**GBC VISION**

Greater Baltimore — Baltimore City and the five surrounding counties — will be recognized as a leader in the global economy of the 21st century.

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**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.

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**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 synergism between 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.

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“The GBC is a magnet that pulls us together.”

James Harkins
Harford County Executive
The Greater Baltimore Committee – A Legacy of Vision and Action

From its very beginning the GBC has existed to conceive a compelling vision, to apply strategic business leadership, and to act decisively to accomplish the vision.

This annual report outlines the GBC’s work since its formation on January 5, 1955 by 83 CEOs who, in their own words, were seeking to take “prompt and aggressive action looking toward the solution of many of the city’s most pressing problems.”

Its founders envisioned the GBC as “a voluntary citizen-arm of government; non-sectional; non-political, and non-profit making,” they announced. “It comes into existence because the problems of civic improvement in Baltimore are so complex, urgent and diversified that as many citizens as possible should assume a share of the responsibility.”

While Baltimore has a history of being home to many pioneers of business and industry, the GBC’s founding marked a moment when its modern business community decided to get serious about working together, with government and other partners, in a substantive way to improve the city and its quality of life.

Along the way, the specifics of the challenges have changed as the GBC evolved from a singular focus on downtown redevelopment to a regional perspective. Yet in many ways the nature of the challenges remains constant — building infrastructure, crafting public policies, and nurturing public-private teamwork that creates an environment in which the people and the economy of the city and region can thrive.

It’s worth emphasizing that the GBC, as an organization, envisioned a revitalization of Baltimore’s downtown and Inner Harbor. But the GBC did not, by itself, build the Charles Center, the Inner Harbor, the Convention Center and its expansion, two stadiums at Camden Yards, the Hippodrome and the many other buildings and attractions that characterize Baltimore’s continuing “renaissance.”

The GBC works as a catalyst for action-oriented teamwork that gets such things done — teamwork that includes businesses, foundations, educators, government agencies, elected leaders, civic groups, and the region’s talented, dedicated workforce.

The GBC’s daily activities involve raising awareness, laying groundwork, developing consensus, and marshaling private and public resources, so that free enterprise can thrive in Greater Baltimore.

Its members and its many partners know that the GBC’s role goes far beyond simply cheerleading. The GBC exists to facilitate action that transforms communities, strengthens the business climate, and improves quality of life.

To understand this role is to fully appreciate the GBC’s unique value to the region and to grasp its members’ accomplishment over the last 50 years.

In distilling 50 years of work into the summary that follows in this report, we salute the many GBC leaders and members who have dedicated valuable time, energy and resources to the GBC’s mission over the years.

We also celebrate the tremendous commitment and the work of the current GBC board, our growing membership, and our talented staff.

Together, we continue to build the GBC’s legacy of vision and action as we grow the region’s life sciences industry, develop a fast and efficient regional mass transit system, build our minority and women-owned business resources, strengthen higher education, and address the many other issues vital to our region’s future.

To GBC members, past and present, we offer you our heartfelt thanks and wish you a happy 50th anniversary.
INTRODUCTION — THE BEGINNING (1950s)

Eighty-three Baltimore businessmen met for dinner at the Elkridge Club on January 5, 1955 and created the Greater Baltimore Committee.

The idea to create an action-oriented organization of business leaders to visualize ways to meet Greater Baltimore’s competitive challenges and apply private-sector influence and resources to accomplish key initiatives had been percolating for three years among a small group of business people.

The group of entrepreneurs and executives, which included a young mortgage banker, James W. Rouse, held a series of informal meetings to discuss the challenges Baltimore faced – a decaying central city, outmoded land use, declining property values, and diminishing tax revenue.

The Greater Baltimore Committee was formed to take “prompt and aggressive action looking towards the solution of many of the city’s most pressing problems,” announced a press release GBC founders issued at their first 1955 meeting. The organization was “not interested in glamour, platitudes or false promises,” but instead was envisioned as an action committee dedicated to developing solutions to chronic problems that were impeding the city’s business growth.”

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Clarence W. Miles, a founding partner of Miles & Stockbridge and president of the Orioles, which he had brought to Baltimore the year before, was named the first GBC chairman. Thomas B. Butler, president of the Mercantile Safe Deposit and Trust Co., was vice-chairman. Daniel A. Lindley president of the Canton Company, was secretary, and Jerold C. Hoffberger, president of the National Brewing Co., was the first GBC treasurer.

Rouse was named chairman of the GBC’s first executive committee. Rouse later served as the GBC’s chairman in 1964 and 1965.

Its founders envisioned the GBC as “a voluntary citizen-arm of government; non-sectional; non-political, and non-profit making,” the press release stated. “It comes into existence because the problems of civic improvement in Baltimore are so complex, urgent and diversified that as many citizens as possible should assume a share of the responsibility.”

Among the city’s needs cited by the GBC’s 1955 founders were: accelerated construction of the Jones Falls Expressway, building a civic center for conventions, cultural activities and sports events; development of the city’s port facilities, developing a plan for modernizing mass transportation, and developing a comprehensive urban renewal plan.

The GBC was born out of an awareness that many proposals that would contribute to the economic, cultural, or social vitality of Baltimore City failed not because the opposition was so strong, but because the support was so weak.

At the time, many development projects were being proposed. However, most failed due to the lack of broad community support. The GBC’s founders “realized that no amount of programming by the federal government, and no methods of attack undertaken by public and private service agencies, could be successful unless they were also supported and influenced by local business leaders who knew Baltimore’s strengths and weaknesses first hand.”
The GBC’s role was to work for the ideas that might initially lack a strong voice but which had significant meaning for the development of a greater Baltimore.

The idea of a business-led civic group like the Greater Baltimore Committee was not original. Founders cited similar groups that existed in 1955 in other cities, including Pittsburgh, Milwaukee, St. Louis, and Philadelphia.

The first GBC press release cited the Greater Milwaukee Committee’s 1954 annual report’s record of accomplishment as evidence that “doing business in a fine, efficient, geared-for-motion community is better than doing business in a run-down, traffic-clogged, wretched community.”

**EARLY YEARS – PLANNING BALTIMORE’S TRANSFORMATION (LATE 1950s AND 1960s)**

The GBC worked on many substantial issues during its early years, including construction of the Jones Falls Expressway, development of Friendship Airport (now known as BWI Thurgood Marshall Airport), construction of the Baltimore Civic Center, and creation of the Metropolitan Transit Authority. But two hallmark projects were spawned by the GBC in its first 15 years that changed the face of Baltimore – Charles Center and the Inner Harbor redevelopment.

**Charles Center – the GBC’s first signature project.** The GBC started with Charles Center, developing a bold plan for massive redevelopment of Baltimore’s downtown core, a midtown section between Saratoga Street on the north and Lombard Street on the south and Liberty Street on the west and Charles Street on the east.

Following are highlights of the Charles Center project’s early development process:

1956 — The project was conceived by the GBC Planning Council, a nonprofit subsidiary formed in 1956 and chaired by Hunter Moss, a commercial real estate consultant. After a national search, David A. Wallace was hired as the council’s first director of planning.
1957 — Mayor Thomas D’Alesandro, Jr. signed a contract in 1957 with the GBC Planning Council and the Committee for Downtown to develop plan for downtown revitalization. That same year, Walter Sondheim, Jr., the GBC’s current senior adviser, was named chairman of the Baltimore Urban Renewal and Housing Agency (BURHA).

1958 — The GBC conducted a campaign to promote the proposed Charles Center project to elected officials and the public, gaining the support of Mayor Thomas J. D’Alesandro, Jr. In November, city voters approved a $25 million bond issue for property acquisition and site work for the project.

1959 — The City Council adopted the GBC Planning Council’s Charles Center project as an urban renewal plan. The Charles Center Management Office was created as a division of BURHA to manage the implementation of the GBC plan. J. Jefferson Miller, retired executive vice president of the Hecht Company, served as the office’s first general manager, insisting on a salary of one dollar a year. In 1965, the office would evolve into Charles Center-Inner Harbor Management, Inc., a nonprofit corporation.

1964 — David Wallace, a renowned architect who had worked with the GBC’s planning committee on the Charles Center project, produced a plan for a 30-year, $260 million effort to redevelop the harbor’s edge.

1965 – Charles Center-Inner Harbor Management, Inc. was created as a nonprofit successor to the Charles Center Management Office. J. Jefferson Miller served as chairman and continued as general manager of the Charles Center project. Martin Millspaugh, who had been a key staff member of the Charles Center Management Office, became president and general manager of the Inner Harbor project. Walter Sondheim, Jr., became vice chairman in 1970, and was named chairman in 1972 upon Miller’s death.

1966 – The Inner Harbor plan went before voters for bond funding. Walter Sondheim, Jr. chaired a committee to promote the plan to city voters. The GBC produced 300,000 flyers distributed to registered voters and civic organizations. In November, voters approved a $12 million bond for the project.

1968 – U.S. Department of Housing and Urban Development (HUD) released a $22.4 million federal grant for Phase 1 of the Inner Harbor project. In October, demolition began at Pratt and Cheapside Streets.

1970 – First Baltimore City Fair held in Charles Center

1971 – Groundbreaking for Christ Lutheran Church’s Harbor Apartments for the elderly, first residential project in Inner Harbor

1972 – State Board of Public Works approves construction of World Trade Center ($22.1 million)

1973 – Groundbreaking for IBM Building

1973 – Groundbreaking for World Trade Center

Construction starts on federal courthouse and office building

**Inner Harbor — seizing an opportunity.**

With work on Charles Center well underway, newly elected Mayor Theodore McKeldin in 1963 proposed a “new inner harbor area, where the imagination of man can take advantage of a rare gift of nature to produce an enthralling panorama of office buildings, parks, high-rise apartments, and marinas.”

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**BALTIMORE’S “RENAISSANCE” BLOSSOMS (1970s AND 1980s)**

The signature revitalization projects that the GBC championed in the 1950s and 1960s – Charles Center and the Inner Harbor — blossomed in the 1970s and 1980s. Meanwhile the GBC turned its attention to “quality of life” issues, including education, housing, minority business development, regionalism, and cultivating the next generation of leaders for Greater Baltimore.
Charles Center project completed in 1986

The project was fully completed 20 years after the GBC Planning Council was formed.

More than $235 million had been invested, of which $200 million had come from private sources.

The project added two million square-feet of office space, 652 apartment units, the Morris A. Mechanic Theater, 3,000 parking spaces, and 430,000 square-feet of retail space.

Inner Harbor attracts fast-paced development

Many view the July 2, 1980 opening of Harborplace as the single event that characterized the Inner Harbor’s dramatic transformation from derelict docks to a world-class attraction. However, major development of offices in the harbor area occurred earlier in the 1970s, including the USF&G Building (1973), now the Legg Mason Tower; the IBM Building (1975), the Garmatz Courthouse (1976), C&P Telephone Company headquarters (1977), and the World Trade Center (1977).

The Maryland Science Center’s completion in 1976 preceded Harborplace’s opening by four years. Other attractions developed at harbor’s edge in the 1980s included the National Aquarium (1981), The Hyatt Regency Hotel (1981), and the Gallery (1988).

GBC turns attention to “quality of life” issues

In the 1970s, the GBC tapped the resourcefulness of its business leaders to meet Baltimore’s social and economic challenges just as they had done in the 1950s and 1960s to meet Baltimore’s physical challenges. Systematic change was needed in education, housing, employment, and transportation.

Without these changes, achievements like Charles Center and the Inner Harbor would become islands in a sea of stagnation or worse. Even though the GBC agenda shifted toward what could be considered more “community development” issues, the rationale for involvement remained strengthening the business climate and its economy.

“The Greater Baltimore Committee is a cornerstone of this community. It’s almost difficult to picture what Baltimore would have looked like if it hadn’t been for the Greater Baltimore Committee. Picture a city without the Hippodrome. Picture a city without Camden Yards, without M&T Stadium. Picture a city where we wouldn’t be breaking ground on two biotech parks at Hopkins and the University of Maryland. It’s almost impossible. In fact it would be a different city. It would be a different place.”

Christian S. Johansson, president and CEO
Economic Alliance of Greater Baltimore

“The GBC is an incredible resource. It is the first call I’ve made over my 15 years in Baltimore when I need advice, or when I need a referral, or when I need support. I could always count on the GBC to help out … I don’t know how Baltimore could be what it is today if it weren’t for the GBC.”

Michelle Whelley, senior vice president
Colliers Pinkard
Public Education. In public education, the GBC found a contributory role for the business community, recognizing that quality public education is a process fundamental to Baltimore’s progress in all other areas of community life. From its earlier educational programs – the Adopt-A-School Program, School/Business Partnerships – to its involvement in helping the city’s school system strengthen its budget management, the GBC continued to seek reform in the City schools to ensure a quality and available workforce.

Housing. Ardent work had began in the mid 1960s to rid vital city areas of blighting influences. The GBC, through its Urban Renewal Subcommittee work during the 1970s, studied issues affecting housing, such as zoning, housing code enforcement and planning.

A reinforced regional focus. From the 1950s through the 1970s, the GBC was an organization comprised of a small group of business leaders, focusing most of its attention on individual downtown development projects. In 1978, the Chamber of Commerce of Metropolitan Baltimore merged with the GBC. This merger provided the area with a single, private-sector voice concerned with the problems and issues facing Baltimore City and its five surrounding jurisdictions - Anne Arundel, Baltimore, Carroll, Harford and Howard counties. It was understood among GBC members that, while much of its early work focused on projects in Baltimore City, the GBC’s ultimate focus was regional in nature, as evidenced by the GBC’s support for the 1963 creation of the Regional Planning Council, now the Baltimore Metropolitan Council.

Minority business development. Recognizing the need among fledgling minority businesses for financing, the GBC in 1984 facilitated the creation of the Development Credit Fund (DCF) to serve minority businesses. The GBC gained commitments from the state’s six largest banks totaling $7.5 million, coupled with direct loan guarantees for minority businesses through the State of Maryland. The Development Credit Fund was the first joint public-private financing entity of its kind in Maryland.

A new stadium for the Orioles

Sports play a key role in the spirit of any city. Historically, the GBC has had a role in professional sports development since its opening days. The GBC’s first Chairman, Clarence W. Miles, teamed with Mayor Thomas J. D’Alesandro, Jr., and won the bid to bring the St. Louis Browns baseball franchise to Baltimore. Miles gained national attention for his persistence on what was regarded as a lost cause.

The GBC’s contributions to keeping the Orioles in Baltimore and winning legislative approval for construction of the Camden Yards site are well documented. The GBC led business efforts to win legislative approval for the stadium project in 1987, and successfully defeated legal challenges from stadium opponents.

The GBC, stepping in at a critical juncture, broke the stalled lease negotiations between the Orioles and the Maryland Stadium Authority. The GBC arranged a guarantee to back the sales of season tickets for the next 10 years. GBC leaders recruited 30 members to support a $10 million letter of credit to back the ticket sales guarantee that helped close the Orioles’ deal. This initiative broke the impasse and led to agreement on a long-term Orioles lease and construction of Oriole Park at Camden Yards.
OTHER GBC INITIATIVES IN THE 1970s AND 1980s

Support for construction of the Baltimore Convention Center. The Baltimore Convention Center opened in August 1979. It underwent an expansion in 1996 that tripled its size. The center has been instrumental in building Baltimore into a major east coast destination.

Created The Leadership program. In 1983 the GBC launched The Leadership, a year-long “leaders in training” orientation program of seminars, weekend retreats, experiential activities, and meetings with some of the region’s most influential individuals. More than 800 executives from business, non-profits, and government have graduated from The Leadership.

Created CollegeBound Foundation. In 1988, the GBC teamed with Baltimoreans United in Leadership Development to create the CollegeBound Foundation, whose mission is to help inner-city students go to college. The nonprofit organization has leveraged more than $23 million in financial aid to scholars and provided $2.8 million in last-dollar grants to more than 950 students.

FACING STUBBORN CHALLENGES, UPDATING THE VISION (1990s AND EARLY 2000s)

With the keystone Charles Center and Inner Harbor projects maturing, GBC leaders worked to address stubborn challenges facing the city and region such as education reform and public safety. The GBC also recognized the need for an updated vision to guide the development of the city and region in the early 21st century.

Targeting the biotech potential. In 1990 and 1991, the GBC began its work to redefine Baltimore’s economic future to include a major emphasis on technology industries – particularly biotech. In the early 2000s, strengthening the region’s biosciences sector would emerge as one of the GBC’s top strategic priorities.

Education reform. In the early 1990s, the GBC issued a call for “dramatic restructuring of our educational systems that promotes creative, entrepreneurial approaches to education.” In 1997, the GBC played a key role in shaping funding and management reforms for Baltimore City Public Schools. In 2003 the GBC and the Presidents’ RoundTable conducted a review of the city school system’s financial management and recommended system-wide steps needed to restore fiscal accountability.

Smart on Crime. In Sept. 1995, the GBC issued its “Smart on Crime” Report which, among other things, advocated for increasing drug treatment on demand as a crime reduction strategy.

NFL football returns. After mounting an aggressive, but unsuccessful campaign to gain an NFL expansion team for Baltimore in 1993, the GBC played a decisive role in the 1996 effort to gain legislative approval of the stadium deal that brought the Ravens to Baltimore.

Promoting a regional perspective. In July 1997, the GBC issued “One Region, One Future,” a report detailing that regions, not individual political jurisdictions, are emerging as the primary competitors in the global economy. In 1998, the GBC partnered with the Greater Baltimore Alliance (now the Economic Alliance of Greater Baltimore) and others to produce the first of three “State of the Region” reports, benchmarking the Baltimore region’s economic vital signs and those of 19 other key competing regions. Subsequent reports were published in 2000 and 2003.

Reducing homicides and violent crime. In 1999, in its report “First Things First,” the GBC called on all Baltimore City mayoral candidates to adopt a goal of reducing homicides in the city by 50 percent. The GBC backed up its challenge by creating a $500,000 homicide reduction fund and applied it to funding strategic or tactical initiatives aimed at reducing violent crime and homicides.
City government efficiency. From 2000 – 2002, volunteer executives from the GBC and the Presidents’ Roundtable conducted a series of management and efficiency studies for key Baltimore City government agencies and its human resources management. In 2003, the GBC studied management of the city’s Inner Harbor operations and the fiscal operations of the city’s public school system. The city used the reports as “blueprints” for reforms that saved millions of dollars.

Restoring the Hippodrome Theatre. In 1998, the GBC launched the Hippodrome Theatre renovation project by persuading Gov. Parris Glendening and Maryland legislators to include $1.7 million in state’s budget to begin the project planning. During the next two years, the GBC led efforts that ultimately gained $27 million in state funding and $5 million in private funding, before handing the project over to the Baltimore Center for the Performing Arts (now the Hippodrome Foundation). The Hippodrome Theatre at the France-Merrick Performing Arts Center opened on February 10, 2004.

Building the region’s life sciences sector. In 2002, the GBC developed a strategic initiative to leverage the region’s key strengths — its world-class research centers — to drive the next phase of the city’s revitalization and the region’s life sciences industry growth. Toward that end, the GBC worked to support the development of life sciences parks near the University of Maryland, Baltimore on the city’s west side, and adjacent to the Johns Hopkins Medical Institutions on the east side. The GBC played a key role in the formation of East Baltimore Development Inc. (EBDI), the non-profit entity charged with managing the development of the east-side project, an 81-acre neighborhood revitalization and life sciences research park. The GBC also pledged $1 million in operational funding to EBDI.

Strengthening regional transit. In 2003 and 2004, the GBC identified dramatically improving transit as another key priority that requires immediate attention if the region is to remain competitive for workforce and business development. During the 2004 General Assembly session, the GBC successfully gained commitments from Gov. Robert Ehrlich and state legislators to earmark more than $243 million to begin planning a Red Line from Woodlawn to Fells Point and to expand the Metro Green Line northwest beyond its existing terminus at Johns Hopkins Medical Institutions. Later in 2004, the GBC and a coalition of civic and environmental organizations and foundations in the region formed the Baltimore Transit Alliance to push for continued funding and development of the Baltimore Regional Transit System.

Strengthening minority and women-owned businesses. In 2003, the GBC developed and is leading the “Bridging the Gap” initiative to promote the inclusion of minority-owned and women-owned firms in emerging business opportunities. The program is conducted in alliance with the Presidents’ RoundTable and the Baltimore Hispanic Chamber of Commerce. It encompasses training for minority entrepreneurs, opportunity networking with industry leaders, updates on best practices for key business management issues, and nurturing partnerships with major corporations. Partners in this initiative include Baltimore Congressman Elijah E. Cummings, the Downtown Partnership of Baltimore, the Mayor’s Office of Minority Business Development, and the Governor’s Office of Minority Affairs and major corporate participants. Constellation Energy and the Open Society Institute have financially supported the initiative.
Top priorities in 2005

• Nurturing bioscience and technology industry growth
• Advocating for easy, fast and reliable mass transit for the region
• Bridging the Gap – strengthening minority and women-owned businesses in the region
• Strengthening higher education resources in the region
• Speaking up for business
• Delivering value to GBC members
• Developing a cohesive voice between the Baltimore and Washington business communities
• Identifying and developing upcoming political and business leaders

THE WORK OF THE GBC IN 2004-2005

Nurturing bioscience and technology industry growth

• Coordinated regional teamwork to build a bioscience community.
• Presented first $350,000 in private funds to EBDI.
• Published second annual “Biotechnology Report” in The Daily Record.
• Presented second annual lecture series featuring prominent researchers and entrepreneurs.
• Created framework for a regional bioscience web site.
• Advocated for legislation to create R&D tax credits for biotech companies.
• Sponsored five briefings for industry stakeholders on the Baltimore bioparks.
• Placed GBC President Donald Fry in eight speaking engagements on regional bioscience.
• Forged strategic partnerships with the Hopkins Biotech Network, with the Alex Brown Center for Entrepreneurship, and with Early Stage East.
• Wrote monthly TechLink column for The Daily Record.

Developing comprehensive mass transit for the region

• Formed the Baltimore Transit Alliance to push for rapid implementation of the Baltimore Region Transit Plan, which would give the region 109 miles of integrated rapid transit service, including 66 new miles of transit.
• Helped to secure $242 million in new transit funding to plan and begin construction of new east-west Red Line and for extending the existing Metro Green Line.
• Worked with Maryland transportation officials and communities to begin planning of the Red Line between Woodlawn and Fells Point.
• Established an online communications network for transit advocates in the region.
• Developed guiding principles for MTA’s bus route restructuring, with an emphasis on service, reliability and efficiency.
• Worked with stakeholders and MTA officials to plan a pilot bus rapid transit service between Towson and downtown Baltimore.
• Worked with public agencies and private advocates to identify opportunities for development near existing or planned rapid transit stations.

Strengthening minority and women-owned businesses in the region

• Issued a report on the potential for minority business expansion in the region.
• Conducted the inaugural Bridging the Gap Achievement Awards.
• Presented a series of business development workshops on topics ranging from surety bonding to strategic alliances.
• Worked to connect major health care institutions with minority and women-owned services and suppliers.

Strengthening higher education resources in the region

• Successfully advocated for increased state funding of higher education institutions.

Speaking up for business

• Met with General Assembly budget committees and other legislative leaders during the 2004 interim to discuss GBC priorities for strengthening the business climate.
• During 2005 General Assembly, the GBC’s advocacy in Annapolis gained:
  - increased funding for higher education in the FY2006 state budget.
  - continued state capital budget funding for biotech park projects in the Baltimore region.
continued funding for programs to assist minority-owned and women-owned business
reinstatement of state tax credits for research and development.
new tax credits for biotechnology investment and film production in Maryland.
• Gained passage of legislation that would assist ex-offenders in re-entering the community.
• The GBC also successfully opposed so-called “controlling interest” legislation that would have imposed real estate taxes on the sale or transfer of a controlling interest in a corporation whose only asset is real property.

Delivering value to GBC members
• GBC membership increased more than 20 percent in 2004, with about a third being minority and/or women-owned businesses.
• GBC events attracted a combined audience of more than 3,500.
• Hits to the GBC website increased to a rate of more than two million per year.
• American Society of Association Professionals (ASAE) named the GBC to its 2005 “Advance America Honor Roll” for its “Bridging the Gap” initiative.
• The Baltimore Transit Alliance’s advocacy for regional transit received a 2004 “Circle of Excellence” award from the The Maryland Society of Association Executives.
• GBC’s “Issues and Answers” on Comcast began its 5th year of broadcasts.
• GBC’s “Issues and Answers,” a public affairs program presented in cooperation with Comcast, began its 5th year of broadcasts.

Developing a cohesive voice between the Baltimore and Washington business communities
• Worked with leaders of the Greater Washington Board of Trade on a number of key business climate issues, including transit funding and strengthening higher education.

Identifying and developing future political and business leaders
• Presented seminar on the government budget process to members of the Baltimore City Council.
• Presented two-day government affairs seminar for GBC members in January 2005.
• The Leadership graduated 46 members of the Class of 2004.

FINANCIAL SUMMARY
January 1–December 31, 2004

REVENUE, 2004

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TOTAL REVENUE: $1.967 MILLION

EXPENSES, 2004

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TOTAL EXPENSES: $1.929 MILLION
Built Environment Committee
Chaired by Kenneth Banks, President, Banks Contracting Company, Inc. Tracks policy issues pertaining to development, zoning, land use and housing. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Education Committee
Chaired by Sandy Hillman, Chief Executive Officer, Trahan Burden and Charles, Inc. Examines the Baltimore City and regional public education systems to advocate for policies that improve education. Develops policy positions to advocate at the local and state legislative level for reform in the public school and higher education system. **GBC staff contact:** Liz Pettengill, 410-727-2820, x41.

Health Care Committee
Co-chaired by Pegeen Townsend, Senior Vice President of Legislative Policy, The Maryland Hospital Association and Dr. Robert Kritzler, Area Medical Director, Kaiser Permanente. Discusses issues pertaining to the health care and insurance industry. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Hospitality/Tourism Industry Group
Discusses issues pertaining to the hospitality/tourism industry such as Maryland’s tourism budget, workforce development, and related topics. **GBC staff contact:** Liz Pettengill, 410-727-2820, x41.

Legislative Committee
Chaired by William R. Roberts, President, Verizon Maryland, Inc. Advises GBC president on matters pertaining to legislative policy in Annapolis, Baltimore City Council and the region’s county governments. **GBC staff contact:** Devon Dodson, 410-727-2820, 40.

Public Safety and Legal Affairs Committee
Chaired by Otis Warren, Jr., Owner & CEO, Otis Warren & Company, Inc. Studies and develops positions on policy issues pertaining to public safety and legal issues affecting businesses in the region. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Regional Transportation and Mobility Committee
Analyzes the region’s multi-modal transportation policies and programs and provides an informed and strategic voice to elected officials and regional leaders on transportation policy. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Technology Policy Work Group
Chaired by Drew Krimski, President/CEO of The ACI Group, Inc. Vice Chair Dr. Kevin Manning, President, Villa Julie College. Serves as public policy advocate on emerging technology issues and provides education and public awareness on technology-related policy issues. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Bridging the Gap Advisory Committee
Comprised of representatives from the Presidents’ Roundtable and other partners in the “Bridging the Gap” initiative to strengthen the region’s minority and women-owned businesses. Develops strategic plans for the initiative and reviews progress. **GBC staff contact:** Jody Sprinkle, 410-727-2820, x32.
2005 ANNUAL MEETING

Miles & Stockbridge P.C. - 50th anniversary corporate sponsor
Saul Ewing LLP - Platinum sponsor
Brown Capital Management, Inc. - Gold sponsor
The Daily Record - Gold sponsor
Image Engineering - Gold sponsor
Legg Mason, Inc. - Gold sponsor
MedStar Health - Gold sponsor
VPC, Inc. - Gold sponsor
CareFirst BlueCross Blue Shield - Silver sponsor
College of Notre Dame of Maryland - Silver sponsor
Constellation Energy - Silver sponsor
Harbor Bank of Maryland - Silver sponsor
IBM Corporation - Silver sponsor
Lord Baltimore Capital Corporation - Silver sponsor
MuniMae - Silver sponsor
Nottingham Properties Inc. - Silver sponsor
Provident Bank - Silver sponsor
Signature Management Realty, LLC - Silver sponsor
St. Joseph’s Medical Center - Silver sponsor
Towson University - Silver sponsor
University of Maryland, Baltimore - Silver sponsor
University of Maryland Medical System - Silver sponsor
Whiteford Taylor & Preston L.L.P - Silver sponsor
The Annie E. Casey Foundation - Silver sponsor
DLA Piper Rudnick Gray Cary US, LLP - Bronze sponsor
Electric Motor Repair Co. (EMR) - Bronze sponsor
Ernst & Young LLP - Bronze sponsor
Ferris Baker Watts - Bronze sponsor
Johns Hopkins Medicine - Bronze sponsor
Mackenzie Cushman & Wakefield Alliance - Bronze sponsor
Mercantile Bank & Trust - Bronze Sponsor

GBC LUNCH WITH THE ORIOLES 2005

Comcast – Grand Slam sponsor
Bank of America - Home Run sponsor
Daily Record - Double sponsor
Ferris Baker Watts - Double sponsor
PHH Arval - Double sponsor
VPC, Inc. - Double sponsor
T. Rowe Price - Double sponsor
Wyndham Inner Harbor Hotel - Double sponsor

LEGISLATIVE FORUM: A LOOK AT THE 2005 MARYLAND GENERAL ASSEMBLY SESSION

Miles & Stockbridge - GBC 50th Anniversary Corporate Sponsor
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Medstar Health – Premier sponsor
The Annie E. Casey Foundation – Patron sponsor
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Constellation Energy Group – Patron sponsor
Goodwill Industries of the Chesapeake – Patron sponsor
Johns Hopkins University – Patron sponsor
Meridian Management Group, Inc. – Patron sponsor
Port of Baltimore – Patron sponsor
Provident Bank – Patron sponsor
Reliant Energy Group – Patron sponsor
University of Maryland, Baltimore – Patron sponsor
Villa Julie College – Patron sponsor

MAJOR'S BUSINESS RECOGNITION AWARDS 2005

Bank of America – Program sponsor
CareFirst BlueCross BlueShield – Program sponsor
VPC, Inc. – Program sponsor
Baltimore’s Tremont Suite Hotels – Patron sponsor
Constellation Energy – Patron sponsor
The Fountainhead Title Group – Patron sponsor
Johns Hopkins Medicine – Patron sponsor
Sojourner Douglass College – Patron sponsor
University of Baltimore – Patron sponsor
Verizon – Patron sponsor

GREATER BALTIMORE BUSINESS OUTLOOK 2005

Towson University – Premier sponsor
MedStar Health – Program sponsor
The Daily Record – Program sponsor
Whiteford, Taylor & Preston, LLP – Program sponsor
Villa Julie College – Program sponsor
Adelberg, Rudow, Dorf & Hendler, LLC – Patron sponsor
American Red Cross – Patron sponsor
The Baltimore Development Corporation – Patron sponsor
Baltimore Workforce Investment Board – Patron sponsor
Carefirst BlueCross BlueShield – Patron sponsor
College of Notre Dame of Maryland – Patron sponsor
Comcast – Patron sponsor
The Harbor Bank of Maryland – Patron sponsor
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Johnson, Mirmiran & Thompson – Patron sponsor

GBC GOLF CHALLENGE 2004

Comcast – Ace sponsor
MAMSI – Ace sponsor
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Smart & Associates – Ace sponsor
The ACI Group – Ace sponsor
The Baltimore Sun – Ace sponsor
Amerigroup – Eagle sponsor
BGE – Eagle sponsor
Heritage Properties, Inc. – Eagle sponsor
Johns Hopkins Medicine – Eagle sponsor
Nottingham Properties, Inc. – Eagle sponsor
Verizon – Eagle sponsor
Hyatt Regency Baltimore – Driving/Putting sponsor

2005 BIOSCIENCE SERIES

Greater Baltimore Technology Council
MdBio

2004 GBC BUSINESS EDUCATION PROGRAMS

The Daily Record
Provident Bank

“...and of the business community. I've found it very helpful in terms of professional resources, strategic alliances. It's been extremely beneficial for me.

My wife told me that years ago there wasn’t an Inner Harbor. I just can’t imagine that. It’s nice to see just exactly where Baltimore has come from and the direction that we’re going.”

Kelvin Jenkins, president
Mid-Atlantic Marketing Consultants
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 Leadership brings together approximately 40 handpicked 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.

Greater Baltimore Technology Council
Steve Kozak, Executive Director
410-327-9148

Economic Alliance of Greater Baltimore
Christian S. Johansson, President & CEO
410-468-0100
www.greaterbaltimore.org

The Economic Alliance of Greater Baltimore is the sole private/public partnership that brings together business, government and educational institutions to attract new business and investment to the Greater Baltimore region.

THE LEADERSHIP STAFF

Jan Houbolt
Executive Director

Tricia Ellis
Assistant Director

Dawnita Brown
Administrative Assistant

GBC STAFF

Donald C. Fry, Esq.
President

Walter Sondheim, Jr.
Senior Adviser

Devon Dodson
Vice President

Lisbeth Pettengill
Vice President

Gene Bracken
Director of Communications

Karen Braun
Administrative Assistant

Christina Fabula
Executive Assistant to the President

Diane Funk
Public Relations Associate

Mickie Gray
Administrative Assistant

Carolyn Hassan
Administrative Assistant

Gregory Herbert
Financial Officer

Lolita Jackson
Administrative Assistant

Henry Kay
Director, Baltimore Transit Alliance

Nancy Marks
Administrative Assistant

Anna Mister
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Administrative Assistant
Chairmen of the Greater Baltimore Committee 1955 – 2005

1955-56  
Clarence W. Miles  
Miles and Stockbridge

1957-59  
Charles H. Buck  
The Title Guarantee Company

1960  
W. Arthur Grotz  
Western Maryland Railway Company

1961-63  
Robert B. Hobbs  
First National Bank

1964-65  
James W. Rouse  
James W. Rouse & Company, Inc.

1966-67  
Robert H. Levi  
The Hecht Company

1968-69  
Austin E. Penn  
Baltimore Gas & Electric Company

1970-72  
Louis B. Kohn, II  
Hochschild, Kohn & Company

1973-74  
Donald H. Wilson, Jr.  
Monumental Life Insurance Company

1975-76  
William B. Guy, Jr.  
W. Burton Guy & Company, Inc.

1977-78  
W. Wallace Lanahan, Jr.  
W. W. Lanahan, Jr.

1979-80  
H. Vernon Eney  
Venable, Baetjer and Howard

1980-82  
Bernard Manekin  
Manekin Corporation

1982-84  
Richard P. Sullivan  
EASCO Corporation

1984-86  
Alan P. Hoblitzell, Jr.  
Maryland National Corporation

1986-88  
Henry A. Rosenberg, Jr.  
Crown Central Petroleum

1988-90  
Raymond A. Mason  
Legg Mason, Inc.

1990-92  
Mathias J. DeVito  
The Rouse Company

1992-94  
Decatur H. Miller  
Piper & Marbury

1994-96  
William L. Jews  
Blue Cross/Blue Shield of Maryland

1996-99  
Frank P. Bramble  
First Maryland Bancorp

1999-2001  
John Morton III  
Bank of America, N.A.

2001-2003  
Francis B. Burch, Jr. Esq.  
Piper Rudnick, LLP

2003-2005  
Christian H. Poindexter  
Constellation Energy Group

Executive Directors and Presidents of the Greater Baltimore Committee 1955 – 2005

1955-56  
Archibald C. Rogers  
Executive director  
GBC’s founding on January 5, 1955 to July 1, 1955

1955-56  
Robert Keller  
President  
1956-1981

1955-56  
Walter Sondheim, Jr.  
Interim President  
1993

1968-69  
Donald P. Hutchinson  
President  
1993-2002

1990-92  
William Boucher III  
President  
2002 to present

FIFTY YEARS OF CIVIC COMMITMENT

“Fifty years of leadership. That’s what we’re really talking about here – leadership from the business community.”

Martin O’Malley  
Mayor of Baltimore City

www.gbtechcouncil.org

The Greater Baltimore Technology Council is devoted to growing the region’s tech community.

OTHER GBC PARTNERS:

Baltimore Area Convention and Visitors Association (BACVA)  
www.baltimore.org

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

www.godowntownbaltimore.com

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William Boucher III  
President  
2002 to present
GBC OFFICERS

CHAIRMAN
Christian H. Poindexter
Chairman (Retired)
Constellation Energy Group

IMMEDIATE PAST CHAIRMAN
Francis B. Burch, Jr.
Co-Chairman
Piper Rudnick LLP

VICE CHAIRMAN
Barbara A. Gehrig
Senior Vice President
Maryland/Delaware Region
Comcast

SECRETARY/TREASURER,
FINANCE COMMITTEE
CHAIRMAN
Robert C. Embry, Jr.
President
The Abell Foundation

PUBLIC SAFETY
Otis Warren, Jr.
Owner & CEO
Otis Warren & Company, Inc.

COMMUNITY REVITALIZATION
P. Douglas Dollenberg
President & CEO (Retired)
Nottingham Properties, Inc.

LEGISLATIVE COMMITTEE
William R. Roberts
President
Verizon Maryland, Inc.

MEMBER SERVICES
Dr. Morton I. Rapoport
Chairman
UMBC–Erickson Foundation Partnership

EDUCATION COMMITTEE
Sandy Hillman
Chief Executive Officer
Trahan Burden & Charles

GBC BOARD MEMBERS

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Chairman Emeritus
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Board
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President
Skye Hospitality, LLC

William M. Fine
President & Gen. Manager
WBAL-TV

Laura L. Gamble
President
Bank of America, Maryland
“The GBC is an excellent vehicle that has integrated the financial assets as well as the intellectual assets that are housed in this region to address the critical issues of Baltimore and the Greater Baltimore region.

The contacts, the ability to get things done through people who can make things happen … this program is heads and shoulders above any that I’ve ever been exposed to. It’s doing some great things and I hope it’ll be around for another 50 years.”

Bernard Jennings
National Great Blacks in Wax Museum