



# Gateway Master Plan Planning Board Workshop

June 26, 2025



STILETTO

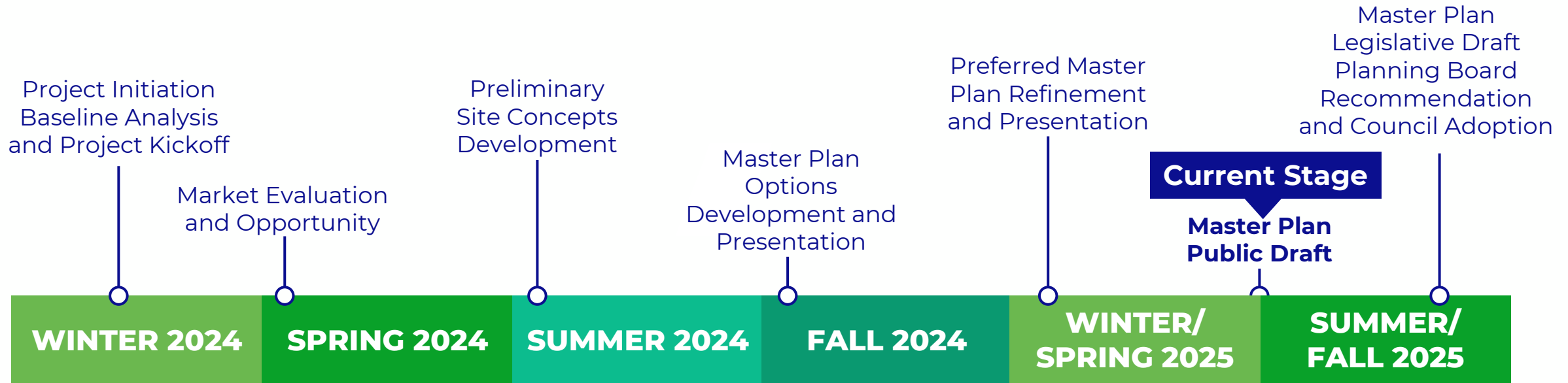


# Agenda

- 1 Welcome and Timeline
- 2 Innovation Districts and Market Opportunities
- 3 Vision and Frameworks
- 4 Redevelopment Approach
- 5 Sustainable Design
- 6 Transportation and Mobility
- 7 Public Infrastructure & Implementation
- 8 Next Steps



# Gateway Master Plan Timeline



## STAKEHOLDER ENGAGEMENT

- Public Engagement Activities
- Stakeholder Interviews and Focus Groups
- Community Surveys
- Planning Board Meetings
- Advisory Committee Meetings
- County Council Meetings



# 2

## **INNOVATION DISTRICTS AND MARKET OPPORTUNITIES**

# Transforming Gateway from Business Park to Innovation District

# Business Park Versus Innovation District

COMPONENT	BUSINESS PARK	INNOVATION DISTRICT
Industrial Uses	Light Green	Light Green
Commercial Office Uses (traditional office space)	Light Green	Dark Green
Innovation Office Uses (flexible space ideal for collaborations)	Light Green	Dark Green
Labs	Light Green	Dark Green
Shared Facilities in an Innovation Core / Center	Light Green	Dark Green
Networking Assets	Light Green	Dark Green
Programming to Support Companies of all Sizes	Light Green	Dark Green
Focused in Strategic Sectors and Industries	Light Green	Dark Green
Community Walking / Biking Trails	Light Green	Dark Green
Intentional and Targeted Development	Light Green	Dark Green
Strategic Connections to Academic Institutions	Light Green	Dark Green
Overarching Marketing and Promotional Campaigns	Light Green	Dark Green
Focused Tenant Recruitment to Support the Broader Development	Light Green	Dark Green
Mixed-use Development, including Commercial, Housing, and Retail	Light Green	Dark Green
Multi-modal Connectivity to Surrounding Areas	Light Green	Dark Green

## Why an Innovation District?

Innovation Districts enable individuals and organizations across industries to address common challenges related to:



Accessing resources



Commercializing research discoveries



Building a thriving talent pipeline in strong and emerging industries



Establishing pathways to economic revitalization



Creating jobs that support financial well-being

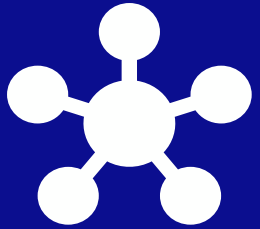


Strengthening social and professional networks



Providing space and opportunity for collaboration and partnership

# Key Features of an Innovation District



**Programming**  
(i.e., networking,  
accelerators,  
incubators)



**Academic and  
Industry  
Partnerships**



**Mix of Land Uses**  
(mixed-use  
facilities such as  
housing, retail  
and employment  
uses)



**Quality of Life  
Enhancements**



**Focus on Live-  
Work-Play  
Offerings**



# GATEWAY OF TODAY

approximately

**1,100 acres**

of commercial and industrial  
properties

140 individual properties

Car-oriented built environment  
26% of land is surface parking

Location – Major road access (I-95, MD-175), BWI, Fort Meade, Downtown Columbia

General Plan, HoCo By Design

Existing employment hub - already a magnet for key industries and their workforce

**MIC, strong asset and potential as a future anchor to the District**

## AREAS OF STRENGTH

HOWARD COUNTY



Cybersecurity



Military, defense,  
and government  
contracting



Scientific  
research and  
development  
services



Software  
development



Technology

## GROWING AND EMERGING AREAS OF STRENGTH

HOWARD COUNTY



Medical  
laboratories and  
imaging



Precision  
instrument  
manufacturing



Distribution,  
transportation,  
and logistics



Artificial  
Intelligence (AI)



Quantum

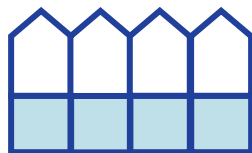
# Market Opportunity (over 30 yrs)



MULTI-FAMILY

**4,500-6,600**

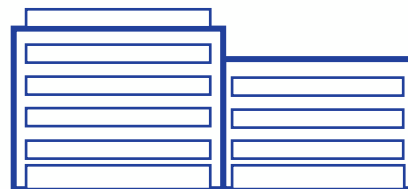
units in 30 years



MISSING MIDDLE

**1,200-1,800**

(Stacked) Townhomes in  
30 years



NON-RESIDENTIAL SF

**1M-1.8M**

additional gross square  
footage of employment-  
oriented uses (commercial  
and innovation office)



NEW JOBS

**4,711-8,126**

8.4% (Low estimate) –  
10.3% (High estimate) of  
Gateway's estimated  
future share of all industry  
jobs in Howard County



# 3 Vision and Frameworks

- Vision
- Conceptual Framework
- Illustrative Site Plans
- Open Space Framework
- Focal Points/Distinctive Spaces

# GATEWAY MASTER PLAN OVERVIEW

## VISION

The Master Plan presents a comprehensive, actionable roadmap to guide the long-term transformation of Gateway into a **thriving innovation district**, a major hub for cybersecurity, defense, technology, artificial intelligence (AI), quantum, and other emerging industries that also offers residents a connected, vibrant, and thriving community in which to live, work, and play.



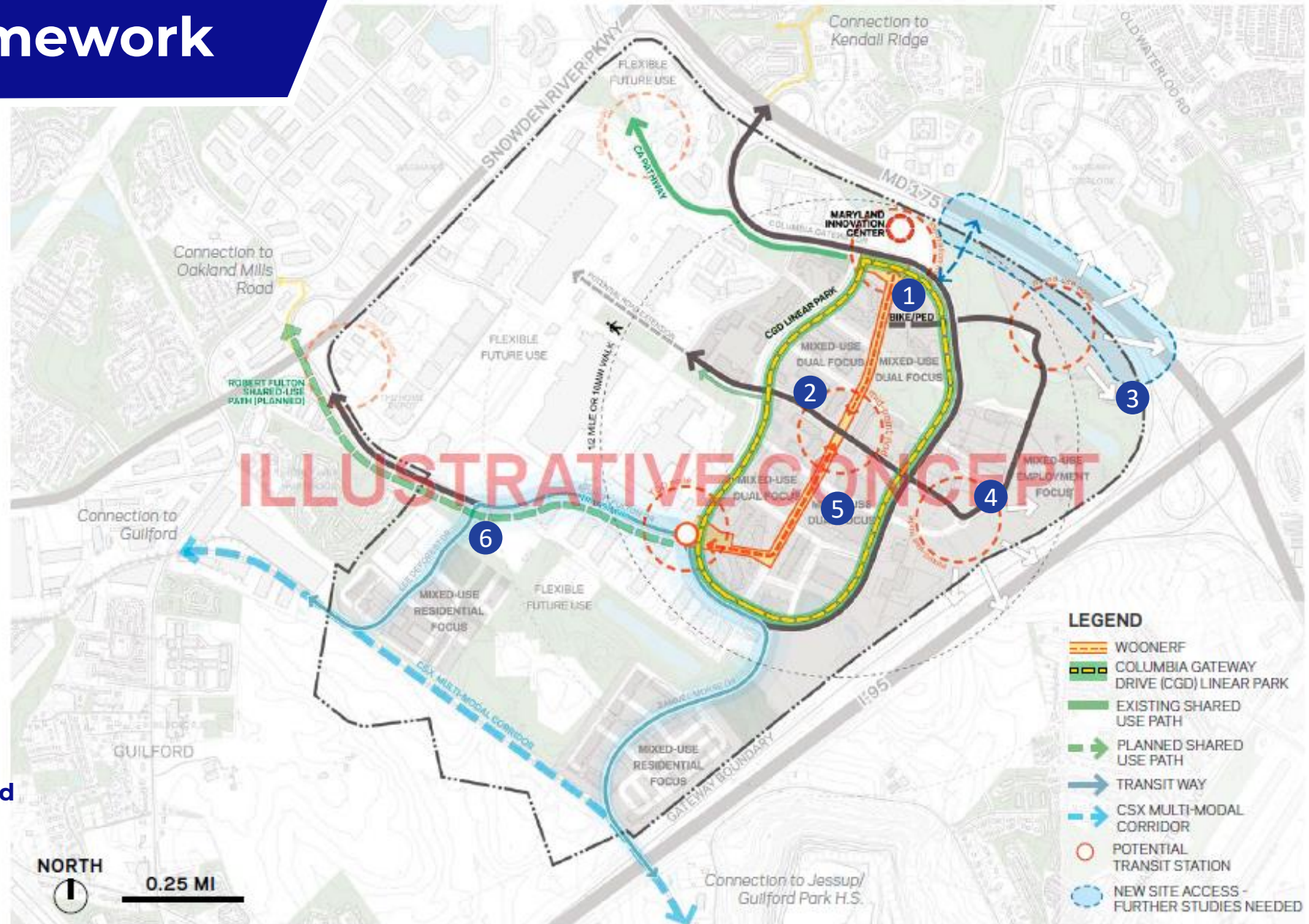
## 8 PLANNING PRINCIPLES...

...provide the overarching foundation for Gateway's long-term transformation:

- 1 INNOVATION AND GROWTH**  
Establish the Gateway Innovation District as an epicenter for employment, research, and innovation
- 2 MIX THE USES**  
Create a mixed-use, walkable physical environment that supports innovation and creates a socially vibrant, pedestrian-focused community
- 3 A UNIQUE SENSE OF PLACE**  
Create "a there, there" for Gateway – recognizable shared open spaces for the community
- 4 A PLACE FOR PEOPLE**  
Develop a multi-generational, accessible and mixed-income community where all people can thrive
- 5 WALKABLE ENVIRONMENT**  
Establish a human-scale urban form that prioritizes walkability
- 6 SUSTAINABILITY AND RESILIENCY**  
Take green design to the next level
- 7 TRANSPORTATION AND MOBILITY**  
Develop a multi-modal transportation network that welcomes people traveling via all modes
- 8 FLEXIBILITY OVER TIME**  
Establish a market-based, flexible implementation framework.

# Conceptual Framework

- 1 Integrates an **open space network with distinctive spaces**, including a Woonerf, urban plazas at nodes, pathways, and more
- 2 Incorporates a street network that follows existing property lines and **creates more walkable blocks**
- 3 **Maximizes visibility from outside Gateway** by locating a mix of uses and allowing taller buildings with an employment focus **along I-95**
- 4 Creates multiple **nodes of activity with higher development intensities**, anchored by new and existing assets and opportunities for urban plazas that activate public realm and encourage innovation.
- 5 Optimizes the **mix of uses**—such as **multi-family residential, office, and innovation spaces**—along public focal points such as the **Woonerf and urban plazas at nodes**.
- 6 Creates an opportunity for a **transit way** along the **CSX multi-modal corridor** and medium-high density residential development

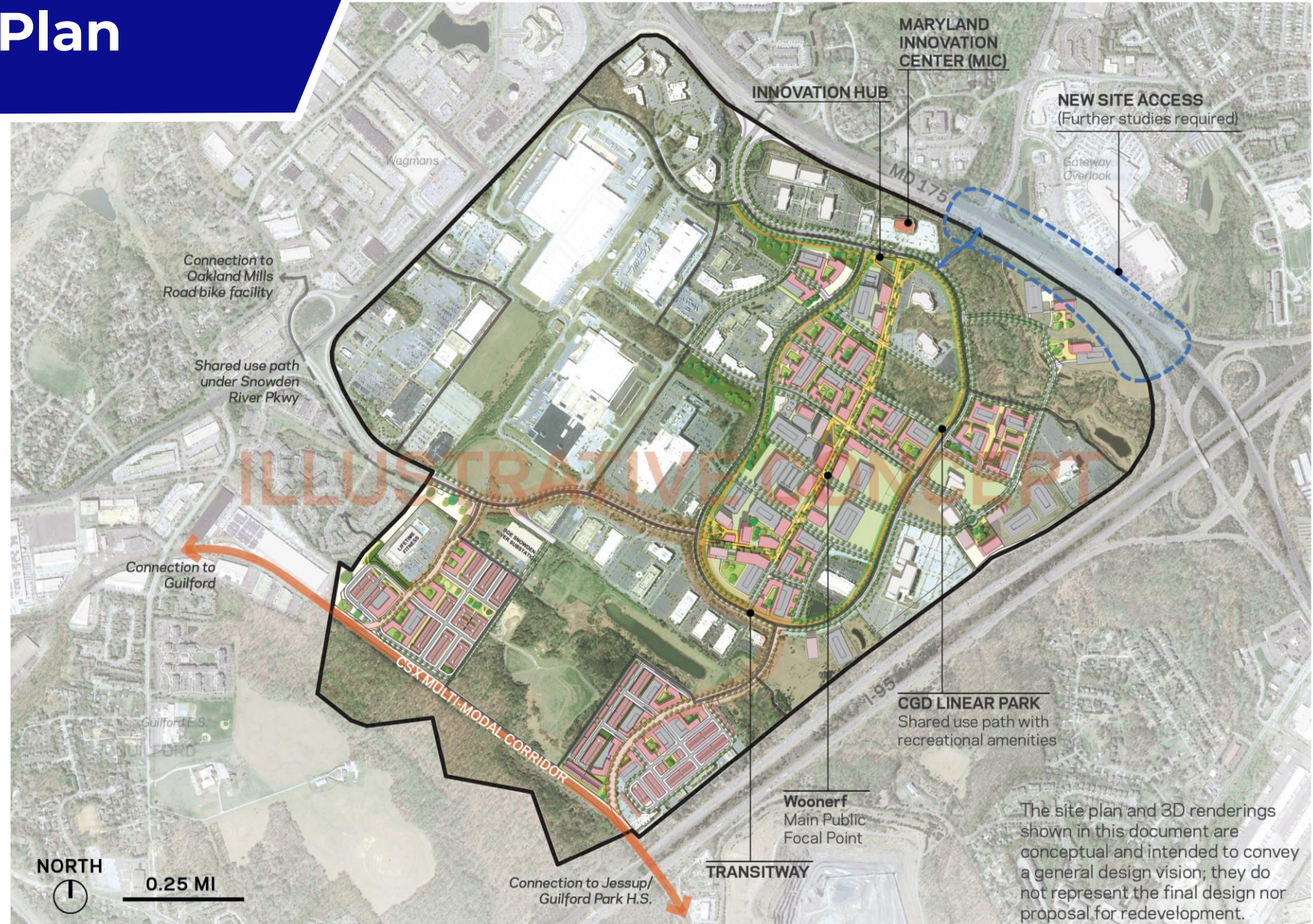


Map 3: Conceptual Framework Map

# Illustrative Site Plan

(30 YEARS VISION)

The Illustrative Site Plan is an artist's depiction that includes the Innovation Hub, new site access from MD-175, the open space framework, a multimodal street network of walkable blocks, and a mix of uses



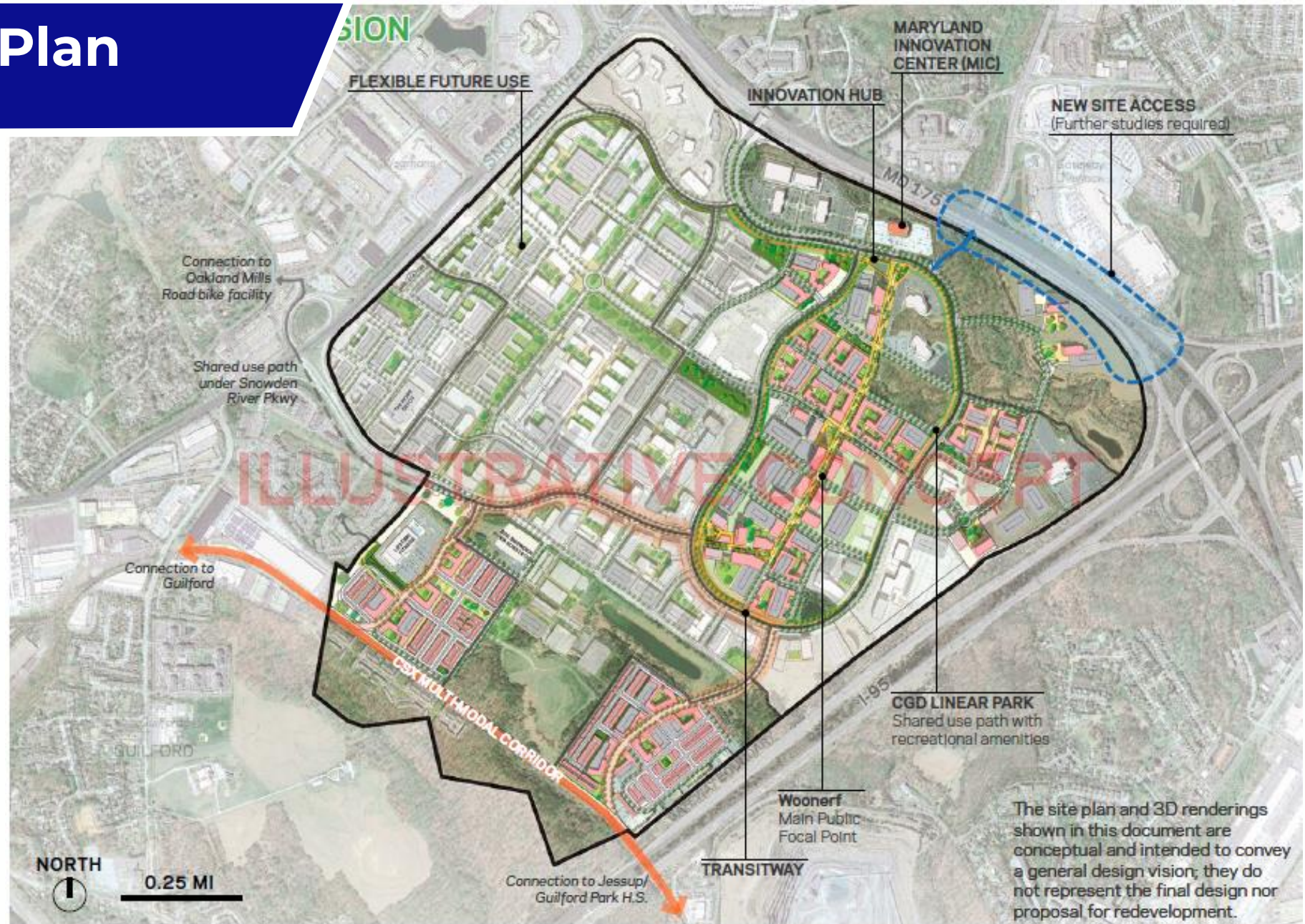
The site plan and 3D renderings in this presentation are conceptual and intended to convey general design vision; they do not represent the final design nor proposal for redevelopment

Map 4: Illustrative Site Plan (30 Year Vision)

The site plan and 3D renderings shown in this document are conceptual and intended to convey a general design vision; they do not represent the final design nor proposal for redevelopment.

# Illustrative Site Plan (BEYOND 30 YEARS)

The Illustrative Site Plan is an artist's depiction that includes the Innovation Hub, new site access from MD-175, the open space framework, a multimodal street network of walkable blocks, and a mix of uses



Map 5: Illustrative Site Plan (Beyond 30 Year Vision)

*The site plan and 3D renderings in this presentation are conceptual and intended to convey general design vision; they do not represent the final design nor proposal for redevelopment*

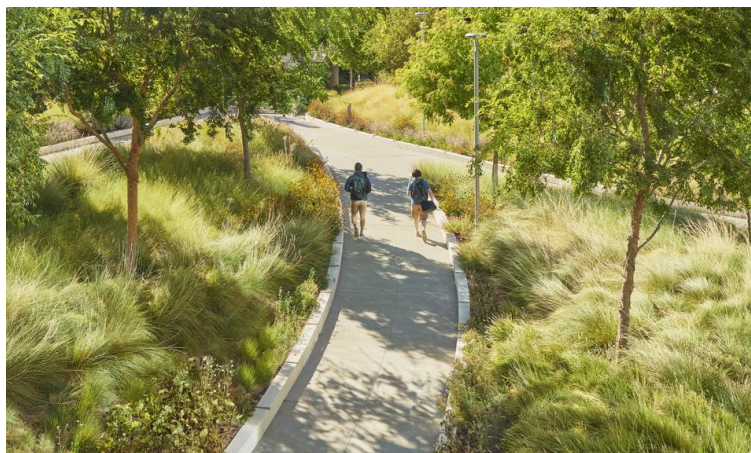


# Open Space Framework

## OPEN SPACE TYPOLOGIES



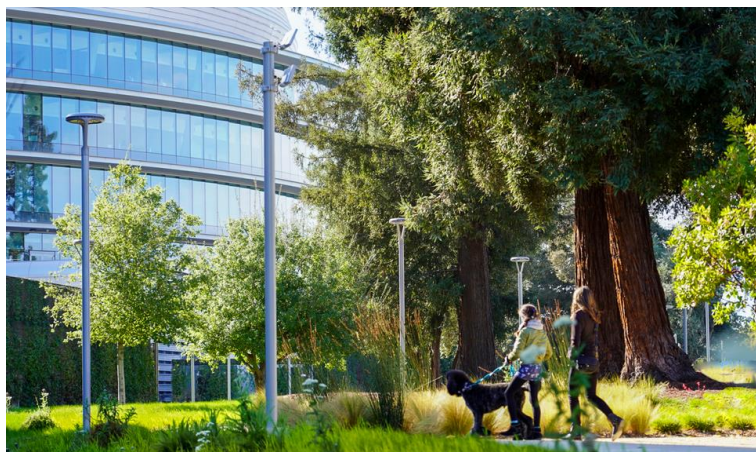
**Woonerf**



**Columbia Gateway Drive Linear Park**



**Urban Plaza**



**Neighborhood Park**



**Pocket Park**

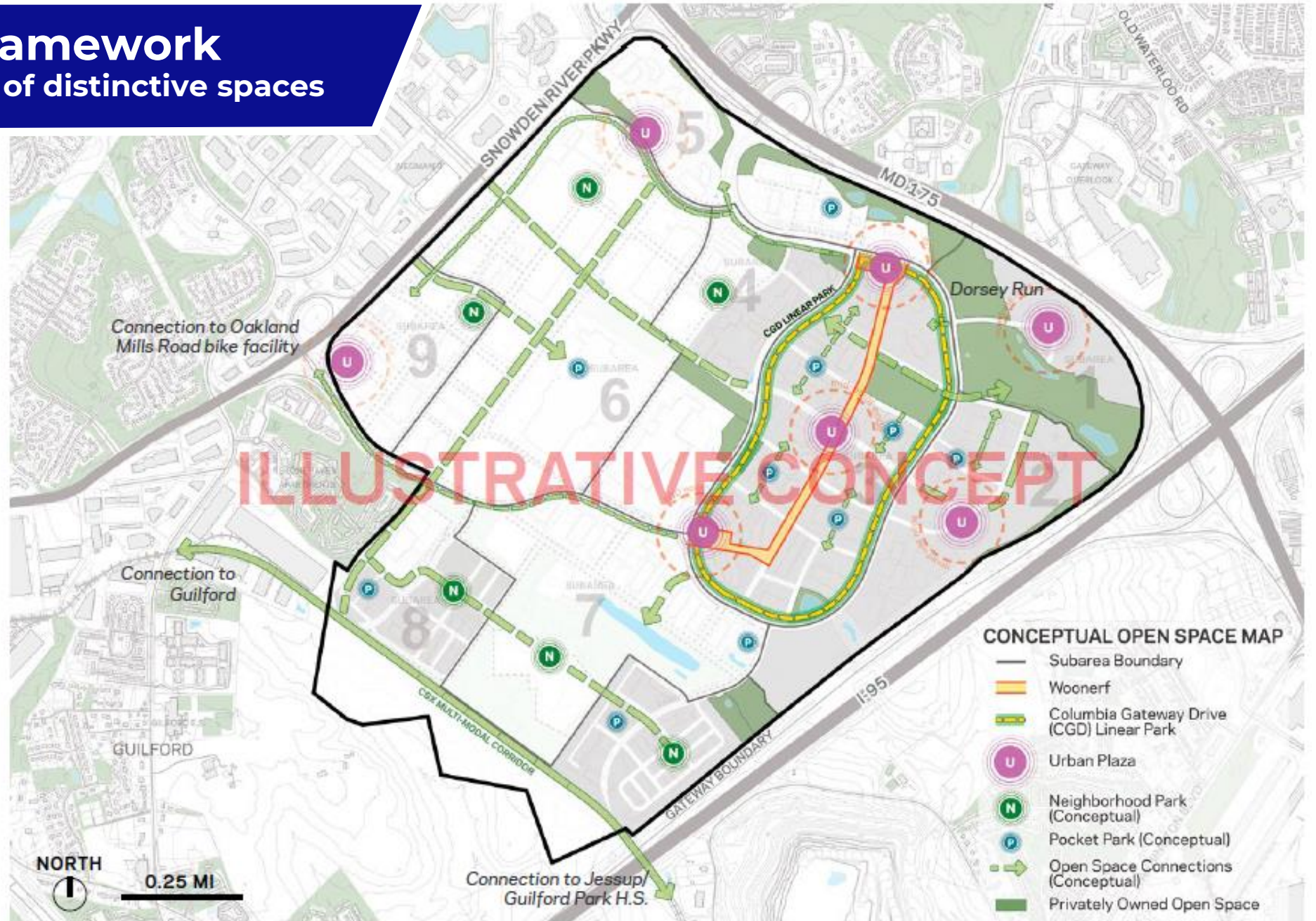


**Multi-Modal Corridor**

# Open Space Framework

## A connected network of distinctive spaces

- Create a “there, there” with a network of shared open spaces
- Could be publicly owned, or privately owned and publicly accessible
- All locations on the map are conceptual



# The Woonerf: A Living Street

- A Woonerf (“Street for Living”) is a Dutch term for a street shared by pedestrians, bikes and slow-moving cars
- Designed to force cars to travel at low speeds
- Creates a shared public space to encourage human interaction
- The concept entails removing the curbs, blurring the line between streets and the sidewalks



# Urban Plazas at Nodes

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## Active Ground-floor Uses

Encourage ground-floor uses that generate foot traffic and contribute to activating the public realm

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## Outdoor Comfort

Recommend providing shade by integrating canopies trees or shade structures into the design of public outdoor spaces

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## Flexible Open Spaces

Adaptable spaces that accommodate changes in how people use the space to ensure liveliness throughout the day and year

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## Community Services

Concentrate civic and community uses along nodes



Fig. 27: Conceptual rendering of the Urban Plaza

# Columbia Gateway Drive Linear Park

- Transforming the existing trail into a linear park
- Wider bike/jog path
- Added greenery, seating areas, and a park like experience

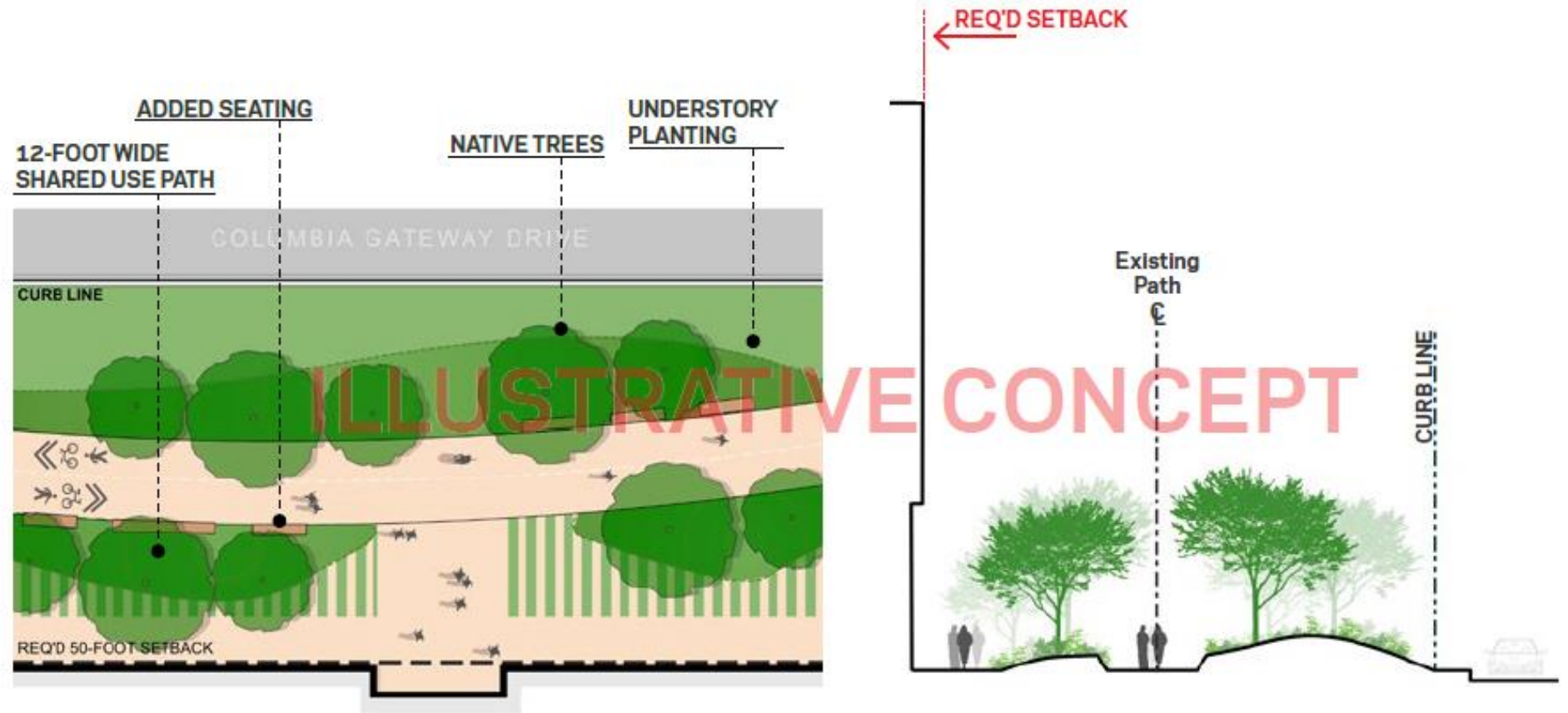


Fig. 26: Illustrative Diagram - Columbia Gateway Drive Linear Park

# CSX Multi-Modal Corridor

- Repurposing of the CSX rail tracks
- Short-term focus on creating a corridor that allows pedestrians, bicycles, and micro-mobility devices (like scooters) to circulate safely
- Mid-term potential to integrate rubber wheel transit or trolley



## Key Recommendations

- Create focal points for Gateway through its open spaces
- Establish an interconnected network of open spaces that is convenient, accessible, flexible, and sustainable
- Explore public-private partnership models and funding mechanisms for dedication, construction, maintenance and management of future open spaces
- Consider a combination of incentives, planned acquisitions, and requirements for the creation of publicly accessible open space



# 4 Redevelopment Approach

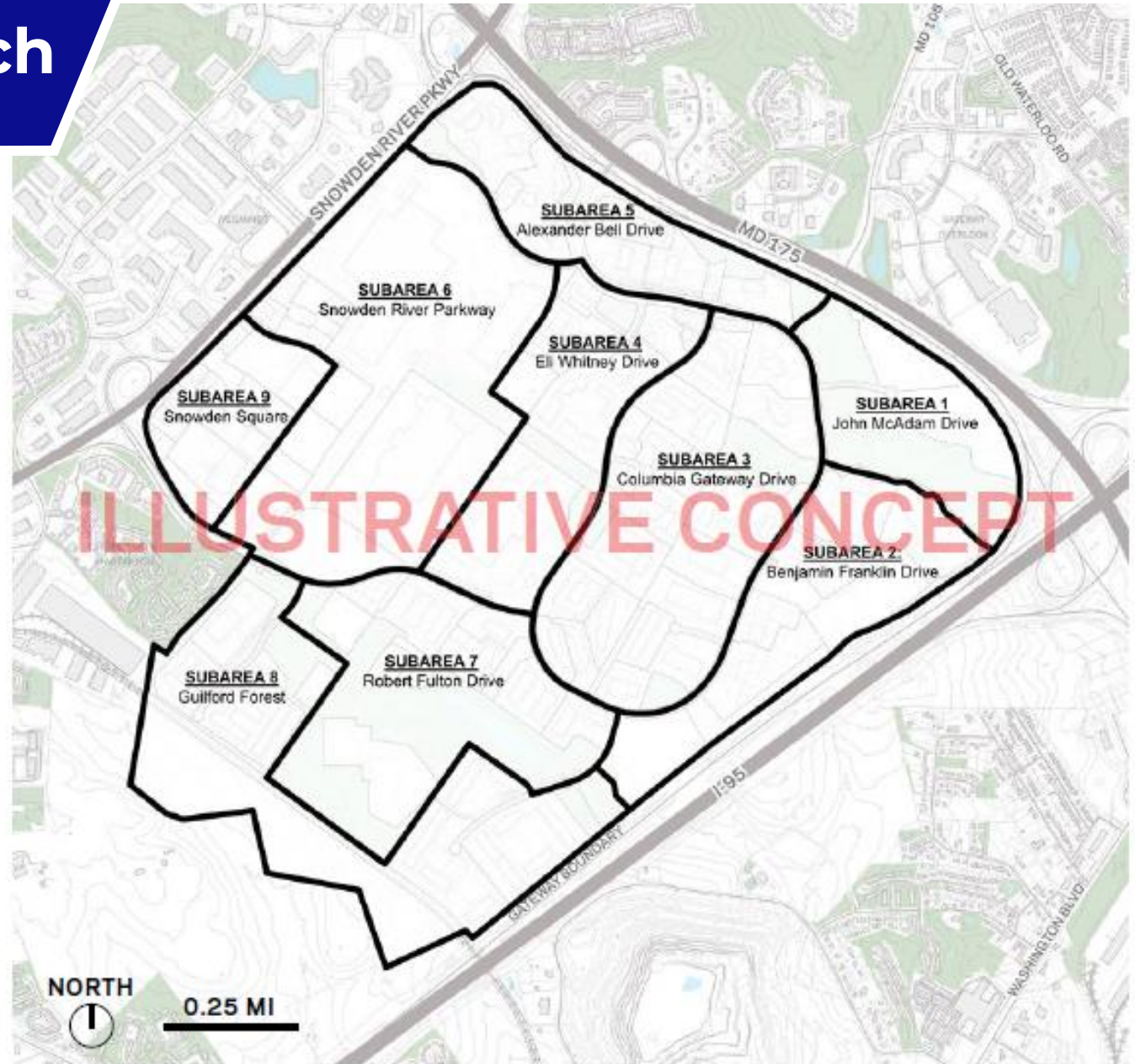
- Redevelopment Approach
  - Subareas
  - Land Use Mix
  - The Nodes
  - Building Height and Urban Form
  - Affordable Housing
  - Alternative Zoning Tools



# Redevelopment Approach

## SUBAREAS

- The plan is organized into nine subareas
- Boundaries are based on parcel lines, adjoining uses, and proximity to new and existing assets.
- **The subareas will provide a more manageable framework for: Zoning, public infrastructure priorities, open space, public amenities, urban form and character while offering flexibility of land use**
- The subareas are as follow:
  1. John McAdam Drive
  2. Benjamin Franklin Drive
  3. Columbia Gateway Drive
  4. Eli Whitney Drive
  5. Alexander Bell Drive
  6. Snowden River Parkway
  7. Robert Fulton Drive
  8. Guilford Forest
  9. Snowden Square



Map 9: Subareas Map

# Redevelopment Approach

## SUBAREAS AND LAND USE MIX

- **Employment focused areas** are intended to be located along main public roads and in or near areas with visibility from external roads. These areas include **Subarea 1, Subarea 2, Subarea 5, Subarea 6 and Subarea 7.**
- **Residential focused areas** are recommended in locations adjoining existing residential communities, including Subarea 8 and 9.
- **Areas with a dual focus** are include Subarea 3 (anchored by the Woonerf), and the nearby Subarea 4.

### Land Use Mix Targets - Employment

Non-residential: 70% - 100%

Residential: 0 - 30%

### Land Use Mix Targets - Residential

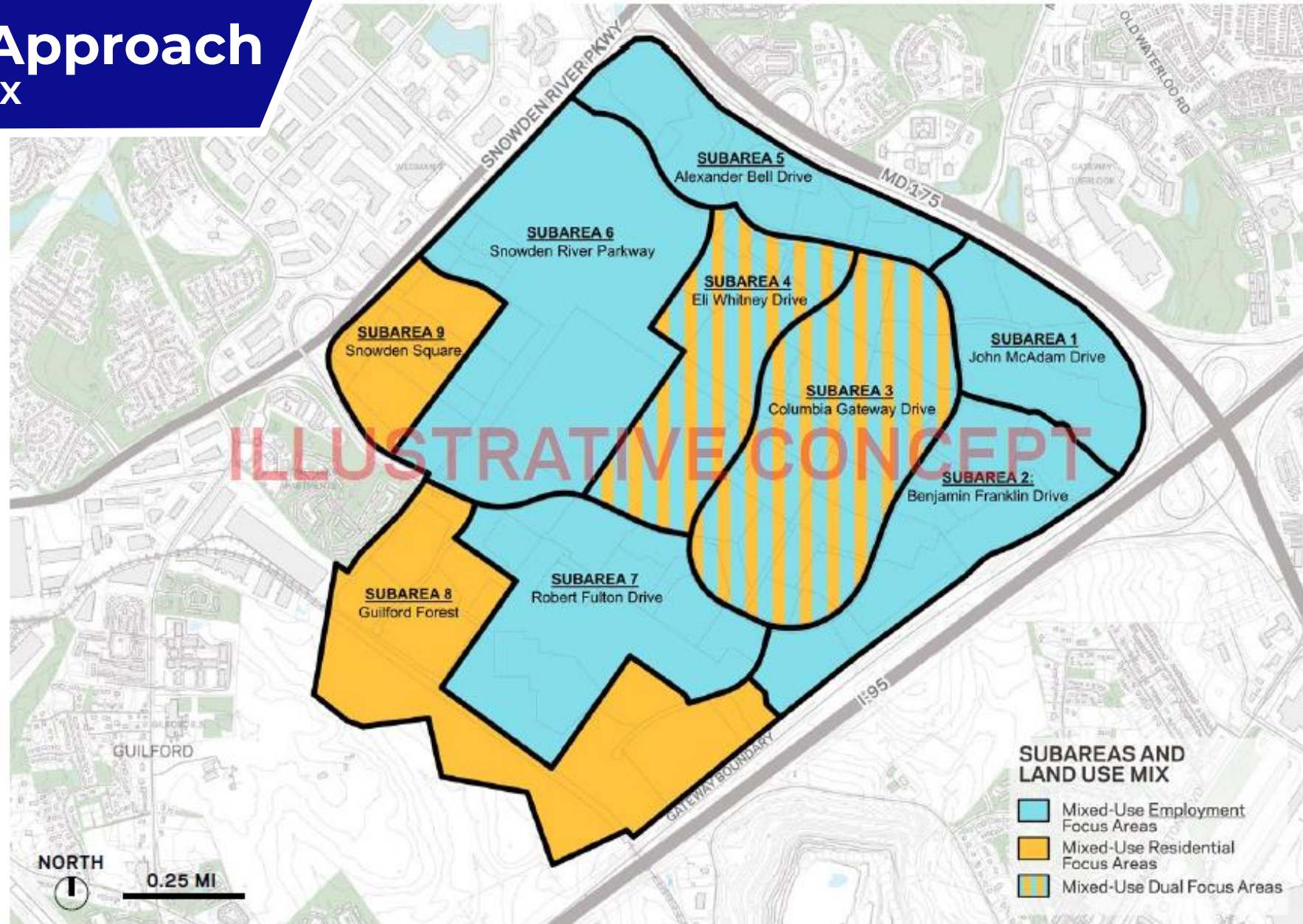
Non-residential: 10% - 35%

Residential: 65% - 90%

### Land Use Mix Targets - Dual Focus

Non-residential: 40% - 60%

Residential: 40% - 60%



Map 10: Subareas and Land Use Mix Map

# Redevelopment Approach

## LAND USE MIX

**Note:** The provided list of uses is not exhaustive and there may be other potential uses included; the goal is to allow a mix of uses in all subareas

### **MIXED-USE EMPLOYMENT FOCUS AREAS**

Allow for medium to high-density mixed-use development **with a focus on employment.** In general, these employment focused areas are intended to be located along main public roads and in or near areas with visibility from external roads.

### **MIXED-USE RESIDENTIAL FOCUS AREAS**

Allow for medium to high density mixed-use development **with a focus on residential use.**

### **MIXED-USE DUAL FOCUS AREAS**

Allow for medium to high density mixed-use development **with a dual focus on employment and residential uses.**

### **Potential Uses**

- Office
- Research and Development
- Commercial
- Retail
- Supporting Industrial
- Hotel
- Multi-family residential
- Dense missing middle housing (such as stacked townhomes and multiplexes)
- Community facilities/institutions and Educational uses

# Redevelopment Approach

## THE NODES

Higher development intensities (and/or taller buildings); form allowing for activating uses , concentration of retail uses, anchored by new and existing assets.

Envisioned nodes on conceptual map include:

- MIC/Innovation Hub Node – along the woonerf
- Mid-Point Node – along the woonerf
- TOD Node – along the woonerf at the intersection of Robert Fulton
- John McAdams Node – at the intersection of the extended street
- Benjamin Franklin Node – at the intersection of the extended street
- And future nodes in Subarea 9 near Snowden River Parkway, and in Subarea 5 close to Alexander Bell Drive

Some nodes could be the earliest locations for development activity in Gateway



University of Maryland, Health Science Research Facility III (HSRF III)

# Redevelopment Approach

## INNOVATION NODE

- Landmark building that indicates “a there, there” and brings people and resources together
- Ideally in close proximity to the Maryland Innovation Center (MIC)
- May include accelerator spaces, maker space, coworking spaces, café, etc.
- Flexible public open space
- Pedestrian connection into the woonerf



Fig. 17: Conceptual rendering of the Innovation Node 29

# Redevelopment Approach

## TOD NODE

A conceptual view illustrating variations in building heights and the arrangement of the envisioned built form to frame the public realm

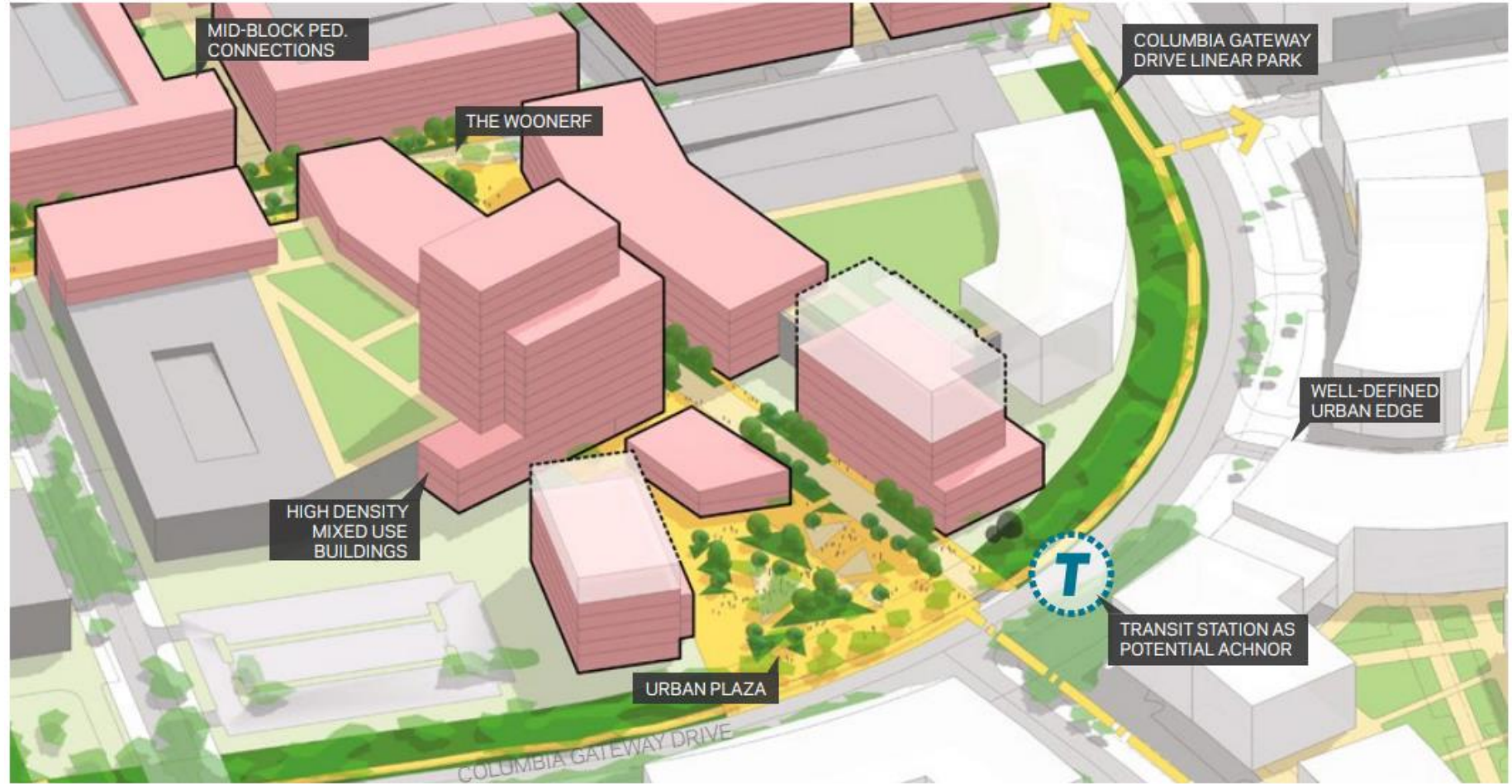
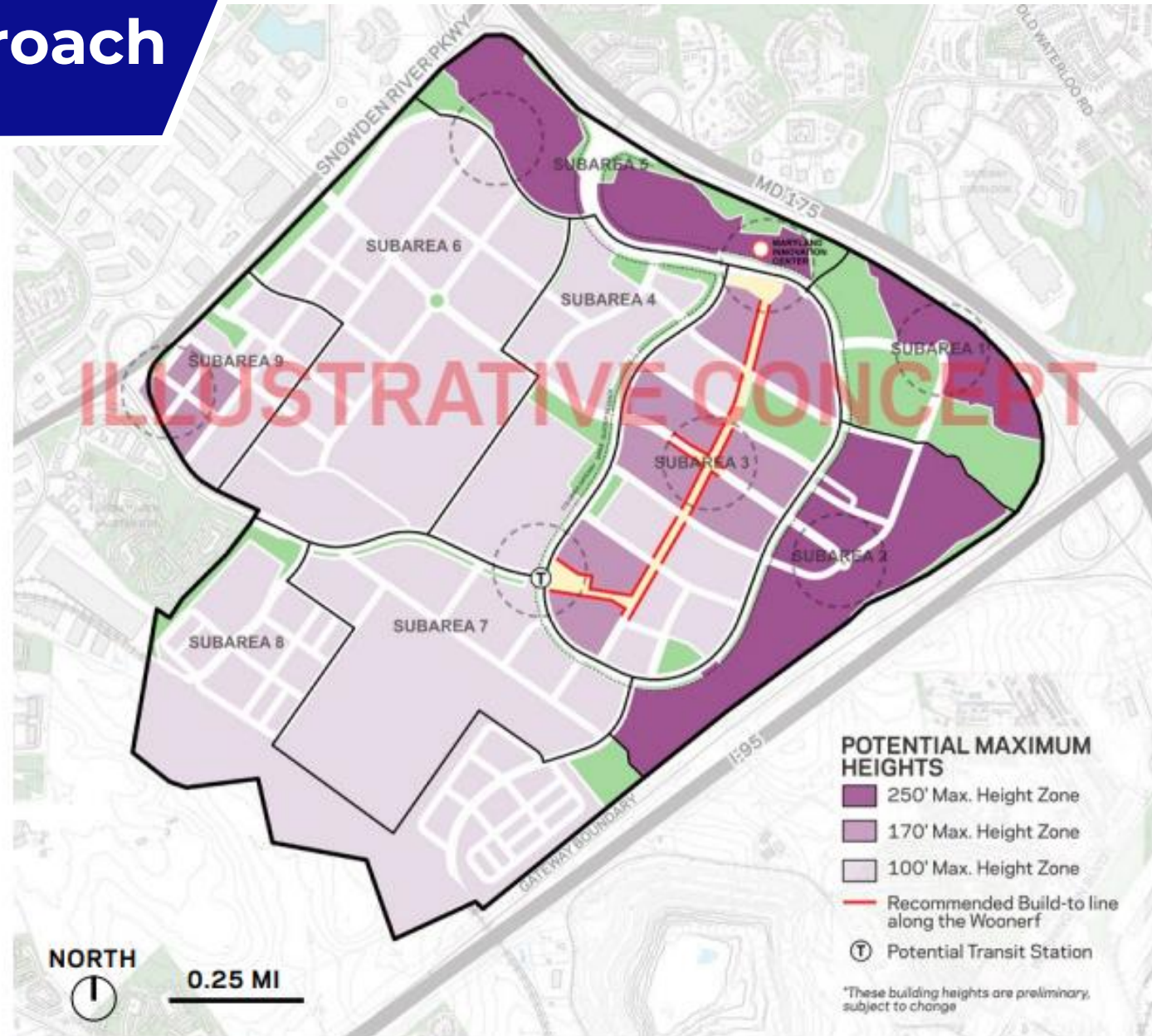


Fig. 23: Illustrative Diagram - TOD Node (Artist Rendering)

# Redevelopment Approach

## BUILDING HEIGHTS

- Physical environment should embrace a variety of building forms and heights
- Higher development intensities and **taller building heights are recommended at each node**
- Tallest buildings are intended to be located **along main public roads and/or in areas with visibility from external roads** – Along I-95 and MD-175
- Taller building heights and greater densities may be considered in **exchange for public amenities/ infrastructure**

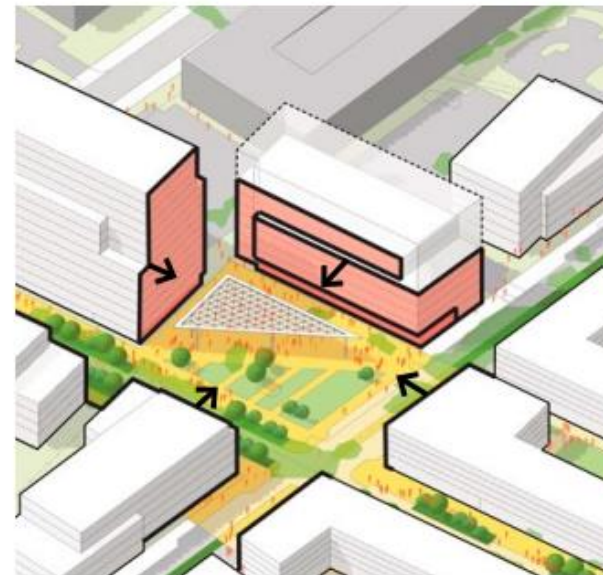
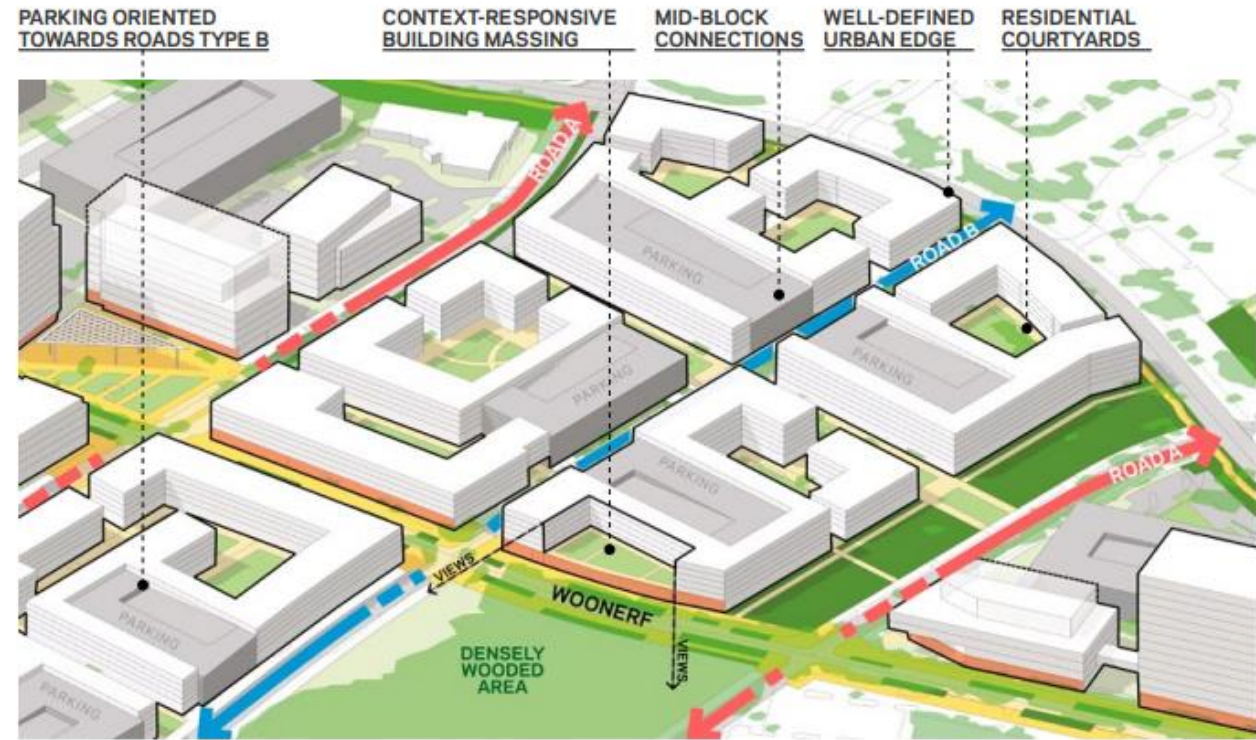


Map 13: Conceptual Height Zones Map

# Redevelopment Approach

## URBAN FORM

- Site design goal: Support creation of pedestrian-focused physical environment and a vibrant public realm that brings people together
- Block Structure: new street grid that generally follows property lines to make area more walkable
- Midblock crossings may be needed for larger blocks
- Establish build-to-lines and minimize set-backs in certain areas
- Design buildings to frame the street or public realm
- Ground floor uses or designs should contribute to the public realm where appropriate
- Design flexibility important



Compact urban form and street pattern (top); buildings oriented to frame key open spaces (bottom left); and building massing responsive to surroundings (bottom right)



# Housing Goals for Gateway

- Pursue requirements and incentives, through a combination of housing programs and future zoning regulations, to achieve **affordable and multigenerational housing** options, including rental and/or homeownership opportunities.
- Example strategies include:
  - 15% Moderate Income Housing Units (MIHU) requirements with incentives for LIHU, DIHU, Age-Restricted housing unit production
  - Allow a variety of denser missing middle housing types



# Redevelopment Approach

## ALTERNATIVE ZONING TOOLS

### **PERFORMANCE ZONING**

Focuses on the outcomes or results of development rather than strict land use categories; allows for more flexibility in how land is utilized, promoting specific performance standards that developments must meet, such as environmental sustainability, traffic impacts, and community compatibility; encourages innovative design and planning solutions while still protecting community interests.

### **INCENTIVE ZONING**

Provides incentives for developers to provide public benefits in exchange for more flexible zoning regulations.

### **OVERLAY ZONING**

Applies an additional layer of standards on top of the existing base zoning to areas within defined boundaries.

### **FORM-BASED ZONING**

Regulates land development to achieve a specific urban form.

## Key Recommendations

- Undertake a detailed zoning program/code effort to establish the specific zoning regulations for Gateway's proposed mix of uses
- Encourage and incentivize development standards that facilitate the envisioned form and public realm
- Pursue requirements and incentives to achieve affordable and multigenerational housing options
- Allow taller buildings along highways and in nodes



# 5

## **Sustainable Design**

# Sustainable Design

## FOCUS AREAS



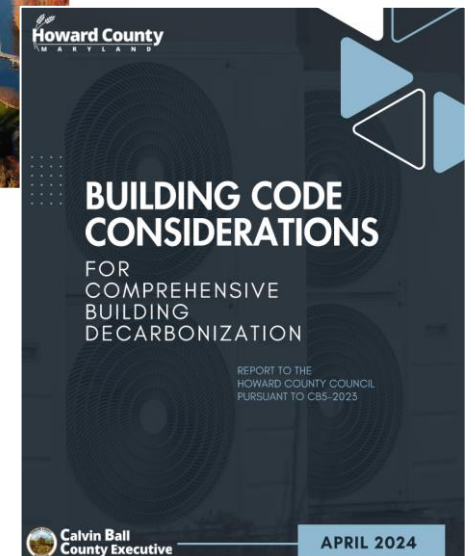
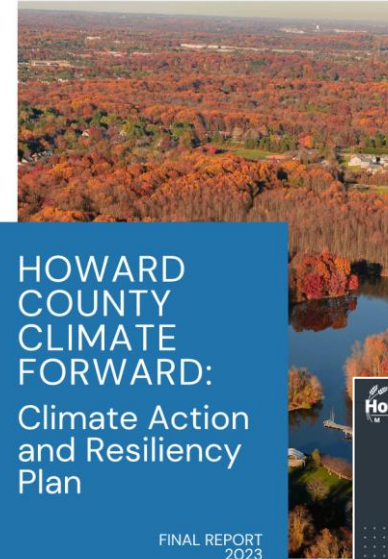
### Decarbonization

Multi-modal Transportation Network, High-Performance Buildings, Renewable Energy



### Resiliency

Stormwater Management, Water Treatment and Reuse, Heat Island Mitigation, Energy Back-up and Recovery



## Key Recommendations

- Provide incentives for projects that incorporate sustainable design practices and also exceed the County's regulatory requirements





# 6

## Transportation and Mobility

# Site Access and Circulation

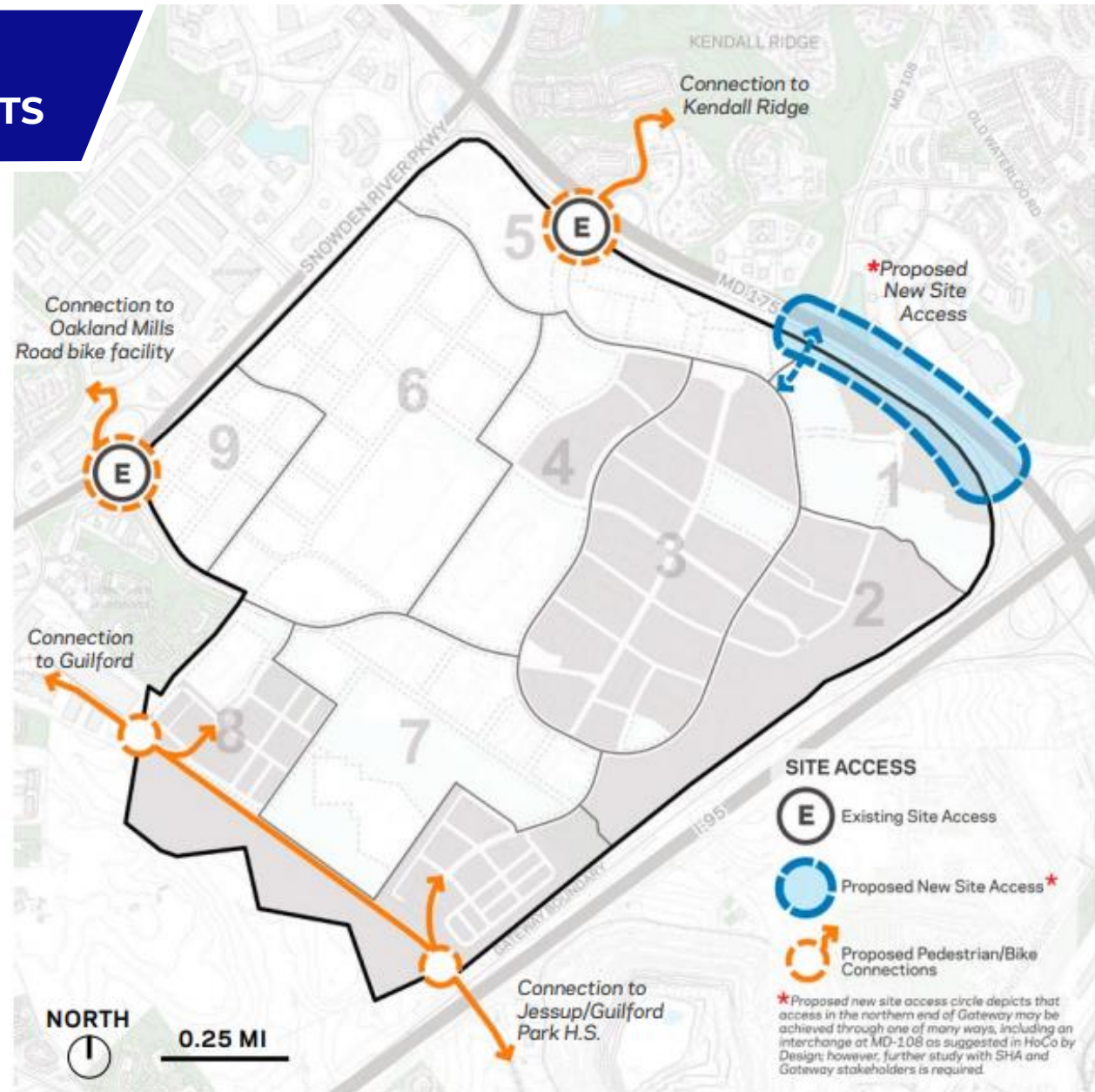
## VEHICULAR AND BIKE/PED ACCESS POINTS

### VEHICULAR ACCESS IMPROVEMENTS

- Future access points along MD-175 require additional evaluation in coordination with SHA

### BIKE/PEDESTRIAN ACCESS IMPROVEMENTS

- Shared Use Path under Snowden River Pkwy/Connection to Oakland Mills Rd Bike facilities
- Shared Use Path under MD175 – connecting to Kendall Ridge
- Connection to MD 108 and Gateway Overlook and Old Waterloo Road
- CSX Multi-Modal Corridor to Guilford and Jessup and Guilford Park HS



Map 17: Site Access Map

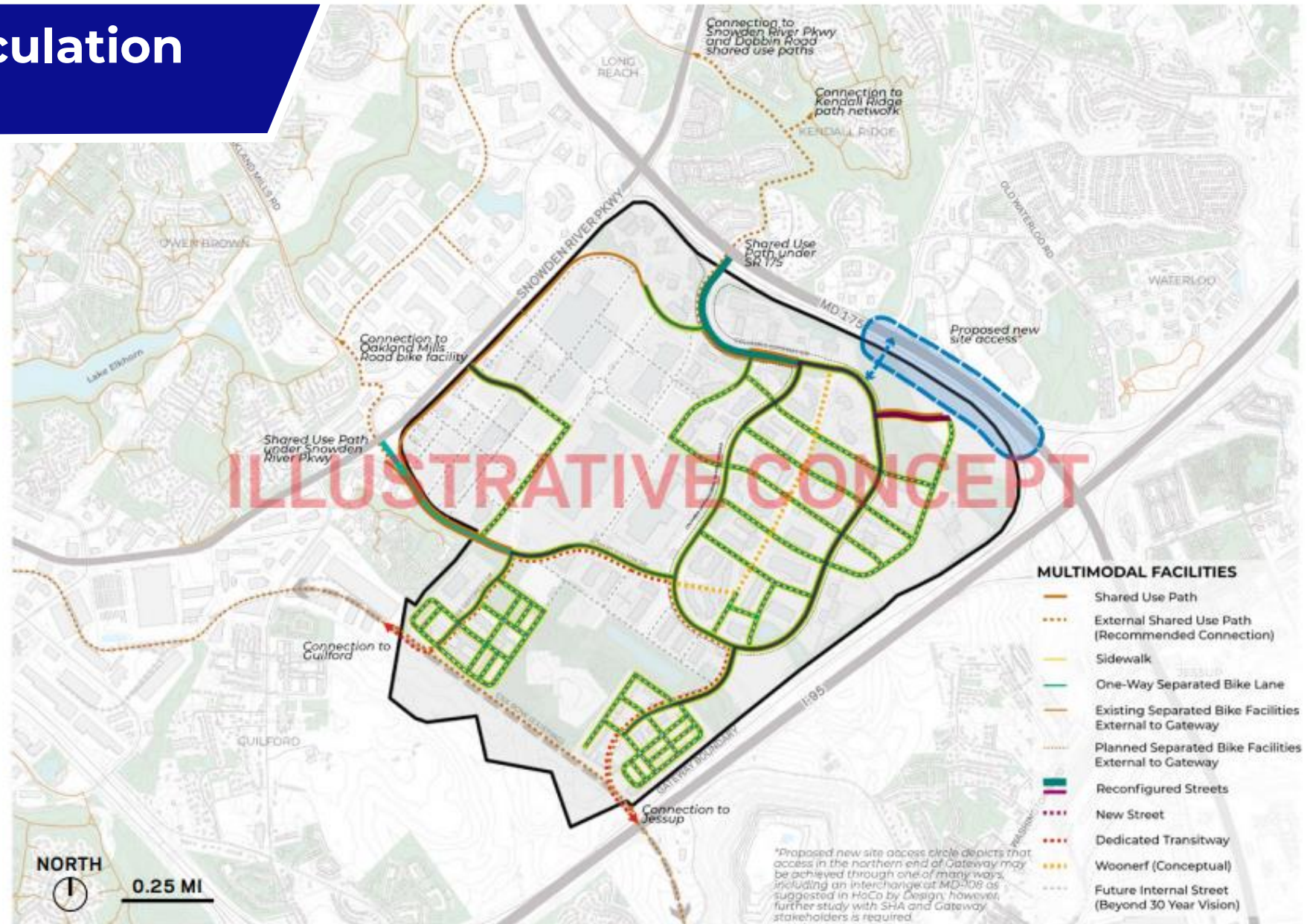


# Site Access and Circulation

## MULTI-MODAL FACILITIES

The alignment of new streets is based on the following three main principles:

- Create an interconnected network of streets that **follow property lines and establish walkable blocks**
- All proposed and reconfigured streets should be designed **in accordance with the complete streets policy**
- Design new streets **as extension of existing streets**, where possible (i.e., Eli Whitney Dr, Benjamin Franklin Dr)
- **Dedicated transitway** – connects southern end of Woonerf to CSX multimodal corridor



Map 20: Multimodal Facilities Map Map depicting multimodal facilities proposed within Gateway and existing and proposed shared use facilities surrounding gateway.

# Transportation and Mobility

## Additional Policies and Programs

- Transportation Demand Management (TDM)
  - Group of strategies used to manage travel demand on the transportation network
    - Ride share, taking transit, walking/biking
    - Live near your work, parking management tactics
- Plan for micromobility and microtransit options



*AV Shuttle Example*

## Key Recommendations

- Create an interconnected transportation network that serves all modes and connects people walking, bicycling, and driving to Gateway
- Pursue a new access point from MD-175 through further evaluation and coordination with State Highway Administration and Gateway stakeholders/property owners
- Develop a transportation demand management plan for Gateway to support non-automotive travel and reduce demand on the motor vehicle transportation network



# 7 Public Infrastructure and Implementation

# Potential Infrastructure Needs

- **Public facilities**
  - Schools, public safety, fire/EMS, library, parking garages
- **External Access Improvements**
  - Vehicular Access Improvements: 175 access
  - Bike and Pedestrian Improvements: multiple connections, including CSX trail
- **Internal Road Network/Access Improvements**
  - New streets
  - Reconfigured existing streets (as complete streets)
  - Linear park/multi-use trail
- **Water/sewer improvements:** water supply, with already planned improvements and some necessary operating changes, can meet demand; sewer system will need already planned improvements and other considerable improvements in years 10+ (allowing time to plan and fund)
- **Open space:** Woonerf amenity, linear park, urban plazas and neighborhood parks
- **Innovation Facilities:** Innovation Hub

# Potential Infrastructure Financing Tools

- **Tax Increment Financing (TIF)**: future real property tax revenues finance improvements
- **Special Taxing Districts**: can be used alone and/or as back-up with TIF; requires majority owner support
- **Other Revenues**: local county (income, admissions, hotel/motel) and state (real property, sales)
- **Public-Private Partnership (PPP)**: government entities and private sector share resources, risks, and rewards
- **Grants and Subsidies**: government directly supports certain project components
- **Tax Credits and Incentives**: real property tax credits reduce liability and encourage investment



# Public Infrastructure: Schools

# Gateway – Alternative Prototype Opportunity?

As discussed in HoCo By Design, is there an opportunity in Gateway for a new, alternative school prototype?

These alternative prototypes typically:

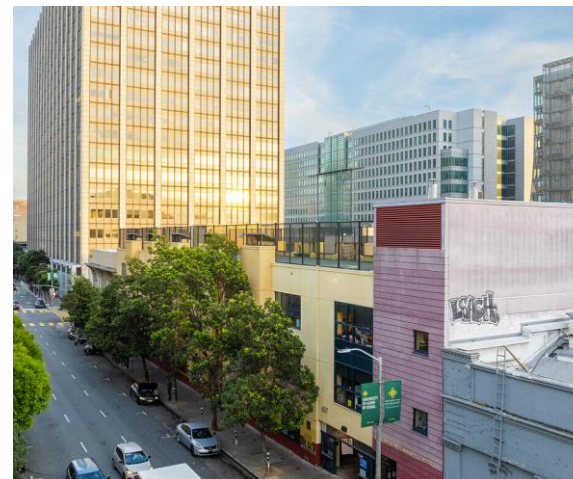
- Occupy a smaller footprint
- Include shared recreational facilities or rooftop facilities
- Use shared parking
- May offer a bus drop-off zone on a secondary street



**HB Woodland Secondary Program**  
Arlington, VA



**Urban School of San Francisco**  
San Francisco, CA



**The Tenderloin School**  
San Mateo, CA



**The Nueva School**  
San Mateo, CA



# Public Infrastructure: Schools

- Gateway's **student yields to be determined**
  - Scenarios evaluated
    - Downtown Columbia (.04 students/unit)
    - Newer multifamily buildings County-wide (0.19 students/unit)
      - County average for apartment student yield rate (0.31 students/unit)
    - Missing middle housing, such as stacked townhomes (0.51 students/unit)
- Further **evaluation and coordination with HCPSS** will be required **at time of rezoning** and **as redevelopment progresses**



## Key Recommendations: Infrastructure

- **Schools:**
  - Incentivize property owners to proffer land or dedicate suitable sites for future school use – consider as part of alternative zoning program
  - Reassign Gateway to school districts with capacity to help catalyze redevelopment in near-term
  - Explore opportunity to establish a 21<sup>st</sup> century urban school model that embodies innovation
- **Transportation:**
  - Explore alternative implementation models for creating efficient parking options and a transportation network that supports job and residential growth
- **Other:**
  - As zoning regulations and development standards are established, engage public safety (fire/police) in process
  - Evaluate need for community services, fire/police stations, libraries and community centers
  - Seek opportunities to acquire sites as they become available – consider leaseback options until needed

# Implementation – First Five Years

- Build **innovation district programming**
  - Scale up the Maryland Innovation Center and pursue the development of an Innovation Hub
- Establish new **zoning structure** and **design and development standards**
  - Amend housing allocation chart after rezoning
- Plan for and finance **infrastructure improvements**
- **Evaluate transportation/site access improvements** along MD-175
- Establish all **entities, anchors and organizations** needed to **facilitate redevelopment**, plan for **road network construction** and management of **public spaces**
  - Entities could include BID, programming entity, expanded MIC, anchor institution
- Seek opportunities to **acquire sites suitable** for future **County public infrastructure** needs, such as schools, libraries, fire/police, etc.



# Next Steps

- Public comment period – ends on July 8<sup>th</sup>
- Planning Board Public Hearing on Legislative Draft (targeted for August)
- Council Adoption Process (targeted for September)

**Questions?**

