GREATER BALTIMORE COMMITTEE

2009-2010
Annual Report

REGIONAL BUSINESS LEADERS CREATING A BETTER TOMORROW... TODAY.
GBC Vision
Greater Baltimore – Baltimore City and the five surrounding counties (Anne Arundel, Baltimore, Carroll, Harford and Howard Counties) – will be recognized as a leader in the global economy.

GBC Mission
The mission of the Greater Baltimore Committee is to improve the business climate of the Greater Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region’s competitiveness and viability.

The GBC’s Regional Perspective
Regions, not individual jurisdictions, are the primary economic competitors in the global economy. Successful regions are characterized by healthy and viable core areas, while regions with declining core areas do not perform as well.

The synergy among central cities and the jurisdictions around them is critical to a region’s success. A thriving urban area energizes a region and serves as a catalyst for economic and cultural growth. In Greater Baltimore, strengthening regional ties and collaboration benefits the entire region.
The GBC’s business advocacy: connected, relevant and engaged

Buoyed by solid support and extraordinary involvement by members, the Greater Baltimore Committee’s work in 2009-2010 underscored this organization’s value as a “go to” business leadership and action resource.

This year, two major member-driven GBC task forces tackled the challenges of reforming police and fire pension plans in Baltimore City and strengthening funding for Maryland’s transportation infrastructure.

In a 2010 General Assembly session when lawmakers were largely focused on meeting unprecedented budget challenges, the GBC gained passage of a number of priority measures relating to nurturing bioscience and technology industry growth, providing business incentives for revitalizing communities, and developing minority businesses.

Additionally, the GBC played the decisive role in moving Baltimore’s planned east-west light rail Red Line project forward and received global recognition for its “Bridging the Gap” minority business development initiative.

Specific outcomes that were either directed or significantly impacted by GBC involvement during the past year included:

- A GBC task force issued comprehensive recommendations to Baltimore City for addressing a significant shortfall in city fire and police pension funding;
- Four reports were issued from another GBC task force on transportation funding options including congestion pricing, gas tax indexing, vehicle miles traveled (VMT) taxes, and public-private transportation partnerships;
- The 2010 Maryland General Assembly increased, from $6 million to $8 million, the amount of tax credits available for bioscience investments, a legislative issue that included significant GBC lobbying during the 2010 General Assembly session;
- A blue ribbon state commission was created to issue recommendations for strengthening state funding of transportation infrastructure, a top priority issue of the GBC;
- Lawmakers extended and expanded a highly effective tax incentive program for rehabilitating historic buildings and other buildings in designated growth areas;
- Lawmakers passed a number of measures to nurture the development of minority-owned and women-owned businesses, including a key state procurement program for small businesses and two measures to streamline MBE certification;
- Baltimore’s Red Line Alternative 4C, the preferred alternative advocated by the GBC, was designated by the state as a priority transit project for federal funding;
- The GBC’s “Bridging the Gap” minority and women-owned business development initiative was honored at the 2009 World Chambers Competition in Kuala Lumpur, Malaysia as one of four international finalists for “Best Small Business Project.”

Meanwhile, GBC members are also currently participating in studies to address key issues relating to Baltimore City and the State of Maryland, including reinvigorating the Inner Harbor, building a new Baltimore Arena, planning for expansion of the Baltimore Convention Center, studying best practices of a modern urban economic development agency, and developing a program to educate our state’s executive and legislative leaders of the core principles needed to ensure a competitive economic growth strategy.

Inside this report you’ll find more details on these and many other GBC efforts that deliver not only significant policy accomplishments but high value to members as well.

We offer our sincere thanks to all GBC members for your continuing support of, and your involvement in, the vital and informed private-sector advocacy that makes our organization a unique, valued, and effective resource for strengthening Maryland’s business competitiveness.

With your assistance, our work has proven that together…..we are making a difference!

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GREATER BALTIMORE COMMITTEE AT A GLANCE

The Greater Baltimore Committee is a regional, membership organization of more than 500 businesses, nonprofit organizations, foundations, and educational and civic institutions. Members are located throughout Baltimore City and Anne Arundel, Baltimore, Carroll, Harford, and Howard counties.

The GBC’s mission is to improve the business climate of the Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region’s competitiveness and viability. Founded in 1955 by a small group of business leaders the GBC played a decisive role in Baltimore’s acclaimed downtown ‘renaissance.’

The GBC’s work today includes identifying and nurturing major business development opportunities in the region; and strengthening the region’s business, transportation, education, health care workforce, and technology resources.

Through its member-driven committees and industry groups, the GBC identifies major issues that are crucial to the region’s business growth. The GBC then plays an influential role in developing solutions and public strategies for action on key issues.

The GBC provides members with a broad range of information and reports through its electronic and print publications, including its website, www.gbc.org. The GBC also offers a comprehensive, year-long schedule of programs and networking events for executives and business professionals on topics ranging from corporate teamwork to updates on key business climate and public policy issues.

The Leadership, a program of the GBC, is a year-long orientation for emerging leaders from the region’s business, nonprofit organizations, and government agencies.

The GBC’s mission is to improve the business climate of the Baltimore region...

Top GBC Priorities in 2009-10

- Speaking up for business; nurturing business support on policy issues
- Developing a regional transportation system including a comprehensive public transportation system
- Nurturing bioscience, life science and technology industry growth
- Strengthening minority and women-owned businesses in the region
- Developing solutions to address Maryland’s energy crisis
- Preparing for growth from Base Realignment and Closure (BRAC) and other economic development
- Developing teamwork between Baltimore and Washington, D.C. area business advocates
- Delivering value to GBC members
Speaking up for business; nurturing business support on policy issues

Maryland General Assembly

In a 2010 General Assembly session punctuated by more fiscal shuffling to close yet another budget deficit, the GBC’s advocacy efforts contributed to the passage of a number of bills that could favorably impact the state’s business competitiveness.

GBC-supported measures that passed the General Assembly included bills to continue and broaden an incentive program for historic building rehabilitation, to fund tax credits for bioscience investment, to extend tax credits for research and development and for job creation; to create a state commission on transportation funding, and to nurture the development of minority-owned and small businesses.

Lawmakers also passed education measures supported by the GBC that would extend the teacher probationary period and create alternative teacher certification paths in specialized subjects for career professionals.

Meanwhile, a proposed “raid” of Maryland’s Transportation Trust Fund – which was strongly opposed by the GBC – did not pass.

Also, GBC-opposed proposals to implement combined reporting for corporate income taxes did not pass. However, lawmakers did pass a bill to move up the deadline – to December 2010 – for a Maryland Business Tax Reform Commission’s report on the state’s business tax structure. This will likely set the stage for attempts during the 2011 session to pass legislation to move Maryland’s corporate income tax structure to a combined reporting method.

Specific key GBC legislative issues and outcomes included:

Business Competitiveness. Lawmakers passed GBC-supported legislation extending and broadening a tax credit program for commercial rehabilitation that is among the state’s most effective incentives for redevelopment. They also passed a job creation tax credit, bioscience tax credit and research and development tax credit, initiatives supported by the GBC. Legislative action included:

- **Commercial rehabilitation tax incentives.** The administration’s Sustainable Communities Act, strongly supported by the GBC, passed on the final day of the session. Among other things, it will make $10 million in annual grants available for FY 2011 -- up to a 25 percent credit for commercial rehabilitation of historic buildings and a 10 percent credit for other rehabilitations in designated growth areas. Despite GBC support to convert this program to a true tax credit, lawmakers chose to retain its structure as a grant program.

- **Job creation tax credit.** Lawmakers passed, and the governor signed an administration bill that allocates $20 million for a $5,000 tax credit for each new employee that businesses hire from the unemployment rolls.

- **Combined reporting.** The GBC strongly opposed three bills that would have implemented a combined reporting method of calculating corporate income tax this year. All three measures died in committee.

- **Millionaires tax.** The GBC strongly opposed a measure that would have extended to 2014 the current high-earner tax surcharge set to expire this year. The GBC also opposed another bill that would have made the surcharge permanent. Both measures died in committee.

Bioscience Development. Two important GBC-supported tax credits passed, as well as a measure to further nanobiotechnology development in our state.

- **Bioscience investment tax credit.** The state budget includes $8 million in available bioscience tax credits in FY 2011 – a 25% increase ($2 million).

- **Research and development tax credit.** Lawmakers extended this tax credit until 2021.

- **Nanobiotechnology development.** A task force was created to study nanobiotechnology development and how to best promote it.
Education. Key GBC-supported legislation that passed included:

- **Education reform.** An administration bill extends the teacher probationary period to three years and provides for incorporating student performance into teacher and principal evaluation criteria. The bill better enables Maryland to compete for federal “Race to the Top” funding.

- **Teacher certification.** Legislation passed that directs the state’s Department of Education to create alternative teacher certification paths in specialized subjects for career professionals.

Transportation. The GBC worked hard to fend off two onerous budget provisions and supported the creation of a state commission on transportation funding. Key outcomes included:

- **Protecting transportation funding.** The GBC vigorously opposed a Senate budget provision that would have raided the state’s Transportation Trust Fund by reducing the share of state sales tax revenue that would be allocated to the fund. The provision was ultimately removed from the budget.

- **Red Line.** Another Senate budget provision would have significantly delayed progress toward gaining federal funding and building the east-west light rail Red Line in Baltimore by requiring the state to study heavy rail alternatives for the Red Line as well as two transit projects proposed for Montgomery County – the Purple Line and Corridor Cities Transitway. The GBC strongly opposed this provision and it was deleted from the budget.

Ministry and small business development. Several GBC-supported measures passed that will continue to nurture the development of minority and women-owned businesses, including:

- **State procurement program.** Lawmakers extended a key state small business procurement program until 2016.

- **MBE certification.** The General Assembly passed two measures that will help streamline the process for obtaining MBE certification.

**Minority environmental businesses.** Legislation passed that will broaden opportunities for minority-owned firms with recipients of certain grants from the Maryland Department of the Environment.

**Investment capital.** Lawmakers created a state task force to recommend ways to make more investment capital available to minority-owned businesses.

Police and fire pension reform. A GBC task force called for swift and meaningful reforms to Baltimore City’s fire and police pension system to avert a pension fund shortfall that would become unsustainable for the city’s government. The GBC task force, chaired by GBC President & CEO Donald C. Fry, formulated recommendations at the request of the Baltimore City Council. The recommendations included stabilizing the rate of benefit growth, establishing defined retirement service and age requirements, increasing employee contributions, and adjusting the method by which benefit levels are calculated.

**Google fiber in Baltimore City.** The GBC facilitated and solicited business support for the city’s bid to attract the “Google Fiber for Communities” initiative to Baltimore.

**Expansion of Baltimore’s arena and convention center.** The GBC is playing a key role in developing options for building a new arena for Baltimore. A GBC Planning and Project Development subcommittee is reviewing proposals submitted to the Baltimore Development Corporation for replacing Baltimore’s 50-year old arena and providing advice from the private-sector perspective. The GBC is also working with Visit Baltimore to assess potential options for expanding Baltimore’s Convention Center in order to strengthen the city’s competitiveness for future convention business.

**Inner Harbor Development.** The GBC is working with other business advocates and Baltimore City to craft a coordinated plan of action to reinvigorate the Inner Harbor to ensure its position as the state’s premier tourist destination. The GBC has historically played a leading role in transforming the Inner Harbor from a working port into a major travel destination that today attracts more than 11 million visitors annually.
Developing a regional transportation system

Red Line light rail. The GBC is the leading advocate for construction of the Red Line, an east-west light rail line that would connect to the current north-south Light Rail and Metro. The Red Line would be the first step to a “transit system.” In August 2009, Maryland Governor Martin O’Malley announced his selection of Alternative 4C; a 14-mile east-west light rail line that would run from Woodlawn to the Johns Hopkins medical complex at Bayview as the state’s preferred alternative for the Red Line.

Funding reports. The GBC’s Transportation Financing and Governance Task Force issued reports on congestion pricing, gas tax indexing, vehicle miles traveled (VMT) taxes; and utilization of public-private partnerships.

Transportation funding. The GBC is active with numerous national organizations, including the Business Alliance for Northeast Mobility and T4 America, in advocating for more effective federal transportation funding policies.

Regional Transportation Summit. In June 2009, the GBC hosted its second Regional Transportation Summit that included Congressman Elijah E. Cummings, Maryland, 7th District; John Horsley, executive director, The American Association of State Highway and Transportation Officials; and Thomas Murphy (former Mayor of Pittsburgh, PA), senior resident fellow, ULI/Klingbeil Family Chair for Urban Development Maryland.

Penn Station/Lanvale Street improvements. In December 2009, the GBC met with Amtrak officials, state and city transportation department representatives, and Congressional staff to discuss a broad range of potential improvements to the Penn Station and the surrounding area bordered by Lanvale Street to the north of the station, Charles Street to the west and St. Paul Street to the east.

Maglev. The GBC continues to strongly support the development of a Maglev demonstration project between Baltimore and Washington, D.C.

Federal transportation authorization. The GBC serves as an advisor for the Brookings Institution’s Blueprint for American Prosperity regarding the next federal transportation authorization.

Nurturing bioscience, life science and technology industry growth

Leadership for bioscience growth. The GBC connected companies and business leaders through:

- Legislative advocacy for biopark funding, stem cell research funding, and tax credits for biotech investment and for research and development.
- GBC BioParks Update series.
- GBC Bioscience Speaker Series.
- Two symposia in partnership with Whiteford, Taylor & Preston LLP on funding for biotech companies.
- GBC BioConnect e-newsletter.
- Providing financial support for bioscience organizations and events, including a corporate sponsorship for Hopkins Biotech Network.
- Increased company membership on the Bioscience Committee.

Biotech tax credit. The GBC successfully advocated for extending and strengthening the state’s biotech investment tax credit.
Maryland Bioscience Awards Ceremony. In March 2010, the GBC hosted its fifth Annual Maryland Bioscience Awards.

Maryland Biotechnology Center. The GBC prepared a research paper on the role of the Maryland Biotechnology Center that outlined the bioscience industry’s overview of what activities would most benefit the industry.

Bioscience industry survey. The GBC conducted the first comprehensive, in-depth survey of bioscience companies in Maryland to determine how companies would like state resources expanded to help the industry grow.

Stem cell research. The GBC partnered with Maryland Technology Development Corporation (TEDCO) to host a stem cell tutorial to enhance the chances of private companies accessing stem cell funds.

Bioscience CEOs luncheon. In August 2009, the GBC partnered with the MdBio Division of Tech Council of Maryland to host the first statewide bioscience CEOs luncheon.

**Strengthening minority and women-owned businesses in the region**

Bridging the Gap initiative. The GBC’s priority program to nurture the development of minority-owned and women-owned businesses gained international recognition from the World Chambers Congress as one of the top four small business projects from among many global competitors. Because of this success, the GBC’s Bridging the Gap program received coverage in Business Week magazine. Also, the Daily Record honored GBC President & CEO Donald C. Fry as a recipient of a 2009 Innovator of the Year Award for his vision in creating and promoting minority-owned and women-owned business development through the GBC’s “Bridging the Gap” initiative.
Professional development. In addition to its day-to-day work cultivating the growth of minority-owned and women-owned businesses, Bridging the Gap held a number of well-attended professional development and networking events, including its annual health care vendor fair and a well-received joint event with the Hispanic Chamber of Commerce.

Recognizing minority business achievement. The sixth annual Bridging the Gap Awards in October honored five Baltimore-area companies and a majority-minority business partnership. Additionally, two individuals were recognized for their efforts to strengthen minority business development as recipients of the President’s Award.

Developing solutions to address Maryland’s energy crisis

GBC Energy Committee. The new Energy Committee educated the business community about all aspects of Maryland’s energy situation through a series of seminars.


Constellation Energy and EDF Group partnership. The GBC advocated for a partnership between the EDF Group, one of the world’s largest developers of nuclear-generated electricity, and Constellation Energy. GBC President & CEO Donald C. Fry testified before the Maryland Public Service Commission on the clear benefits to BGE customers and to the state as a whole that would derive from the completion of the deal. The partnership was subsequently approved.

Preparing for growth from Base Realignment and Closure (BRAC) and other economic development

Nurturing BRAC teamwork. The GBC worked closely with top elected officials and regional economic development officers to facilitate a coordinated approach to prepare for the economic job growth and to leverage BRAC-related opportunities. The GBC worked with the Governor’s BRAC Subcabinet and actively participated in two BRAC councils: the Chesapeake Science and Security Corridor Group (CSSC) regarding Aberdeen Proving Ground, and the Fort Meade Regional Growth Management Committee.

Collaboration. GBC President & CEO Donald C. Fry was a keynote speaker of the Army Alliance (Aberdeen Proving Ground) at its Annual Luncheon in March 2010 regarding regional transportation needs related to BRAC.

BRAC Speaker Series. In April 2010, the GBC hosted “Cyber Security Threats - What They Mean for Maryland Business.” Speakers included U.S. Senator Benjamin L. Cardin, Maryland; Dr. Bill Anderson, CEO and founder, Oculis Labs; Stan Nolen, cyber and critical infrastructure lead, Varen Technologies; and Christian S. Johansson, Secretary Department of Business and Economic Development for the State of Maryland.

Developing teamwork between Baltimore and Washington, D.C. area business advocates

Collaboration with Greater Washington Board of Trade. The GBC worked with the Greater Washington Board of Trade to strengthen the region’s transportation system and to address business tax issues.
Delivering value to GBC members

Enhanced communications to membership

• The GBC published an e-mail members-only newsletter – GBC Leader – twice monthly in 2009, regularly reaching more than 2,500 owners, CEOs, executives and employees of GBC member companies and non-profit organizations.

• Through the State House Update, the members-only e-newsletter issued weekly during the General Assembly session and monthly during the interim, the GBC kept members informed about key legislative issues impacting Maryland’s business climate.

• The GBC Web site, www.gbc.org, significantly increased user traffic to more than 4 million hits in 2009.

• In November 2009, the GBC enhanced its Web site with a clean, modern design intended to make it easier for members to navigate the content-rich site and quickly find information and news about the GBC, its priorities for strengthening the region’s business climate, its members, and its events.

• The GBC launched a social networking communications plan that includes pages on Facebook, Twitter, and YouTube.

Public awareness of GBC involvement. GBC President & CEO Donald C. Fry issued bi-weekly commentaries, the Regional Business Report, on business issues on WYPR, 88.1 FM, National Public Radio’s news station. He also wrote a monthly business column published in The Daily Record about issues that impact Maryland’s business climate and quality of life. In 2010, Fry began issuing a weekly commentary in Center Maryland.

Events, programs, and committees

• GBC events attracted a combined audience of almost 6,000, including more than 1,000 members and guests at the GBC’s Annual Meeting in May 2009. The sell-out Annual Meeting featured David Gregory, NBC’s “Meet the Press” moderator.

• Other events included the General Assembly Legislative Forum, Economic Outlook Conference, Lunch with the Orioles, GBC Golf Classic, Mayor’s Business Recognition Awards Luncheon, Business & Professional Development Series and other networking activities.

• The GBC formed a new BRAC speaker series and hosted the Maryland Small Business Summit.

• The GBC created new event sponsorship opportunities including a Signature Sponsorship package, Regional Transportation Summit sponsorships, and an Anniversary Sponsor for the GBC 2010 Lunch with the Orioles.
Revenue 2009
Total Revenue: $2,136,792

- Events: 9.7%
- Other Income: 5.5%
- Membership Dues: 84.8%

Expenditures 2009
Total Expenditures: $2,122,850

- Salaries, project activities: 67.9%
- Rent: 13.6%
- Meetings, postage, various office expenses: 5.8%
- Public Relations: 4.6%
- Printing and stationery: 2.8%
- Travel (including local mileage expense): 2.5%
- Interest, taxes, depreciation: 1.6%
- Telecommunications: 1.2%
Bioscience Committee
The GBC Bioscience Committee works directly with the industry to identify barriers to company formation in Maryland. The committee then devises and implements strategies to overcome those barriers. These include expediting tech transfer, increasing access to capital, advocating for legislation that supports the growth of the industry, and working with the Maryland Biotechnology Center. Meets six times per year at 8:30 a.m. at the GBC.

Bridging the Gap Committee
The goal of this committee is to support the GBC Bridging the Gap initiative and to provide Minority and Women Business Enterprises (MWBEs) with a voice in highlighting the issues that are of importance. The committee provides assistance by identifying and instituting appropriate development programs, addressing public policy issues, providing networking opportunities and serving as a resource guide for minority and women entrepreneurs who are currently members of the Greater Baltimore Committee.

Built Environment & Sustainability Committee
Reviews and analyzes significant real estate developments and urban design initiatives in our region. The committee makes recommendations and suggests policies that will serve as catalysts for better communities and examples of Smart Growth and sustainability. As a part of this mission, the committee focused on issues such as Transit Oriented Development (TOD), zoning and land use, green buildings, urban re-development, and healthy communities. Meets 6-10 times a year at the GBC.

Education & Workforce Committee
Reviews and explores innovative approaches to further enhance the quality of academic enrichment and extracurricular activities available to the youth of Baltimore City and the surrounding counties. Develops policy positions to advocate at the local and state level for reform in the public school and higher education system. Explores initiatives that enhance the quality of workforce for a more productive region. Meets eight times per year at 8 a.m. at the GBC.

Emerging Business Council
The Emerging Business Council serves as a voice for small business by studying and developing positions pertaining to issues affecting emerging businesses in the Baltimore region. Recommended members are companies that have fewer than fifty employees or have been in operation fewer than five years. Meets five to six times a year at the GBC.

Energy Committee
The Energy Committee has a strong educational component as well as public policy or project orientation. One of its initial activities is to educate the business community about the nature of the crisis currently facing Maryland and to identify the consequences for the business community should adequate energy not be available. This committee meets quarterly with subcommittees working between meetings.
Health Care Committee
The GBC Health Care Committee reviews legislative matters that affect the health care and health care insurance industry; identifies issues and develops positions on health care that impact the residents in the region and that have implications for the business community. The committee communicates with legislators and key stakeholders, in coordination with the GBC President & CEO, the value of the health care industry to the region and the benefits of a healthy workforce and population. Meets every six weeks at 8 a.m. at the GBC.

Hospitality & Tourism Committee
Discusses issues pertaining to the hospitality/tourism industry such as the Maryland tourism budget; tourism safety; and convention business. Each committee meeting also includes a series of brief presentations by members on what is new at their venue or in their industry. Meets every six weeks at 8:30 a.m. at the GBC.

Legislative Committee
(By invitation only) Advises GBC President & CEO on matters pertaining to legislative policy in the State House, Baltimore City Council, and regional county governments.

Planning and Project Development Committee
(By invitation only) Examines planned or proposed economic development projects, initiatives or public policies impacting economic development in the Baltimore region. This committee serves as a forum to help the business community understand, participate in, and influence regional economic development activity. It focuses on visionary and large scale development projects, which the GBC may seek to influence on behalf of its members and the regional business community.

Technology Committee
Serves as a public policy advocate on emerging technology issues to be addressed by government or by private sector, and provides education and public awareness on technology-related policy issues. Meets six to eight times a year at 8 a.m. at the GBC.

Transportation Finance & Governance Task Force
The GBC Transportation Financing and Governance Task Force is a private sector task force charged with developing recommendations for a new long-term plan to fund Maryland’s transportation infrastructure and to strengthen the region’s metropolitan planning organization (MPO), including establishing regional transportation priorities. The Task Force meets on a monthly basis.
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GBC Partners

Organizations launched by the GBC:

The Leadership
Jan Houbolt, Executive Director
410.727.2820, x39
www.theleadership.org
Each year, since 1983, the program has brought together approximately 40 Baltimore area leaders. Drawn from business, non-profits and government, they bring diverse backgrounds. White, African-American, Hispanic and Asian American, men and women, city dwellers and suburbanites, they share a common concern: the Baltimore region.

CollegeBound Foundation
Dr. Craig E. Spilman, Executive Director
410.783.2905
www.collegeboundfoundation.org
The CollegeBound Foundation is a not-for-profit organization whose mission is to help inner city students go to college. CollegeBound also awards “Last Dollar” grants to fill the gap when sufficient funds are not available through loans, scholarships, or work-study programs.

Economic Alliance of Greater Baltimore
J. Thomas Sadowski, President & CEO
410.468.0100
www.greaterbaltimore.org
The Economic Alliance of Greater Baltimore is the regional business development and marketing organization that focuses on bringing jobs and capital investment to Baltimore City, Anne Arundel, Baltimore, Carroll, Harford and Howard Counties.

Greater Baltimore Technology Council
Steve Kozak, Executive Director
410.327.9148
www.gbtechcouncil.org
The Greater Baltimore Technology Council is devoted to one goal: growing the region’s tech community.

Other GBC Partners

Baltimore Development Corporation (BDC)
www.baltimoredevelopment.com

Baltimore Metropolitan Council
www.baltometro.org

Citizens Planning and Housing Association (CPHA)
www.cphabaltimore.org

Downtown Partnership of Baltimore
www.godowntownbaltimore.com

Presidents’ RoundTable
www.presidentsroundtable.net

Visit Baltimore
baltimore.org
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