore caught in partisan fights. Rather, Baltimore should be a regional leader in building the transportation network of the future.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

A great transportation system is among the top 5 priorities and is critical to creating jobs, connecting city residents to opportunity, and improving our city's environmental health. But Baltimore has not had regular, public audits since 1983, when William Donald Schaefer was mayor. It is irresponsible to make budget commitments without an audit of the city's finances; that audit would be my first priority.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

Baltimore City is our region's leader, and Baltimore's leaders need to be at the table in Annapolis and in Washington, DC, both of which bear a significant cost in the construction of large-scale transportation and infrastructure projects. Baltimore needs a leader that can work with regional county executives, with Governor Hogan, and with our federal delegation, to help workers access our regional job centers. As a businessman who's created thousands of jobs and has sat at numerous negotiating tables, I'm the best leader to represent the interests of Baltimore's workers with our regional partners.

I like to say, "If you're not at the table, you're probably on the menu."

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*



Baltimore's leaders need to be at the table with our state leaders. The State, through the Maryland Transit Administration, is directly responsible for bus operations inside the city of Baltimore. The state also bears a significant cost in the construction of large-scale transportation projects and bus equipment purchases.

As a result, the state has an outsized influence on bus routes. But, our bus routes are on the chopping block in part because local leaders haven't been able to work with our leaders in Annapolis. That needs to change. This is an example of what it means to be "on the menu."

The working families in our city who depend on public transit need a leader who can be an advocate for their needs. I would be a voice for the people of Baltimore and advocate for a transit system that works for our city's working families.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

I live and work near the Inner Harbor – arguably our city's most important natural resource – and I use the Water Taxi to get to and from my office often. It's convenient, fast, and necessary in a city with eleven square miles of water, most of it right in its center.

Each service is important to our city's larger transportation network, both for local residents heading to work and school, and for tourism, which is a key part of our local economy. But most importantly, both are an investment in our city's future and examples of public-private partnerships that work.

The next mayor's most important task will be to bring jobs and opportunity to Baltimore, and having transit options like the Water Taxi and the Circulator available for all citizens will help a growing Baltimore get to work, school and recreational activities. We must grow Baltimore, and transit options are key to growing jobs, getting businesses to move here, and improving the environmental health of our city.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

Each year, more and more people are choosing to commute on foot and by bicycle to work, school and recreational activities. In Baltimore, our goal of building 253 miles of bike lanes and trails by 2028 is just the beginning of what our city can do to decrease traffic, encourage recreation, and improve the health of our citizens.

Preserving and expanding bicycle lanes, and making roadways safe for bicyclists and pedestrians, is a critical part of building a transportation system that works for every citizen of Baltimore. Public transit to current and future job centers, including a modified Red Line, and investment in transit-oriented development, will be at the core of my transportation strategy. Roads that are friendly to bicyclists and pedestrians are critical to achieving that.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

The best way that I can help is bringing the concept of customer service back to Baltimore City government, to get city hall working for the people again. Land use, development and parking – these are some of the only ways that city residents can have their voices heard on proposed transportation projects.

Our citizens are our customers, should be treated with respect and openness, and my administration's commitment to transparency won't simply serve the transportation advocate community, but all citizens of Baltimore. In addition to a renewed focus on customer service, that means a serious commitment to real open data, a more open CitiStat program, and public goals for the Department of Transportation along with progress toward those goals.

For too long, Baltimore City government has failed to serve the citizens of Baltimore. That will be the first thing I change.

# Calvin Young

Calvin worked hard and went to college, earning degrees from the Polytechnic Institute of New York University and the Harvard Business School. Calvin started his career working on building Black Hawk Helicopters for the US Armed Forces. Calvin became a National Board Member and later Chairman of the National Society of Black Engineers. Calvin went to work at the White House for President Barack Obama in the National Economic Council.



1. *What is your vision for transportation in Baltimore to meet the needs of our economy, provide access to opportunity and connect people to the places they need and want to go? What measurable outcomes would you aim to see improved through your administration's work on transportation?*

I have a long-term and short-term vision for transportation for my city. Having grown up here dependent on public transit and my experience in creating more efficient systems as an engineer gives me a unique understanding. I still find travel in and around the city is still very difficult weather it be east to west or north south by car, train, bus and bike. In the short term I will focus the interconnectivity of modes of transportation. Right now we are lacking in the ability to easily switch from bus to train or metro to bus. We need to make sure that we have more accessible transfers from one mode to another. We need to cut down on wait times and delays to make sure our communities can have reliable transportation to and from work, school and other services.

In the long term, I will make sure that the states plan for new routes. Bus routes are informed by the community's needs and work to increase ridership. I will invest the infrastructure of highways and appropriate expansion for connectivity/ better flow of traffic. As Mayor I will also invest in more walkable streets and bike lanes to encourage healthy community. I will invest in bike share program to support and add green mode of transportation.

2. *What are your spending priorities and how would your administration implement your transportation vision? How would your budget reflect your transportation priorities and would you support using Baltimore City's general funds to improve transit?*

First we need to audit our budget. Because of years of mismanagement of city resources, there must be a comprehensive approach to see where money is going and where it is most needed based on that assessment. The savings from wasteful spending can be better spent to support transportation. Spending priorities can then be determined through an open dialogue with the community and your organizations into the budgeting process.

3. *Over 40% of Marylanders live in the greater Baltimore region. One of the four transportation goals from the Opportunity Collaborative's 2015 Regional Plan for Sustainable Development was "Create more opportunity for mid-skill workers to commute to family-supporting jobs via public transportation." Most of those jobs are outside the City. How would you use the leadership position as Mayor to forge partnerships at the regional, state, and national levels to achieve that goal?*

We need a Mayor that will be a champion on the issues. A leader that will fight, advocate, build relationships, and investment to the community; a leader that will make sure funds are invested in a clear transparent process. I will make sure that we are leveraging every opportunity and dollar to work towards our goals in common.

4. *How will you address possible concerns of City residents when efforts to improve bus routes and enhance the network efficiency result in changed routes, possible longer walks to stops, etc?*

Goal is to change routes to improve transit efficiency. This should not negatively affect our community but rather be positive change for the community that depends on its service. I will make sure the process is inclusive of the communities in put and have regular checks and audits to make ensure this our goal to improve bus service.

5. *What is the role of the water taxi system and the circulator in your transit vision for Baltimore? And how can these systems be sustainably funded?*

Water taxi is nice to have but not a realistically not a viable option for daily commute for most residents. The Circulator can be a great platform to connect universities and connectivity to subway but it is not the ultimate solution because it is dependent on municipal resources. The long-term success of the Circulator could be to improve ridership and connectivity of our transportation system. As ridership goes up and is maintained the Circulator can be of support of our overall transportation goals.

6. *Please briefly describe the role of bikes and pedestrians in your vision for a better local and regional transportation system? And what changes do you think Baltimore should make to achieve these goals?*

We need and as Mayor I will invest in a Bike Share program. I want to make sure that our visions of transportation goals are comprehensive. Safe reliable bike travel is an important part of that plan. I will make sure we have invest in the infrastructure to do so with new bike lanes, better signage, and more walkable streets.

7. *The State, through the Maryland Transit Administration, is directly responsible for most transit operations in the region. However, the City does have direct authority over land use, development, and parking. How can you use your authority in those areas to improve mobility and access in the City?*

I will ensure that we develop on our inventory of city owned land when possible, use emanate domain only when necessary, and create incentives for public and private collaboration to support a comprehensive plan that is driven by community input. The power of the executive office should be used to create collaborations and to hold accountable all stakeholders to do the best for the City. I will be the Mayor to do this.