

MINUTES
Of the
Board of Directors
Of the
City of Baltimore Development Corporation

The regular meeting of the Board of Directors (Board) of the City of Baltimore Development Corporation (BDC) was held on Thursday, November 20, 2014, beginning at 7:31 a.m. at the Corporation's offices at 36 South Charles Street, Baltimore, MD. **Board Members present at the meeting were: Chair, Arnold Williams, Greg Cangialosi, Augie Chiasera, Clinton Daly (via phone), Deborah Devan, Paul Graziano, Gilberto de Jesus, Gary Martin, Kenneth Moreland, Sharon Pinder (via phone), Henry Raymond (via phone), Kurt Schmoke (via phone), Brian Tracey and Christie Wyskiel.**

Staff present were: William "Bill" Cole, President & CEO; Kim Clark, Executive Vice President; Jeff Pillas, Chief Financial Officer; and Nancy Jordan-Howard, Chief Operating Officer. BDC Staff: William Beckford, Larysa Salamacha, Deb Tillet, Karl Bradley; Kerry DeVilbiss, David Adamski, Matthew Kachura, Dan Taylor, and Renee West (as Recording Secretary).

Also in attendance: Ray Brown, RE/MAX Commercial Logic, Will Holmes, Will Holmes Consulting, Adam Bednar *The Daily Record*, Doug Kington, RE/MAX Commercial Logic, Natalie Sherman, *The Baltimore Sun*, and Claire Lippay, Goucher College.

The meeting was called to order by the chair, Arnold Williams at 7:31 a.m.

- I. Minutes of the BDC Board Meeting of October 30, 2014 approved as written.
- II. President's Report
 - i. Cole finished the main street tours; he is now working with key staff members to develop a plan of action to address issues identified during the tours. Cole completed the first two breakfast meetings in the business parks. Cole and BDC staff has visited a number of businesses around the city who are looking to expand.
 - ii. BDC has begun the "A Day in the Main Street" program. This is an opportunity for BDC and SBRC staff to have individual meetings with businesses to provide on-site services within the main streets.
 - iii. Cole's speaking engagements this month, included AIA Baltimore, Building Preservation & Economic Development event, the Associated General Contractors 2015 Construction and Economic Outlook Conference (at the airport), and United Way (of Central Maryland's) "In Their Own Words" breakfast series.
 - iv. A draft of the CEDS report has been released to the public, to start the 30 day public comment period. Cole expressed thanks to the BDC team members who worked on the report. Cole indicated that the report is substantive and will provide a blue print for the next five years of strategy for BDC. Cole asked Karl Bradley, (the project lead) to give a brief overview of the report to the Board. Clinton Daly will host a meeting at BDC mid-December to review the comments received (during the public review period) and finalize the report in time for the board's formal approval of the final CEDS report , it then goes to the Mayor for signature and ultimately submission to EDA.

v. Staff provided a brief on the CEDS process to the Board of Directors. As part of the summary:

- A S.W.O.T. analysis was conducted with a comprehensive review of the market.
- Economic drivers include the Port of Baltimore, the location along the I-95 corridor and centered interchange with various areas of expertise (i.e., legal, architectural, engineering).
- Current trends indicate that Baltimore's population is stabilizing; millennials are looking at Baltimore as an opportunity along with the baby boomers.
- People are attracted to Baltimore through the arts and culture

Based on feedback, some of the recommendations surrounding businesses:

- Retention and growth of existing Baltimore firms is crucial along with 95 % of our growth being projected from Small Businesses.
- Developing a relationship building strategy throughout the city.
- BDC needs to strengthen its resources to businesses, reducing reliance on City's budget.
- With regards to economic inclusion, City needs increased minority ownership reflective of the city's makeup near 70 % of the population.
- The single employer businesses are more prevalent and are potential economic drivers.
- Baltimore is competitive regionally, nationally and globally, seeking more inclusive partnerships within region.
- The six clusters we are looking for opportunity include financial and professional services, health and bio-technology, arts and tourism which includes convention business, Port (of Baltimore) logistics and the attachment businesses that feed through the port, manufacturing.
- Focus area and enterprise communities' benefits and new tax structures for residential apartments are attractive to businesses. The goal is to maximize existing targeted incentives smartly, while identifying additional resources.
- The goals established within the plan over the next five years are reasonable and achievable.

vi. In response to a question, Cole indicated that the report must be done every five years in order for organizations like BDC to obtain grant funding from EDA.

vii. The report will be used to determine BDC's direction and have already started meeting with other cabinet members that interact with BDC to determine other ways we can work more collaboratively.

viii. It was suggested that the CEDS report should be shared at all of our partners' annual meetings starting in December and January.

ix. The CEDS process was reviewed for the Board of Directors. It included several meetings with smaller committees that were formed, incorporating the feedback from stakeholders to develop the plan. A special committee of the CEDS Advisory group will meet on December 15th in preparation for the upcoming Board of Directors meeting.

- x. There was a question raised regarding the how Baltimore’s population has leveled off, asking what that number is and what is the basis for that number; upon review at the last three years, starting in 2011 we stopped seeing the drop in population (it is currently 622,100).
- xi. A question was raised regarding the business relationship management approach, it was noted that each team was responsible for conducting a specified number of visits that included cold calls to businesses armed with information enterprise zones, focus areas, etc.; the numbers over the last 16 years have ranged from 125-400 visits a year depending on the size of the staff that was conducting the outreach visits.
- xii. There was a question regarding “buy in” from (MD) DBED with regards to the CEDS, it was noted that BDC collaborates with (MD) DBED very closely on business development deals and visits throughout the state of Maryland. It was further noted that the strength of Baltimore is critically dependent on the State of Maryland and the overall economy, the relationship between the two agencies will likely continue towards that end. Whoever is selected as the new Secretary of MD DBED, will most likely want to continue the close working relationship BDC enjoys with the current Secretary.
- xiii. Cole reported that BDC has been able to post the marketing position and as a result have received a number of great resumes; Greg Cangialosi has agreed to sit in on the interviews. BDC currently has 5 positions to fill and are receiving a number of quality resumes.

III. Committee Reports

Loan Committee

- i. The committee met on November 3, 2014 and approved the minutes from October 6, 2014.
 - ii. A micro loan was approved for R. McGhee & Associates (an architectural firm) for improvements to its building located at 2504 St. Paul Street.
 - iii. Tom Klein from T.R. Klein & Associates presented BDC’s Audited Financial Statements’ (dated June 30, 2014) to the Board of Directors.
 - iv. It was noted that the auditors gave BDC is an “unmodified” or a clean opinion. This is the best opinion an auditor can give a client. This means the numbers are fairly stated, the disclosures and footnotes are adequate for BDC’s circumstances. BDC will continue for at least another year.
- IV. Deborah Devan made a motion to approve the closed meeting minutes from the October 30, 2014 Board of Directors Meeting. Gilberto de Jesus seconded the motion, the motion passed with a unanimous vote by the Board.
- V. Christie Wyskiel moved to adjourn the meeting with a second from Greg Cangialosi at 8:13 a.m.