Our Baltimore, Your Baltimore

A Comprehensive Plan for the City of Baltimore – **Draft**

Baltimore City Department of Planning

Updated May 31, 2024 12:56 PM

Brandon M. Scott
Mayor

Our Baltimore
Your Baltimore

Contents

Tables

Maps

Figures

Introduction

Foreword

"When tragedy strikes, we become one, connected to each other, like a bridge."

– Baltimore Museum of Industry

On March 26, 2024, the Francis Scott Key Bridge was hit by a cargo ship and collapsed. Six men died. The loss of their lives is a great loss for their families, for the Latino Community, and for all of Baltimore. The Baltimore community is coming together to honor their lives.

At the time of this tragedy, *Our Baltimore* was already drafted. Yet it will certainly have an enormous impact on Baltimore over the next ten years.

The recovery and rebuilding process underscores the importance of many of the topics discussed in this plan: regional cooperation, freight movement, transportation equity, workforce development, infrastructure, and more.

The temporary closure of the channel has disrupted port operations, jeopardizing employment for a substantial portion of the more than fifty thousand jobs generated by Port activity. Without bridge access, thousands of residents and businesses have been cut off from their daily routines and customers.

Baltimore is one of the largest ports in the country. Closure of the port could have major impacts on the local and international supply chain. For example, Baltimore processes the highest volume of cars and trucks and the second largest export port for coal.

Depending how long it takes to rebuild, some of the temporary impacts to the economy, could become permanent as companies choose to use alternative ports. The loss of the bridge will add significant pressure on other infrastructure as traffic, particularly truck traffic, is rerouted.

The bridge is emblematic of the deep connections Baltimore has to the world around us. The bridge physically connected Baltimore City and Baltimore County and was operated by the State. International vessels traversed the shipping channel below the bridge daily, transporting goods distributed throughout the country.

Every Baltimorean will experience the impacts of this tragedy. However, some individuals and communities will feel them more deeply than others. We must care for and support each other and work together to rebuild in a way that uplifts our residents and moves the City forward, while honoring those who lost their lives working to better our City.

Acknowledgments

We'd like to thank all of the stakeholders who participated in the development of this plan, most critically, the residents of Baltimore City. In addition to input from thousands of residents, we also want to acknowledge contributions from non-profit partners, property owners, developers, agency partners, and others.

City Leadership

Brandon Scott, Mayor

Faith Leach, City Administrator

Justin Williams, Deputy Mayor for Community and Economic Development

City Council Members

Nick J. Mosby, Council President

Zeke Cohen, District 1

Danielle McCray, District 2

Ryan Dorsey, District 3

Mark Conway, District 4

Isaac "Yitzy" Schleifer, District 5

Sharon Green Middleton, Council Vice-President District 6

James Torrence, District 7

Kristerfer Burnett, District 8

John T. Bullock, District 9

Phylicia Porter, District 10

Eric Costello, District 11

Robert Stokes, Sr., District 12

Antonio Glover, District 13

Odette Ramos, District 14

Planning Commission

Sean Davis, Chairman

Eric Stephenson, Vice Chair

Robin Allen, Citizens Representative

Talib Horne, Citizens Representative

Claudia Jolin, Citizens Representative

Doug McCoach, Citizen Representative

The Honorable Eric Costello, City Council Representative

Marcia Collins, DPW Representative

Justin Williams, Mayor's Representative

Advisory Council

Anne Yastremski

Bree Jones

Cynthia D. Gross

Drew Suljak

Fanon Hill

Harry Coker

Jenny Torres

Jessica Morgan

Kashawna Duncan

Katie Arevalo

Lisa Danaczko

Lynette K. Washington, Ph.D.

Mary Claire Davis

Michael Castagnola

Nadean Paige

Paige Fitz

Pam Curtis

Raven Davis

Samia Rab Kirchner

Shaina Lennon

Steven Carterbarnes

Community Engagement Leadership Team

Clergy United for the Transformation of Sandtown

Creative Nomads

The Door (Baltimore Leadership Foundation)

HARBEL

The Immigrant Outreach Service Center (IOSC)

Luvs Art Project

More Than A Shop (MTAS)

McElderry Park Community Association

No Boundaries Coalition
The Outcast Food Network
Pathway Forward
Plantation Park Heights Urban Farm Rebuild
Johnston Square
Southwest Partnership
Westport CEDC
The Youth Resiliency Institute

City and State Agencies

Department of Planning
Department of Public Works
Department of Transportation
Health Department
Department of Housing and Community Development
Baltimore City Information Technology
Department of Recreation and Parks
Baltimore Development Corporation
Maryland Transit Administration (MDOT MTA)
Mayor's Office of Employment Development
Mayor's Office of Neighborhood Safety and Engagement

Land Acknowledgment

The Department of Planning acknowledges that the lands known today as Baltimore City and Baltimore County are linked to ancestors of the Piscataway, whose various bands still live in Maryland, as well as the Susquehannock and other Tribal nations. Since the mid-twentieth century, Baltimore has also been home to the largest community of Lumbee People outside of their Tribal homeland in North Carolina, as well as members of other southeastern Tribal Nations such as the Haliwa-Saponi and Coharie. Furthermore, Baltimore is presently home to members of many different Tribal Nations who hail from all parts of the Americas.

The Department of Planning recognizes the complex history of the land upon which our city was founded and currently has jurisdiction over. We pay respect and give thanks to the Indigenous Tribes who have stewarded these lands since before they were colonized, and to Black/African American, Latino, Asian, immigrant and migrant populations, members of the LGBTQIA+ communities, persons with disabilities, and others who have been historically exploited in this region through enslavement, indentured servitude, incarceration, and subjugation, or otherwise mistreated or excluded from contributing to critical land-use decisions about the lands that comprise the greater Baltimore region.

We also recognize the history of enslaved Africans, whose descendants now may identify as Black and/or African American, Caribbean American or Afro-Latino, or with another country of origin, or as Native peoples and other subjugated peoples on these lands. The enslavement of Africans was tethered to white supremacy, capitalism, and extractive economies—yielding a yet to be quantified amount of wealth for private industries, institutions (academic and otherwise), and local and other descendants of wealthy colonial land-owning families.

The Department of Planning recognizes the need for repair, reconciliation, and atonement through the most appropriate measures. These measures may include but should not be limited to the allotment of sacred lands for Native peoples of these lands, reparations for Native peoples and descendants of enslaved Africans, intentional incorporation of Indigenous peoples' teachings and practices into modern narratives and practices of environmental protection, and other actions to compensate for the harm inflicted upon Indigenous, Black, and People of Color on these lands, and reconciliation with past atrocities which took place on the land today known as Baltimore City, MD.

These statements are not in and of themselves an outcome, accomplishment, or symbol of progress, but merely a starting place from which to begin deeper and more contextualized dialogue and thoughtful actions that address the pains, struggles and joys of our shared and unique pasts and the futures we would like to curate together as a city. Land use decisions, play a critical role in the past, present and future of our city.

We want to recognize land acknowledgement statements developed collaboratively by the Maryland State Arts Council (MSAC) and Tribal Leaders and Elders. MSAC was unable to consult with several Tribes whose lands are currently claimed by Maryland, and therefore they are not included below because we do not want to make any statements without Tribal input. We encourage readers to explore land acknowledgements further through **MSAC's website** or using the **Native Land Digital interactive map**.

MSAC created the following acknowledgement based on information shared by Piscataway Indian Nation Tribal consultants:

> We acknowledge that the Piscataway Indian Nation continues to maintain a relationship with the lands where we gather today.

Along with the Piscataway Conoy Tribe, the Piscataway Indian Nation received recognition by the State of Maryland in 2012. We acknowledge their long-standing kinship with these lands and waters and acknowledge that we are uninvited visitors on Indigenous lands. To make this statement more meaningful, we invite you to learn more about the Piscataway Indian Nation and about land acknowledgement statements via resources available at **msac.org** and elsewhere, to consider donating or making institutional resources available to tribal peoples, and to reconsider in what ways you can improve your relationship with the lands you steward.

Elders of the Choptico Band of Indians created the following acknowledgement in partnership with MSAC:

We acknowledge the Indigenous peoples formerly occupying lands known as Choptico, land upon and beyond both banks of water now known as Wicomico, where they lived for untold centuries prior to first European colonization; and,

We acknowledge Native peoples living upon said land, who became known as Choptico Indians by the colonial government, though many natives arrived from other towns and villages to Choptico following displacement by colonists; and,

We acknowledge that those lands and waters relied upon for sustenance, housing, and other considerations, were with intent, methodically decreased to an area that became known as the Choptico Reserve, upon which they were forced to subsist and live upon; and,

We acknowledge Choptico lands were neither ceded nor sold to colonists, the colonial government of Maryland, or the United States, and not ceded by any "Just War" or Treaty; and,

We acknowledge that Choptico lands were overrun by colonists who used their laws, subtle means of indebtedness,

and other acts of duress to displace the Choptico from their lands; and,

We acknowledge the graves of Choptico ancestors that were plundered for grave goods and their earthly remains removed and never repatriated for reburial: and,

We acknowledge the descendants of those displaced from the Choptico Homeland who have for more than three centuries endured forced assimilation, misidentification, intentional omission of existence, and loss of traditions, language, worldview, and lifeways, and been forced into a diasporic existence; and,

We acknowledge the Choptico Indians' resilience in holding steadfast to their culture and identity and maintaining efforts to recover a portion of their former homeland while recovering from invasion, displacement, and oppression.

We acknowledge the graves of Choptico ancestors that were plundered for grave goods and their earthly remains removed and never repatriated for reburial: and,

We acknowledge the descendants of those displaced from the Choptico Homeland who have for more than three centuries endured forced assimilation, misidentification, intentional omission of existence, and loss of traditions, language, worldview, and lifeways, and been forced into a diasporic existence; and,

We acknowledge the Choptico Indians' resilience in holding steadfast to their culture and identity and maintaining efforts to recover a portion of their former homeland while recovering from invasion, displacement, and oppression.

An Elder of the Susquehanna and Shawnee created the following acknowledgement in partnership with MSAC:

We acknowledge that the places today known as Baltimore County, Harford County, and Cecil County exist as the result of duress. In

1652, Susquehannock leaders unwillingly transferred these lands to the English in an unsuccessful effort to stop English settlers encroaching up the Susquehanna River. We acknowledge that these places and their Indigenous inhabitants exist without rigid political borders and boundaries maintained by settlers and settler governments.

We acknowledge the social, physical, spiritual, and kinship relationships this land continues to share with Indigenous nations of the Susquehanna River and Chesapeake Bay; we acknowledge that these relationships have been displaced, damaged, and dispelled by colonists' insatiable thirst for acquisition and domination. We acknowledge a place out of balance with its true purpose in being. We acknowledge our occupation of Susquehannock lands. We acknowledge the continuing presence of Indigenous nations, and the shelter and nourishment that this place continues to provide all Native peoples who live here today. We acknowledge our responsibility to Indigenous nations to repair unhealthy relationships and to steward all life.

Skyline of Baltimore looking south

Purpose of the Plan

Our Baltimore is the City's first Comprehensive Plan since 2006. **The focus of the plan is the spaces, places, and neighborhoods that make Baltimore home.** The plan provides guidance to evaluate policies, programs, and land use changes. The plan answers the question: how can City policies related to urban planning make the experience of living in Baltimore better for residents?

The plan is intended to guide equitable neighborhood development over the next 10 years and beyond. The purpose of the plan is to advance policies that support current residents and make Baltimore an inviting place to live. The goal is to develop the city in a manner such that residents want to stay in Baltimore, benefit from staying in Baltimore, and invite people to move to Baltimore.

Every jurisdiction in Maryland is required to complete a 10-year Comprehensive Plan following the decennial census. In addition, the City Charter requires the Planning Commission to adopt and revise a master plan for the proposed physical development of Baltimore City. This plan meets those requirements, while furthering the ideas and work of many other plans for the future of Baltimore. This plan builds on the Mayor's

Action Plan, particularly the Equitable Neighborhood Development pillar, as well as plans prepared by various City agencies.

Although the plan is called a Comprehensive Plan, it is focused on physical development. However, we recognize how interconnected the physical environment of the City is with peoples' lives and so, this plan also addresses social, cultural, and economic developments as they relate to the physical environment of Baltimore.

The following table explains what the plan includes and does not include.

	THE PLAN IS INTENDED TO:	THE PLAN DOES NOT:
Land Use	Provide a vision to inform future land use decisions, including potential rezonings.	Change the zoning of a property or allow/require a change in land use.
Policy Recommendations	Provide recommendations for potential policy changes focused on spaces, places, and neighborhoods.	Include recommendations for all potential topics related to improving Baltimore City.
	Indicate the level of resources that would be needed to pursue various policy changes.	Commit the City to implementing specific policy changes.
Development	Highlight opportunities for new development.	Commit financial support towards development opportunities.
Plans	Highlight other planning efforts.	Provide detailed recommendations that are included in other plans.

Different users will likely use the plan for different purposes:

1. **Residents:** The plan highlights opportunities to improve conditions in neighborhoods through policy changes. The plan can be used as a tool to advocate for the resources to implement these policy changes.

2. **City agencies:** The plan includes a Land Use Map that is intended to guide future land use decisions. The plan includes policy recommendations that can be used to guide agency priorities

3. **Real estate community:** The plan highlights a variety of development opportunities, including new residential construction, transit-oriented development, areas of major City investment, areas experiencing major redevelopment, and more. The plan may be used to guide real estate investment decisions.

Elements of the Plan

Our Baltimore is organized into three primary sections:

1. Growth and Retention
2. Policy Recommendations
3. Area Planning

Growth and Retention

The Growth and Retention section highlights strategies and opportunities to support current residents and grow the City's population.

The Land Use Map provides a vision for future development. The map indicates where changes in land use are proposed, where higher density development is encouraged, and where a mix of uses is being promoted.

This section describes City strategies to invest in neighborhoods including:

1. **Housing Market Typology:** Housing interventions tailored to different housing markets,

2. **Impact Investment Areas:** Block-by-block planning in neighborhoods that are poised for growth,

3. **Middle Neighborhoods Strategies and Investments:** A toolkit of strategies to invest in Middle Neighborhoods, and

4. **Baltimore Green Network:** An effort to increase open space and connectivity.

This section also highlights opportunities for growth in the following areas:

1. **Areas with new residential development:** Provides insight into market demand for new residential development by area, compared to land availability and the number of units that can be built.

2. **Near current and future transit service:** Highlights development opportunities near current and future transit stations, including the Red Line and key bus routes that will be receiving infrastructure investments.

3. **Planned major developments:** These provide opportunities for spin-off development

Policy Recommendations

The Policy Recommendations section contains a menu of policy recommendations for 17 topic areas that were prioritized by residents, community organizations, city staff, and community stakeholders.

For each policy topic, this section includes background information, current efforts, and policy recommendations to consider for the future. Policy recommendations are divided into those that can be implemented with existing resources, those that require additional resources, and "big ideas".

The policy topics are organized into four themes:

1. **Livable Places.** This includes topics related to housing and neighborhoods, such as affordable housing and historic resources.

2. **Equitable Access.** This includes topics related to accessing resources, such as transportation and digital access.

3. **Healthy Communities.** This includes topics related to community well-being, such as designing for public safety and environmental justice.

4. **Inclusive Economy.** This includes topics related to a healthy economy,

such as neighborhood retail and workforce development.

This section is intended to be used as a starting point to foster discussion between community residents, government agencies, and elected officials about potential courses of action. This section can be used as a tool to advocate for the resources needed to implement the listed policies.

Area Planning

The Area Planning section highlights plans for specific geographic areas within the City. This section includes a list of all adopted and accepted neighborhood plans and highlights plans for select areas.

Planning Process

Centering the voices of our community is crucial in planning for the places, spaces, and neighborhoods of our city. Working toward this, we outlined a three-phase engagement process to facilitate involvement of as many community members as possible in creating this plan

Driven by the hope of achieving equitable communities, the Department of Planning (DOP) has worked to meet with, speak to, and learn from more than a thousand Baltimore City residents over a three-year period. In public schools, libraries, community centers, and other community institutions in our city, residents have shared their vision for the city's future. We believe this plan, *Our Baltimore*, is a reflection of the hopes and aspirations Baltimore residents hold for our city.

Developing our Engagement Process

In the spring of 2021, DOP invited Planning Academy alumni, Sustainability Plan ambassadors, and Resident Food Equity Advisors (RFEAs) to outline the engagement strategy for *Our Baltimore*. From these conversations, we identified building blocks for our strategy:

1. **Let neighborhood leaders lead:** We heard, "it's not how you reach out, it is who reaches out." From this, we understood that this effort needed to be community-led. We envisioned and created a network of community-based organizations who would lead engagement in their community and meet community members "where they are."

2. **Neighbor-to-neighbor engagement:** Residents shared that they desire personal and authentic engagement that provides space to connect with neighbors. To this end, we hosted a series of events designed to connect residents while contributing to the plan.

3. **Focus on those less likely to participate:** It was stressed that the plan should be representative of all residents, not just a select few. Our approach took special care to reach communities that are often the least likely to participate, especially Black residents, non-English speakers and youth.

Engaging Different Audiences

As we developed the engagement process, it was important to conduct various methods of engagement at each stage of the planning process to reach different audiences.

1. **Engagement led by the Department of Planning:** DOP has a history of extensive community engagement, through which we have established

relationships with community leaders and residents. As a result, events and meetings hosted by the Department of Planning are well attended.

2. **Engagement led by Community organizations:** Taking what we heard from community members to heart, we partnered with community-based organizations to put the building blocks of our strategy into action. To do this, we developed a small grant initiative with community-led organizations to build a Community Engagement Leadership Team (CELT) program. We selected 20 organizations to pursue engagement related to the plan in their communities. As trusted local organizations, the CELT spanned across the city and was crucial in helping us bridge the gap between DOP and the community. Some organizations focused on particular geographic areas within Baltimore while others focused on particular demographics, such as youth, older adults, or immigrants. This helped ensure that the plan included under-represented voices.

3. **Engagement online:** We provided a variety of options for residents to contribute to the plan in an effort to make this process as inclusive as possible. We know there are many people who would prefer to participate in the planning process from their phone or computer for a variety of reasons. We made sure that online participation was an option throughout the entire process, but that it was never the only option. We recognize that for some, online engagement is more accessible than other engagement options; and for others it is not accessible at all.

Planning Phases

The planning process was led by the Department of Planning with support from the Community Engagement Leadership Team and other city agencies. We have used an iterative approach throughout the planning process – presenting information, asking for input, revising, presenting revised information, and asking for more feedback. There were a few components we knew we wanted to include in the plan from the beginning, such as a land use plan, but generally the content of the plan evolved through the planning process in response to what was shared during each phase.

Community Engagement Leadership Team brainstorming meeting

PHASE 1: LISTENING (SPRING 2022-SUMMER 2022)

The Department of Planning and CELT engaged residents in a collaborative process to:

- Set the vision for the plan and identify priority topics.
- Explore data and maps to inform the planning process.
- Create definitions of equitable neighborhood development.
- Share information and solicit feedback on priority topics.

PHASE 2: DEVELOPING RECOMMENDATIONS (FALL 2022-WINTER 2023)

The Department of Planning took a collaborative approach to drafting recommendations by:

- Synthesizing the feedback from Phase 1 and developing an initial list of priority topics.
- Partnering with community stakeholders and topic experts to develop draft recommendations.
- Collaborating with CELT to hold work sessions in each planning district to engage residents in developing recommendations.
- Hosting a community conference to refine the draft recommendations.

PHASE 3: WRITING AND REVISING THE PLAN (2023 - WINTER 2024)

The Department of Planning worked to draft the plan by:

- Synthesizing feedback and the revised recommendations from community stakeholders, topic experts, residents, and other city agencies.
- Partnering with City agencies to provide input on plan recommendations.
- Releasing draft policy recommendations and the proposed land-use map for public review.

RELEASE OF DRAFT PLAN (SPRING 2024)

The Department of Planning requested formal feedback on the draft plan by inviting residents to provide feedback and help refine the plan before it is finalized.

Vision Statement

Together, we envision a Baltimore of harmony, inclusivity, and prosperity, where every resident is a cornerstone of its' thriving future.

Community Unity and Vibrancy: We stand united in our pursuit of a brighter tomorrow forged by the dreams of our diverse citizenry. We champion vibrant neighborhoods where residents are ensured safety, prosperity, and the opportunity to flourish.

Cultural Affluence and Sustainable Growth: We illuminate our rich and diverse cultural heritage. We are committed to sustainable prosperity, emphasizing reuse and a zero-waste ethos and ensuring both current and future generations thrive.

Government Efficiency and Citizen Empowerment: Our government models transparency, efficiency, and responsiveness. We empower our residents with access to quality education, workforce training, and sustainable employment, ensuring a high quality of life for all. At the heart of our city's ethos is a shared sense of civic duty.

Environmental Stewardship and Infrastructure: We are dedicated to our environment and our infrastructure. We maintain our status as a green haven, passionately upholding environmental responsibility. We strive for a future with cleaner air, climate resilience, and a deep commitment to nature-based solutions. By 2045, we aim to achieve citywide carbon neutrality, and infrastructure maintenance is crucial to realizing this vision. These efforts benefit the environment and enhance our overall nurture entrepreneurial dreams, ensuring they not only survive but thrive, enriching our neighborhoods with unparalleled cultural authenticity.

Economic Flourish: Our city's heartbeat is its small businesses—the vessel of our diverse cultural spirit. Here, we nurture entrepreneurial dreams, ensuring they not only survive but thrive, enriching our neighborhoods with unparalleled cultural authenticity.

Community Safety and Trust: Safety isn't a privilege; it's a right. Through collective action and shared responsibility, we work towards the deep-rooted causes of crime, ensuring every corner of Baltimore resonates with feelings of security and trust. Our communities, interwoven with bonds of mutual respect, stand as a testament to our shared commitment to each other.

Holistic Well-being and Acknowledgment: We are a city that cares, celebrates clean streets and welcoming neighborhoods. Acknowledging past wrongs, we work towards healing and preserving the essence of our Black and immigrant neighborhoods. Our vision encompasses healthy families, enriched communities, and shared pride.

Equity Framework

Equity is Our Foundation

Our approach to developing the comprehensive plan has empowered the residents of Baltimore City, so they can be active partners and contributors in the process. This approach and the plan itself include strategies for equity in each step of the planning process to address structural, procedural, distributional, and transgenerational inequities. The key to the successful development and implementation of this plan is ongoing engagement with residents. This engagement, along with policies, analyses, and strategic decisions will help to ensure we address systemic and historical inequities across the city. Through this four-part lens, we will be able to more easily identify ways to more fairly allocate resources to neighborhoods that have experienced historic disinvestment and hopefully begin to break cycles of generational poverty.
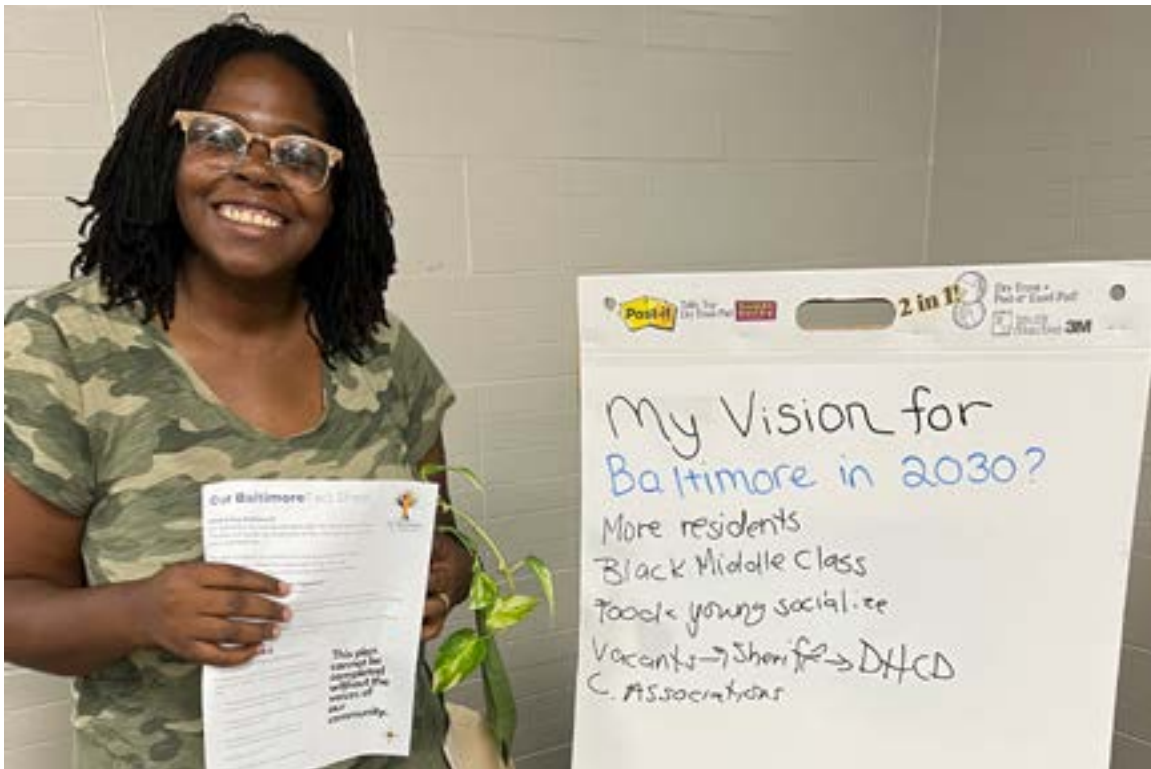
Resident at a community engagement event

Our city has a rich and complex history that has led to systemic challenges, including racial and wealth disparities (see History section). The Department of Planning (DOP) commits to addressing long-standing systemic challenges and inequities. We aim to redistribute resources and opportunities equitably to better ensure that Baltimore City's growth and prosperity reaches every individual, family, and neighborhood in the city. This commitment to equitable development is rooted in a deep understanding of

the City's history, culture, and values, and is guided by data that sheds light on these systemic challenges.

Defining Equity in Baltimore's Planning Process

An equitable Baltimore addresses the needs and aspirations of its diverse population and meaningfully engages residents through inclusive and collaborative processes to expand access to power and resources.

The equity lens used by The Department of Planning focuses on four areas of equity:

1. **Structural equity:** What historic advantages or disadvantages have affected residents in the given community?

2. **Procedural equity:** How are residents who have been historically excluded from planning processes being authentically included in the planning, implementation, and evaluation of the proposed policy or project?

3. **Distributional equity:** Does the distribution of civic resources and investment explicitly account for potential racially disparate outcomes?

4. **Transgenerational equity:** Does the policy or project result in unfair burdens on future generations?

Equity in *Our Baltimore*

The Department of Planning's equity lens has been used to develop the comprehensive plan. Each section of the plan was developed with careful consideration for structural, procedural, distributional, and transgenerational equity.

These show up in a variety of ways depending upon the specific section, but generally can be seen through the following:

1. **Structural equity:** Parts of the plan and specific recommendations that recognize and/or aim to address longstanding historical and systemic inequities throughout the city.

2. **Procedural equity:** The entire plan was developed with input from residents across the city, and within the recommendations we have intentionally included ways to continue engaging with residents to help implement the changes. This includes ensuring that our recommendations are coupled with educational efforts and that engagement strategies and materials are tailored to specific communities.

3. **Distributional equity:** The plan reflects our understanding of the City's complex history of disinvestment in certain neighborhoods. Many of the recommendations provided within the plan aim to address this history

by focusing resources and support to neighborhoods that experienced disinvestment.

4. **Transgenerational equity:** Many of the goals and recommendations within the plan aim to create opportunities for longer-term wealth building and economic stability through job development and training, economic development, and housing development.

Community Partnership and Engagement

Bringing balance and creating inclusive growth requires us to put the voices of residents at the center of our approach. This means positioning residents to actively contribute to the growth and development of the city, in a way that better addresses their needs and hopes. We commit to continuing to learn about individual, neighborhood, and broader community needs and interests by listening directly to residents and community-based organizations. This, in turn, will help us to partner with residents and neighborhoods to address neighborhood-specific and city-wide challenges. Our de-

Childcare provided at community engagement sessions

partment commits to more equitably distributing resources throughout the city. This will support the development and use of creative solutions to address systemic and arising challenges, in ways that meet the unique needs of each neighborhood. With this approach, we aim to celebrate and honor Baltimore City's culture, history, and diversity by uplifting and strengthening residents' and neighborhoods' abilities to lead change and tell their own stories. Our engagement approaches for developing this plan build on our prior efforts to partner with the community. Our process is based on the five principles below, which were developed through conversations with residents and other community collaborators:

1. **Meet people where they are.** We must offer many different opportunities to learn about the comprehensive plan and offer input. Public engagement should be both accessible and meaningful. We must meet people where they are in the community and ensure that the input.

2. **Let neighborhood leaders lead.** We hear, "it is not how you reach out, it is who reaches out." We envision a process where residents and community-based organizations will play the lead role in deciding what meaningful engagement looks like in their community. This means we must prioritize

compensating residents and organizations for taking the lead organizing engagement events and opportunities.

3. **Prioritize trust building and repair.** Distrust of government was the most commonly cited barrier to civic engagement. The engagement process must openly deal with the history of planning policies that contributed to inequitable outcomes and systemic challenges in Baltimore.

4. **Prioritize organizations that lead on culture and amplify Black voices.** We want to provide different opportunities to interact with DOP and the comprehensive plan process, not just traditional meetings. The planning and engagement process must be relevant to Baltimore and reflect Baltimore's culture and people. In Baltimore, this means amplifying Black organizations specifically.

5. **Equitable.** The comprehensive plan engagement strategy must intentionally address the area of procedural equity. This means we must prioritize partnering and engaging with residents that have historically been left out of planning and government decision making processes.

The department distributed a significant part of the budget for developing the comprehensive plan to community-based organizations leading engagement efforts. This empowered residents to be partners in the process. At the forefront of this approach has been the Community Engagement Leadership Team (CELT), a group of 19 partner organizations, deeply involved within Baltimore's neighborhoods. This approach ensured that Baltimore's journey into the future is a shared voyage, where every step taken is informed by residents' diverse perspectives, needs, and hopes.

Using Data to Support Equitable and Inclusive Growth

Data provides a detailed image of our past, confirming what many in the city already knew; that Baltimore suffers from and struggles with deep-rooted inequities and systemic challenges. Data can also light up our path forward. It can empower us to be more intentional in engaging all residents in the planning process, particularly those who have been historically marginalized within the city. Combining numbers and statistics with stories and lived experiences will allow us to have a more complete understanding of each neighborhood, while providing us with insights into the successes, challenges, and ideas across the city.

Resident participating in a community engagement session

This comprehensive plan is more than a set of guidelines. It is a commitment to the City and its residents. It is a narrative of the resilience and hope of the Baltimorean experience. As we turn each page, we step closer to a Baltimore that is structurally sound and soulfully equitable – a city where every voice is heard, every dream is nurtured, and every neighborhood thrives.

Pennsylvania Station

Regional Framework

Regional Unity and Shared Growth

Baltimore stands not just as a city but as the central hub in a busy and thriving region. Our streets, structures, and very spirit are interwoven with the counties surrounding us—each thread vital, each narrative essential. Recognizing this intrinsic connection, our comprehensive plan is not merely a city plan; it is a regional commitment and a testament to the belief that our fates are shared and our prosperity is mutual.

The **Sustaining Places report** by the American Planning Association (APA) emphasizes the importance of comprehensive plans that embrace and embody regionalism. In this spirit, our plan seeks to go beyond the traditional boundaries of urban planning, to foster a sense of regional unity and shared growth. It is not just about planning within our city's borders, but about recognizing that Baltimore influences and is influenced by our neighboring jurisdictions.

Inter-jurisdictional cooperation is the cornerstone of our comprehensive planning approach. We understand that our challenges, such as transportation, housing, econom-

ic development, and environmental sustainability do not stop at our city's borders. Likewise, the solutions and successes of Baltimore have a ripple effect, impacting the region as a whole. Thus, our plan advocates for coordinated policies and collaborative initiatives.

Baltimore's role as a central hub in the region is pivotal. We are a leader, a collaborator, and a partner. Our plan sets forth strategies to enhance communication, coordination, and cooperation among neighboring jurisdictions. This includes shared planning forums, regular inter-agency meetings, and joint development projects to ensure that when we or a regional partner take a step forward, we all do.

But this regional unity is not merely about economic or infrastructural growth; it is also about cultural and social enrichment. Our communities are diverse in their stories, backgrounds, and dreams. Our comprehensive plan seeks to celebrate this diversity, fostering regional initiatives that promote cultural exchange, mutual understanding, and a shared sense of belonging to build unity while respecting and uplifting what make us unique.

Our approach to regionalism is holistic and aligns with the principles of the Sustaining Places report. It touches every aspect of urban life—from the roads we travel to the homes we build, the industries we nurture, and the environment we cherish. It is a commitment to view our City's future not in isolation but as part of a larger, more vibrant tapestry—a region united in its diversity, thriving in its unity.

As Baltimore embarks on this journey of regional unity and shared growth, our comprehensive plan is more than a document; it is a declaration of our shared destiny. It is a promise that Baltimore's story is part of a bigger narrative within the region, moving forward and growing stronger together.

To support this vision for shared unity and growth, our comprehensive plan proposes several key areas of focus to strengthen development within the region. Our comprehensive plan recognizes the foundational needs of our community—movement and shelter. Reliable transportation and secure housing are not mere conveniences; they are essential rights that underpin the quality of life and opportunities available to every Baltimorean and citizen within the region. Drawing from APA's best practices for comprehensive plans, *Our Baltimore* advances transportation equity and affordable housing. Doing so in alignment with our broader regional vision, we aim to reinforce our dedication to fostering inclusive environments.

Fair Transportation

Our streets and transit systems are more than infrastructure. They are the arteries of our region, connecting our residents with opportunities and each other. Our plan recognizes that equitable access to transportation is crucial in overcoming the divisions within our city and our region. We are committed to ensuring every resident can access efficient, reliable, affordable transit regardless of economic status or neighborhood.

Our investment in a robust transportation network includes enhancing public transit systems, expanding bicycle lanes, and creating pedestrian-friendly routes. By improving the connectivity and reliability of our transit services, we aim to transform mobility into a universal right. This will make accessing employment, education, healthcare, and other vital services across the region easier for everyone.

Affordable Housing

A home is the bedrock of stability and growth for individuals and families. Our plan acknowledges the crucial role of housing in the overall well-being of our citizens and pledges to expand access to affordable housing across Baltimore. Every resident deserves a safe, decent, and affordable place to call home. We are dedicated to making this a reality. We are taking a multifaceted approach to affordable housing, focusing on both increasing the supply and enhancing the quality of available housing. Our strategies include forming partnerships with developers, non-profit organizations, and community groups to boost the construction of affordable housing units. Additionally, we are streamlining zoning and permitting processes as well as rehabilitating existing housing stock.

Housing shortages and challenges with affordability impact the whole region. As such, Baltimore City cannot pursue these strategies in isolation from our surrounding jurisdictions. As a region, we must all be working towards these same goals. By aligning our transportation and housing efforts with broader regional objectives, we affirm our commitment to creating an inclusive, equitable, and connected Baltimore.

Forging Partnerships for Progress

Our commitment to regional growth and prosperity begins with a strong partnership with the Maryland Department of Planning, Baltimore County, and Anne Arundel County. These relationships are not mere formalities but are the bedrock of our strategy for cohesive and sustainable development. By sharing our plans, insights, and resources with these key entities, we ensure that our strategies are aligned with state and regional goals and enriched by a broader perspective and expertise.

Our collaborative efforts must include regular conversations, joint planning sessions, and shared initiatives, all geared toward creating a synchronized approach to development, resource management, and community engagement that respects the differences of our neighborhoods. This partnership is a commitment to learning from one another, supporting each other's goals, and jointly overcoming challenges. We understand that true sustainability and progress are achieved not in isolation, but through the combined efforts of all sectors and communities.

Our collaboration mechanisms are designed to be dynamic and adaptive, capable of evolving with our city and region's changing needs and aspirations. Establishing clear communication channels, setting common goals, and leveraging our collective resources and expertise helps us ensure that our comprehensive plan is not just a document but a living, breathing embodiment of our City's aspirations.

Implementation and Accountability

Comprehensive Plan to Tangible Results

Baltimore City stands at a pivotal juncture, ready to harness its full potential through strategic, forward-thinking resource management. Our comprehensive plan is guided by a commitment to maximizing every dollar, every partnership, and every opportunity to ensure our city grows and thrives. This section outlines our approach to leveraging and expanding resources sustainably, equitably, and innovatively.

Turning our comprehensive plan into tangible results requires a multi-pronged approach to implementation. This section details our strategy for bringing the plan's ambitions to life, ensuring our vision for Baltimore becomes a reality.

1. **Community advocacy:** Community members should prepare to take an active role in the plan's implementation, building on their efforts in helping to create the plan. Residents can advocate for resources and continue to help us understand the needs and desires of their communities. The policy section of this plan is divided into recommendations that can be accomplished with existing resources, those that require additional resources, and big ideas. To implement this plan, City agencies will need community members to help advocate for resources at the local, state, and federal levels as well as seeking private resources.

2. **Prioritization of projects:** Projects and initiatives within the comprehensive plan will be prioritized based on equity, their potential impact, cost-effectiveness, and alignment with community needs. This prioritization ensures that resources are allocated to projects that benefit the City and its residents.

3. **Pilot programs and scalability:** Before full-scale implementation, pilot programs will be launched to test the viability of new initiatives. These pilots allow for adjustments based on performance and community feedback, ensuring that only the best solutions are expanded citywide.

4. **Partnerships for implementation:** Recognizing that the City cannot achieve its goals alone, we will seek partnerships with local organizations, businesses, educational institutions, and neighboring jurisdictions. These partnerships will provide additional expertise, resources, and support for implementing the comprehensive plan.

5. **Optimizing resource use:** Baltimore is committed to optimizing the use of every asset. This involves regular review of City operations to identify inefficiencies, reallocating funds to high-impact projects, and adopting technology solutions that reduce waste and improve service delivery.

For Baltimore to succeed in its ambitions, accountability and transparency must be at the core of everything we do. This commitment ensures that resources are used effectively, projects meet their intended goals, and the community remains informed and engaged in the City's progress.

1. **Annual reporting and public forums:** We will institute annual reporting on the comprehensive plan's progress, including project statuses and benchmarks achieved. These reports will be presented at public forums, allowing residents to ask questions, provide feedback, and engage directly with City officials.

2. **Digital transparency platforms:** We are launching digital platforms that offer real-time insights into City operations, project progress, and financial transactions. These tools will serve as a resource for residents to understand how decisions are made, how funds are allocated, and how to get involved in City projects.

3. **Community engagement in accountability:** We encourage active community participation in oversight through advisory boards, town hall meetings, and volunteer opportunities in City projects. Involving residents in these processes ensures that the City's actions align with the community's needs and expectations. For example, we may convene an advisory committee of City agency staff and members of the public to promote and track progress on the implementation of recommendations.

4. **Equity analysis:** The Department of Planning (DOP) currently analyzes the distribution of capital funding throughout the city to track the equity of allocations over time and understand how to more equitably distribute resources throughout the city. This analysis and others like it, help to hold our government accountable, inform funding decisions, and better ensure that government funds are distributed in an equitable manner. We will continue to refine and expand these analysis efforts.

Baltimore's future is bright, filled with the promise of growth, equity, and resilience. We will transform our vision into reality through strategic resource allocation, unwavering accountability, and meticulous implementation. This comprehensive plan is a roadmap to a more prosperous, sustainable, and inclusive Baltimore for all.

Planning Department event in Park Heights

Background

Baltimore Timeline

PLAT OF BALTIMORE TOWN AND JONES' TOWN.

1729
Baltimore Town was founded and laid out as sixty one-acre lots.

1734
Kingsbury Iron Furnace was established near current day Pulaski Highway and the Herring Run. By 1745 the furnace shipped its first batch of pig-iron to England. This furnace was built as a plantation and is one of the first records of Black people in the Baltimore area.

1773
Fell's Point was annexed to Baltimore.

1745
Jonestown, ten acres in size, was annexed to Baltimore town.

1789
The Maryland Society for the Abolition of Slavery was organized, first in the South and third in the world.
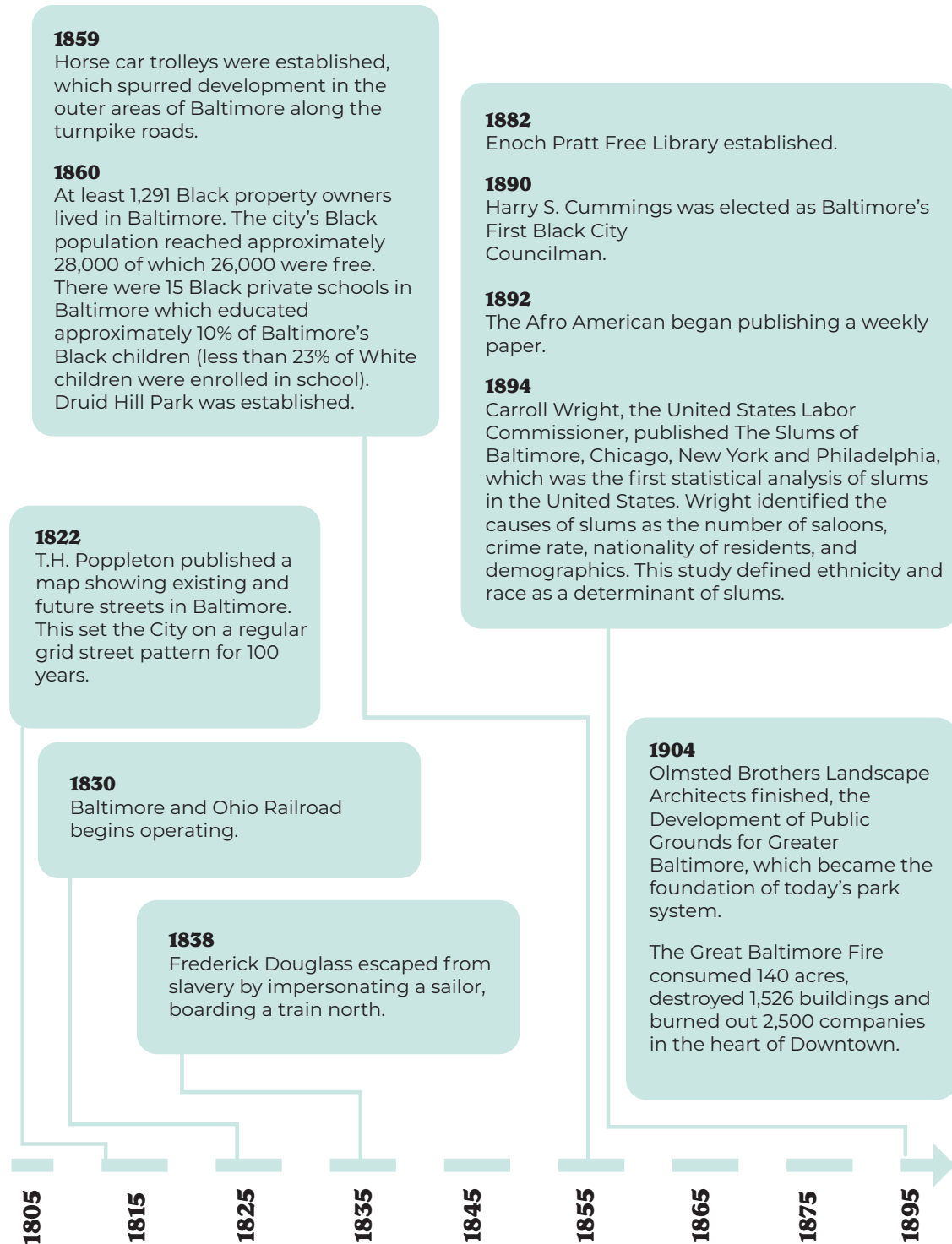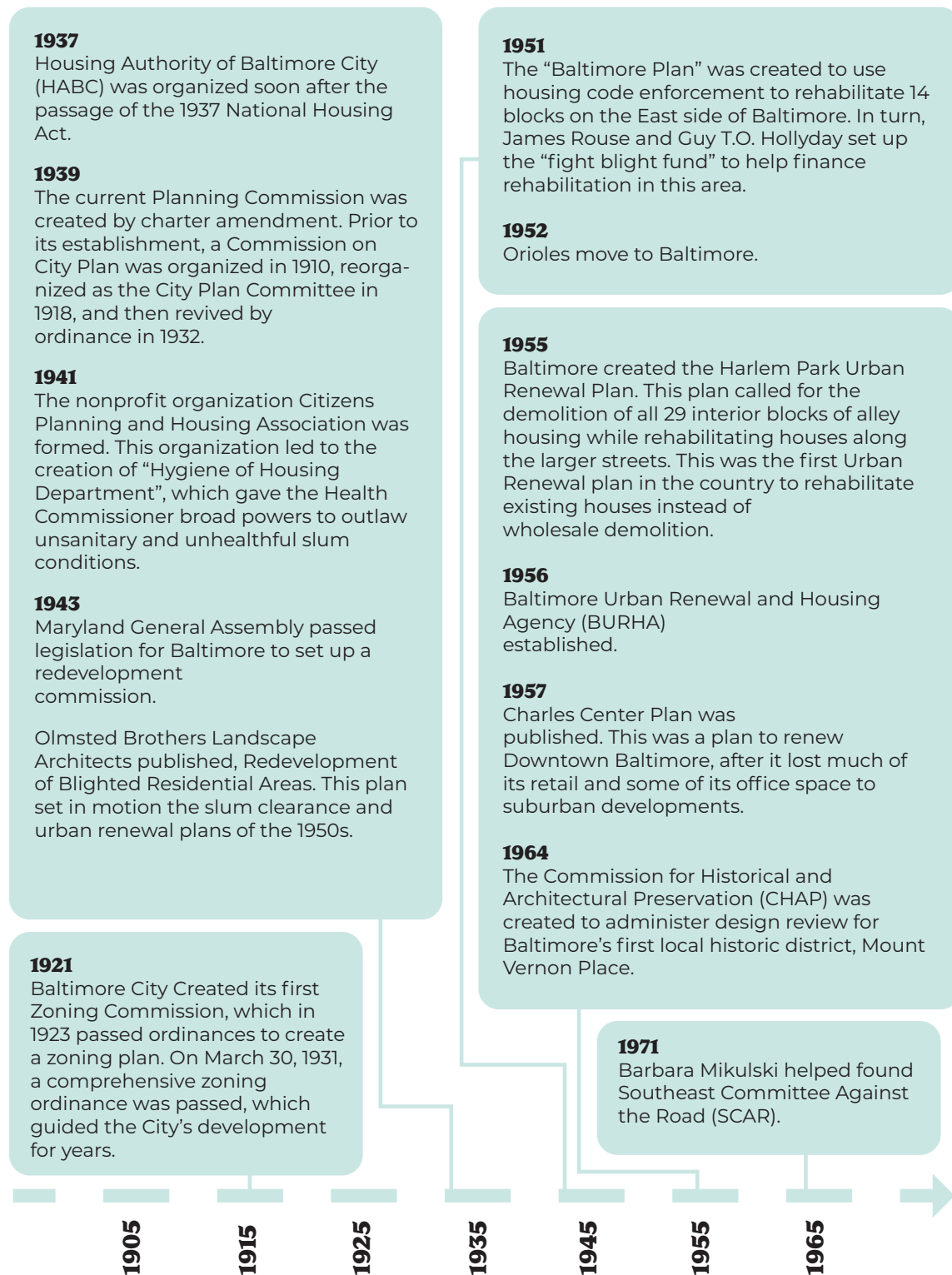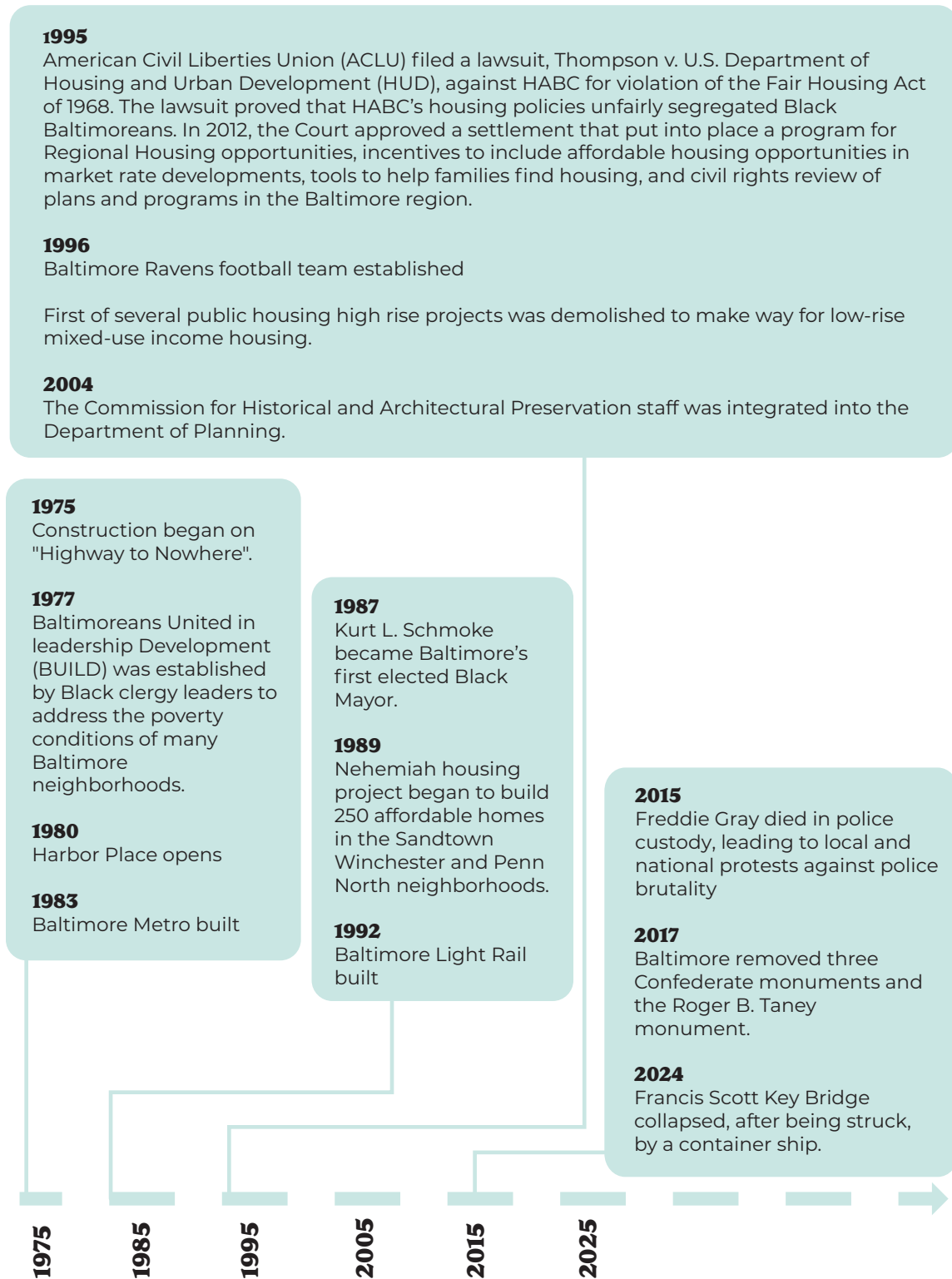
1725   1735   1745   1755   1765   1775   1785   1795

1859
Horse car trolleys were established, which spurred development in the outer areas of Baltimore along the turnpike roads.

1860
At least 1,291 Black property owners lived in Baltimore. The city's Black population reached approximately 28,000 of which 26,000 were free. There were 15 Black private schools in Baltimore which educated approximately 10% of Baltimore's Black children (less than 23% of White children were enrolled in school). Druid Hill Park was established.

1882
Enoch Pratt Free Library established.

1890
Harry S. Cummings was elected as Baltimore's First Black City Councilman.

1892
The Afro American began publishing a weekly paper.

1894
Carroll Wright, the United States Labor Commissioner, published The Slums of Baltimore, Chicago, New York and Philadelphia, which was the first statistical analysis of slums in the United States. Wright identified the causes of slums as the number of saloons, crime rate, nationality of residents, and demographics. This study defined ethnicity and race as a determinant of slums.

1822
T.H. Poppleton published a map showing existing and future streets in Baltimore. This set the City on a regular grid street pattern for 100 years.

1830
Baltimore and Ohio Railroad begins operating.

1904
Olmsted Brothers Landscape Architects finished, the Development of Public Grounds for Greater Baltimore, which became the foundation of today's park system.

The Great Baltimore Fire consumed 140 acres, destroyed 1,526 buildings and burned out 2,500 companies in the heart of Downtown.

1838
Frederick Douglass escaped from slavery by impersonating a sailor, boarding a train north.

1805 1815 1825 1835 1845 1855 1865 1875 1895

1937
Housing Authority of Baltimore City (HABC) was organized soon after the passage of the 1937 National Housing Act.

1939
The current Planning Commission was created by charter amendment. Prior to its establishment, a Commission on City Plan was organized in 1910, reorganized as the City Plan Committee in 1918, and then revived by ordinance in 1932.

1941
The nonprofit organization Citizens Planning and Housing Association was formed. This organization led to the creation of "Hygiene of Housing Department", which gave the Health Commissioner broad powers to outlaw unsanitary and unhealthful slum conditions.

1943
Maryland General Assembly passed legislation for Baltimore to set up a redevelopment commission.

Olmsted Brothers Landscape Architects published, Redevelopment of Blighted Residential Areas. This plan set in motion the slum clearance and urban renewal plans of the 1950s.

1921
Baltimore City Created its first Zoning Commission, which in 1923 passed ordinances to create a zoning plan. On March 30, 1931, a comprehensive zoning ordinance was passed, which guided the City's development for years.

1951
The "Baltimore Plan" was created to use housing code enforcement to rehabilitate 14 blocks on the East side of Baltimore. In turn, James Rouse and Guy T.O. Hollyday set up the "fight blight fund" to help finance rehabilitation in this area.

1952
Orioles move to Baltimore.

1955
Baltimore created the Harlem Park Urban Renewal Plan. This plan called for the demolition of all 29 interior blocks of alley housing while rehabilitating houses along the larger streets. This was the first Urban Renewal plan in the country to rehabilitate existing houses instead of wholesale demolition.

1956
Baltimore Urban Renewal and Housing Agency (BURHA) established.

1957
Charles Center Plan was published. This was a plan to renew Downtown Baltimore, after it lost much of its retail and some of its office space to suburban developments.

1964
The Commission for Historical and Architectural Preservation (CHAP) was created to administer design review for Baltimore's first local historic district, Mount Vernon Place.

1971
Barbara Mikulski helped found Southeast Committee Against the Road (SCAR).

1905   1915   1925   1935   1945   1955   1965

1995
American Civil Liberties Union (ACLU) filed a lawsuit, Thompson v. U.S. Department of Housing and Urban Development (HUD), against HABC for violation of the Fair Housing Act of 1968. The lawsuit proved that HABC's housing policies unfairly segregated Black Baltimoreans. In 2012, the Court approved a settlement that put into place a program for Regional Housing opportunities, incentives to include affordable housing opportunities in market rate developments, tools to help families find housing, and civil rights review of plans and programs in the Baltimore region.

1996
Baltimore Ravens football team established

First of several public housing high rise projects was demolished to make way for low-rise mixed-use income housing.

2004
The Commission for Historical and Architectural Preservation staff was integrated into the Department of Planning.

1975
Construction began on "Highway to Nowhere".

1977
Baltimoreans United in leadership Development (BUILD) was established by Black clergy leaders to address the poverty conditions of many Baltimore neighborhoods.

1980
Harbor Place opens

1983
Baltimore Metro built

1987
Kurt L. Schmoke became Baltimore's first elected Black Mayor.

1989
Nehemiah housing project began to build 250 affordable homes in the Sandtown Winchester and Penn North neighborhoods.

1992
Baltimore Light Rail built

2015
Freddie Gray died in police custody, leading to local and national protests against police brutality

2017
Baltimore removed three Confederate monuments and the Roger B. Taney monument.

2024
Francis Scott Key Bridge collapsed, after being struck, by a container ship.

1975   1985   1995   2005   2015   2025

History of Baltimore

Native Americans in the Baltimore Region

Native Americans have inhabited the Baltimore region for more than 13,000 years. Small seasonal hunting, fishing, and gathering camps dotted this area for most of this time, according to the archaeological record. During the time of European contact, the area was identified as hunting grounds of the Susquehannock People, living to the north along the Susquehanna River. These first inhabitants left well-worn trails and "barrens," large areas of land devoid of trees and overgrown brush, most likely made by control burning techniques. Many of these trails became colonial roads. Most likely, during colonial and early Baltimore, Native Americans in very small numbers seasonally lived in and around Baltimore.By the mid-20th Century, however, thousands of "Lumbee Indians and other members of other Tribal nations migrated to Baltimore City," looking for work. In what is now Upper Fells Point, they developed a dynamic community as seen by the formation of the American Indian Study Center in 1968, which became the Baltimore American Indian Center in 1972.

Hand colored aquatint, engraved by William Strickland in 1817, based on 1752 sketch by John Moale.

Settlement of Baltimore

Colonial settlers were attracted to this area for its geographical location and its landscape attributes. Baltimore City is the fault line between the Coastal Plain and the Piedmont Plateau. This allowed water-powered mills along the rapidly descending

Jones and Gwynns Falls and the Herring Run. As many as 51 mills operated in and around Baltimore by 1800.

It also allowed the mills to be situated near the westernmost in-land, deep-water harbor that connected the region to the Maryland Colony and international trade partners. By the beginning of the 19th Century this location paid off and Baltimore was a powerhouse of water-powered industry. It was a ship-building and international port, a city with several iron works, and the closest international market for a quickly growing wheat region of the piedmont plateau. Between 1752 and 1800 Baltimore grew from a back-water town of 25 houses to a city of several thousand residences.

Year	Annexation
1729	Baltimore Town laid out with 60 acres
1745	Jonestown annexed adding 70 acres
After 1745	Eleven more annexations add around 65 acres each
1816	Annexation adds 9,400 acres
1888	Annexation adds 20,600 acres
1918	Final annexation adds 58,800 acres

Old West Baltimore

During the 19th Century, Black people in Baltimore lived throughout the City in racially mixed neighborhoods. No neighborhood claimed Black majority until the 1890s. By 1904, however, more than half of Black Baltimore residents lived in Old West Baltimore. In 1909, Booker T. Washington described this area, "what is known as the Druid Hill district of the City, there are, perhaps, fifteen thousand coloured people. For fifteen blocks along the Druid Hill Avenue nearly every house is occupied or owned by coloured people."

Within Old West Baltimore, between WWI and WWII, Pennsylvania Avenue became the Black Baltimore retail, entertainment, and religious center. Night clubs, dance-halls, restaurants, and theaters boomed with the latest in jazz, blues, and pop music. Department stores, specialty shops, and fine goods stores attracted Black persons from in and outside of Baltimore. On Sun-

1970 map illustrating Baltimore City's history of annexation

days, the area teamed with churchgoers as they entered and exited more than twelve of the City's most powerful Black churches.

Dubbed the "Harlem of the South," this area grew into a vibrant mixed-income neighborhood, where Black people fought for and gained political power and Civil Rights. The Black Community strengthened social and spiritual institutions and nurtured the genius of many of Baltimore's greatest artists, intellectuals, and leaders. This includes Amelia Johnson, America's first Black Woman novelist; folklorist and novelist Zora Neale Hurston; musicians Cab Calloway, Elmer Snowden, and Billy Holiday; and Civil Rights activists Dr. Harvey Johnson and the Mitchel family, among many others.

Growing Metropolis followed by White Flight

Between 1850 and 1950 Baltimore grew from a city with a population of 169,054 to 949,708 residents. It also grew in size from 14.71 square miles to 91.93 square miles. The industrialization of Baltimore attracted large numbers of people coming from within the United States and from Europe. After the Civil War, large groups of Black persons moved into the city to become an essential part of the workforce. Baltimore became the second largest port-of-entry, welcoming more than two million immigrants, mostly from Europe and Ireland. Most of them promptly boarded the railroad and headed out West, but many stayed. Irish immigrants, fleeing from the

Immigrants arriving at Locust Point in 1904. Courtesy Maryland Center for History and Culture.

potato famine and rural poverty, moved into Baltimore. Many of these Irish immigrants became the workforce of the burgeoning Baltimore and Ohio (B&O) Railroad. Germans boarded steamships and settled in Baltimore, enhancing the beer industry (19 breweries alone lined the Belair Road corridor). Eastern Europeans also arrived, many adding to the rich Jewish culture in Baltimore. In the 20th Century, migration to Baltimore from other states was fueled by the city's war industries, which contributed to goods needed for WWI and WWII.

After WWII, Baltimore suffered from an acute housing shortage, which by the late 1940s spurred continuous growth of the suburban areas surrounding the city. This suburban growth attracted many White families to move from the city to the surrounding jurisdictions. In turn this spawned road and highway building, much of which negatively affected city neighborhoods. By 2000, the population of the city dwindled to 651,154 residents. By 2021, the population of Baltimore was 576,498, with many Black families also choosing to live in the counties. Between 1990 and 2020 the Black population of Baltimore diminished by more than 75,000.

Explicit Racism in Baltimore

Baltimore leaders pushed for and embraced many efforts founded on explicit and institutional racism. Baltimore's most blatant attempt at racist segregationist policies was the 1910 West ordinance that tried to use local law to segregate Black and White populations. The West ordinance, named after Councilman West, was passed in 1910. This law stated that no Black residents could move onto a block that was more than half White or vice versa. Shortly thereafter, this law was struck down by the courts. Two other tries occurred, and by 1917 the U.S. Supreme Court struck down a local governments' ability to segregate where someone can live by local ordinance.

The defeat of the segregation ordinances led to the increase of the use of racial covenants. Racial covenants were written into the deed of title for residential housing. Here, the covenant clearly stated that new houses in most subdivisions in the annexed area of 1918 could not be sold to Black individuals or families. These covenants stood the test of law until 1948 when the Supreme Court in *Shelley v. Kramer* ruled that these covenants were legally unenforceable. It was not until the 1968 Housing Act that it became illegal to sell or not sell a house based on race.

In 1937, as part of the New Deal, the federal government hired unemployed real estate appraisers to create "residential security maps" for many large cities, one of which was Baltimore. These maps divided the City into four categories – in demand, still desirable, declining and already declined. These maps told banks where it was "safe" to provide mortgages. The last category was colored "red" – this was the origin of the term "redlining". Race and ethnicity played a direct part in identifying these areas, allowing for stability in White neighborhoods and intergenerational wealth for White families while limiting lending and wealth building for Black individuals and families.
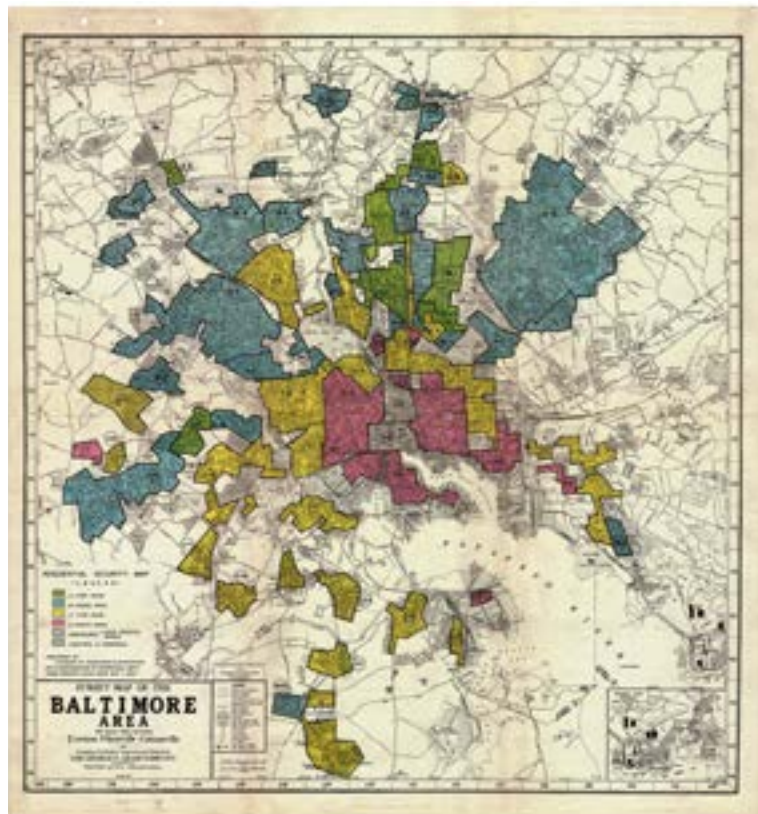
Home Owner's Loan Corporation Residential Securities Map of 1937. Courtesy Johns Hopkins University Sheridan Libraries.

Institutional Racism in Baltimore Planning and Redevelopment Programs

It is no coincidence that as racial residential zoning and private covenants became untenable, the use of single-family zoning came widely into use in Baltimore and throughout North America. As discussed above, the earlier discriminatory practices prevented Black home ownership and wealth building that created an effectual barrier to single family homeownership for Black residents This impact has diminished slightly in recent years, but single-family zoning, which prohibits even small multi-family structures, effectively prohibits dwelling units that are accessible to disproportionally Black and immigrant renters.

Carroll Wright's *The Slums of Baltimore, Chicago, New York and Philadelphia*, was the first statistical analysis of housing and neighborhood conditions in Baltimore. Wright used several indicators to identify slums in America's major cities. These included "Ethnic Background"—a categorization that included race—and "employment patterns, housing conditions, health, rent and crime rate." Wright went on to define a neighborhood as a slum based solely on the presence of Black residents and other minorities within the neighborhood. Using ethnicity and race as a way to define slums occurred again and again, as seen in the "The Study of Blighted Areas in Baltimore" in 1933, Residential security map of Baltimore in 1937, and the Baltimore Low Rent Housing Survey in 1941, among others.

Racism was not just a personal belief of individuals but became one of the underlying principles in Baltimore's planning and housing policies. These 20th Century planning and housing policies, codified in law, benefited and provided more opportunities to White neighborhoods, and harmed and drastically limited the opportunities for Black Baltimoreans. Defining neighborhoods as blighted because of the presence of Black residents led to devaluation of property value, wholesale acquisition and demolition of neighborhoods, limited housing opportunities, and displacement of Black Baltimoreans.

Between 1951-1971, these underlying racist ideas and policies led to around 75,000 residents being displaced, with Black residents making up 80% or more of the total. These displacement efforts exacerbated worsening housing conditions for Black individuals and families, in an already hyper-segregated Baltimore. In 1943, Black residents represented one fifth (20%) of Baltimoreans but lived on just one fiftieth (2%) of Baltimore's land mass.

Automobiles and Baltimore Planning

Accommodating the automobile has been one of the primary planning issues in Baltimore and throughout the country since the 1910s. This is seen in the huge efforts to plan for and also the efforts to fight against the building of limited access highways in Baltimore City. These planning efforts as well as the construction of I-395, I-83, I-895 and the I-95 tunnels, and a portion of I170 in West Baltimore had negative effects on

many Baltimore neighborhoods, in which disproportionately affected Black communities.

In 1906, Baltimore's first auto show invited the City's 700 auto owners. In 1910, Baltimore had 4,000 registered automobile owners. In 1920, the number jumped to 55,000 owners, and by 1940, there were 175,000 registered automobile owners in the Baltimore area. In 2023, there were 237,767 automobiles in Baltimore and 669,084 automobiles in Baltimore County.
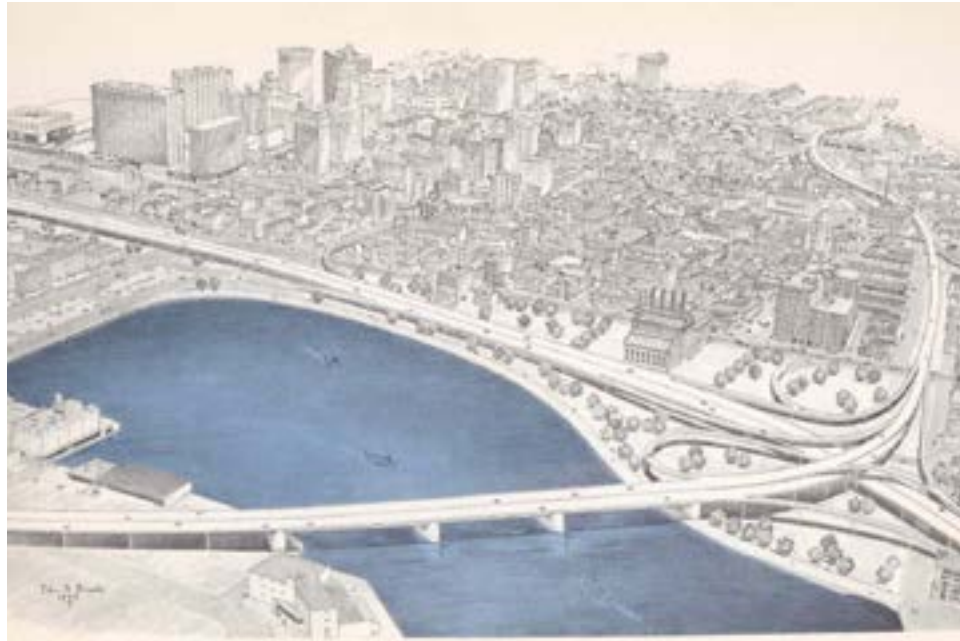
1959 illustration by Edward S. Black showing unbuilt sections of elevated highway through Inner Harbor and across Federal Hill.

Since 1943, Baltimore City in coordination with state and federal partners planned for approximately twelve different routes of highways through Baltimore, which affected more than 55 neighborhoods. Once a highway route was planned and became public, it inadvertently stunted maintenance of houses and precipitously diminished property values within and near the planned routes. Approximately 1.2 miles of a portion of the I-170 corridor was built in West Baltimore between the Poppleton and Harlem Park neighborhoods which demolished 20 city blocks and destroyed 970 dwelling units in a primarily Black community. Today we are still dealing with the negative impact of these effort.

Baltimore Today

Population

Fifty years ago, Baltimore City was the largest jurisdiction in the region with a population of 900,000. Today, Baltimore City is the third largest jurisdiction in the region, slightly smaller than Anne Arundel County and considerably smaller than Baltimore County. Smaller suburban jurisdictions in the region also grew rapidly over the last fifty years, with Howard County's population quintupling from 60,000 to 330,000.

FIFTY YEARS OF SHRINKING HOUSEHOLD SIZE

Over the last fifty years, household sizes have been shrinking across the country, state, and region. In 1970, the average American household was 3.14 people, whereas in 2020, the average American household is 2.55 people. From 1970 to 1990, Baltimore City's household size fell along a similar trajectory to the rest of the country. However, over the last thirty years, Baltimore's household size has fallen more rapidly, with an average household size of 2.26 today.

This trend is not surprising as cities increasingly have more singles, young couples, empty nesters, and non-traditional households while suburbs tend to have more families with children. The decrease in household sizes explains why Baltimore City's population shrank over the last decade while the number of households grew.

SHIFTING POPULATION WITHIN BALTIMORE CITY

While Baltimore City as a whole lost population from 2010 to 2020, some areas of the City grew. Generally speaking, downtown and waterfront areas had the

Legend:
- More than 10%
- 0% to 10%
- -10% - 0%
- -20% to -10%
- More than -20%
- Institutional or Industrial
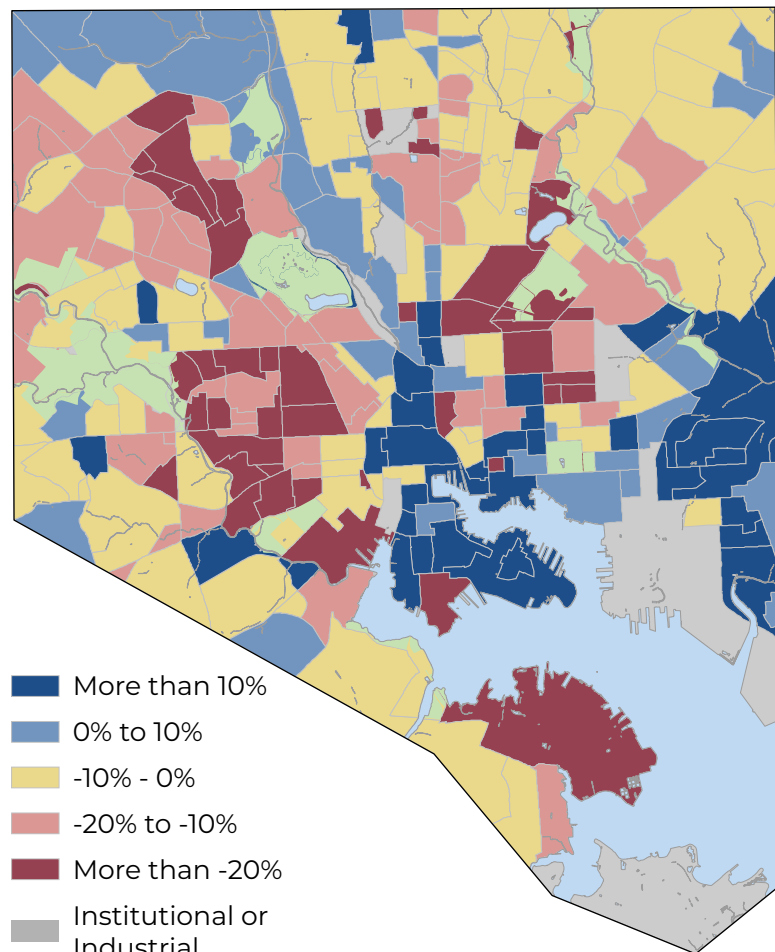
Map 1. **Population change by neighborhood, 2010-2020**
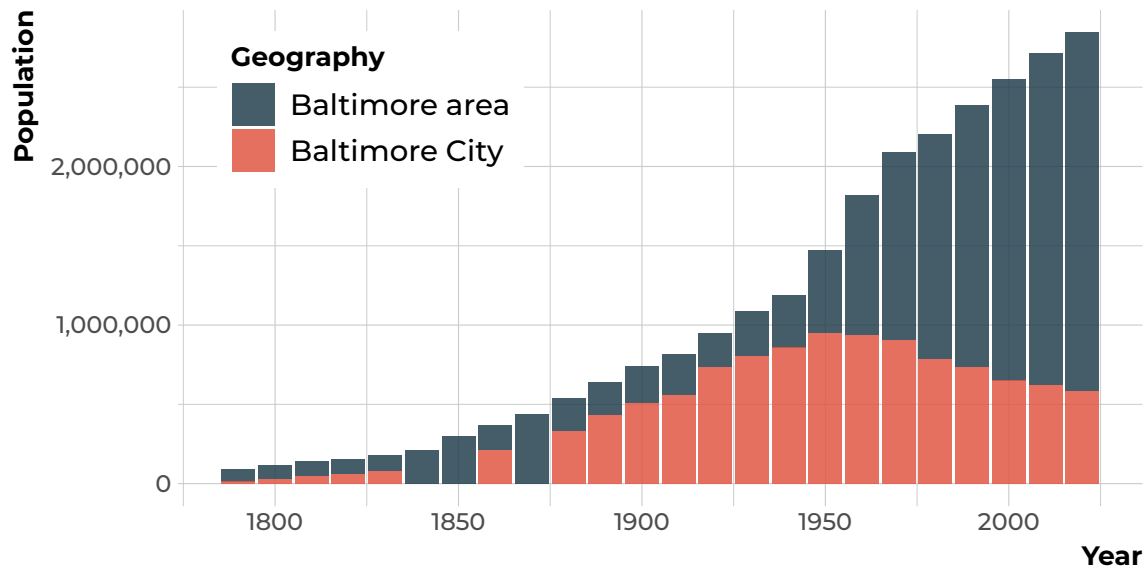
Combined data used for 1840, 1850, and 1870. Source: IPUMS
NHGIS, University of Minnesota, www.nhgis.org.

FIGURE 1. *Baltimore City and Baltimore metro area county population, 1970-2010*

While Baltimore City population peaked in 1940, the population of the overall metropolitan area has continued to grow. For this plot, the Baltimore area population includes all current metro area counties excluding Baltimore City. NHGIS data used for this figure combines Baltimore City and County population data for 1840, 1850, and 1870.

highest percentage population growth. Population growth was largely in areas with significant new development.

In the past, population loss has been largely framed as White flight to the suburbs. However, in this last decade, majority Black neighborhoods had the largest population losses. The areas with the most distressed housing markets experienced the highest percentage population loss.

POPULATION LOSS IN BALTIMORE COMPARED TO OTHER CITIES

Only four cities with a population over 400,000 lost population from 2010 to 2020: Detroit, Baltimore, Milwaukee, and Memphis. Of these, only Detroit lost a higher percentage than Baltimore. Most cities with similar percentage population loss as Baltimore have populations around 250,000: Cleveland, Shreveport, Toledo, St. Louis, and Birmingham.
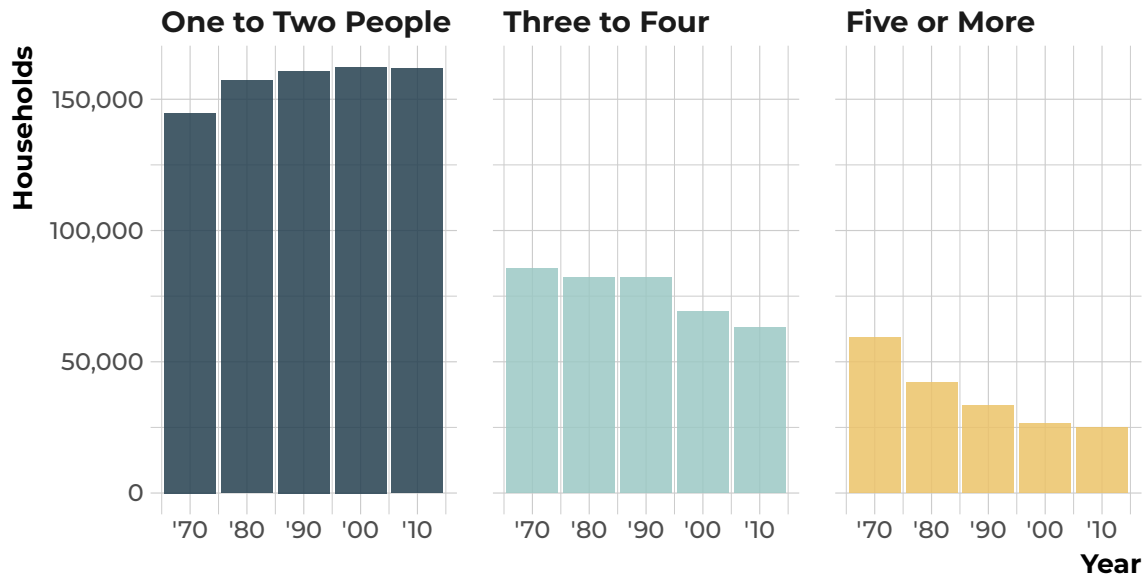
Source: IPUMS NHGIS, University of Minnesota, www.nhgis.org.

FIGURE 2.   *Change in number of households by household size for Baltimore City, 1970-2010*
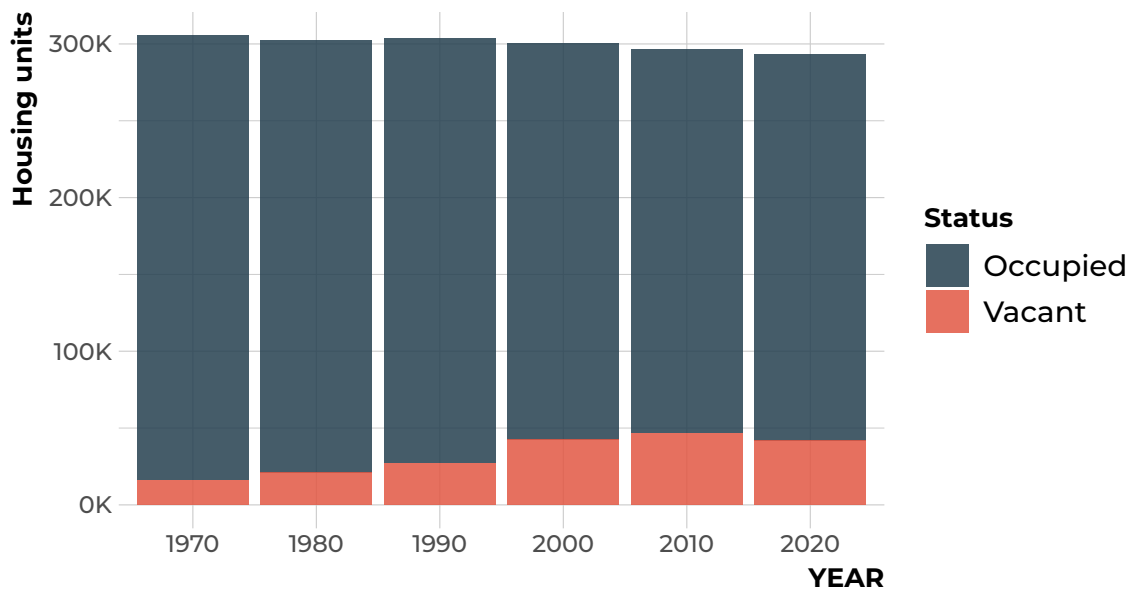
Source: IPUMS NHGIS, University of Minnesota, www.nhgis.org.

FIGURE 3.   *Baltimore City housing units by occupancy, 1970-2010*

The number of vacant housing units in Baltimore City increased from 1970 to 2010 but declined over the past decade.

Demographics and Employment

RACE AND ETHNICITY

Baltimore City and Maryland's demographics are nearly inverse of each other, although that is shifting. Baltimore is approximately 60% Black and 30% White; whereas Maryland is approximately 30% Black and 50% White (was 60% White ten years ago). In Baltimore, the Black population shrank 6.5% from 2000 to 2020, whereas the Black population in Maryland grew 1.5%. In both Maryland and Baltimore City, the percentage of people who identify as more than one race or a race other than Black or White has tripled since 2000. The Latino population in Baltimore City has more than quadrupled in the last twenty years while Maryland's Latino population has nearly tripled.
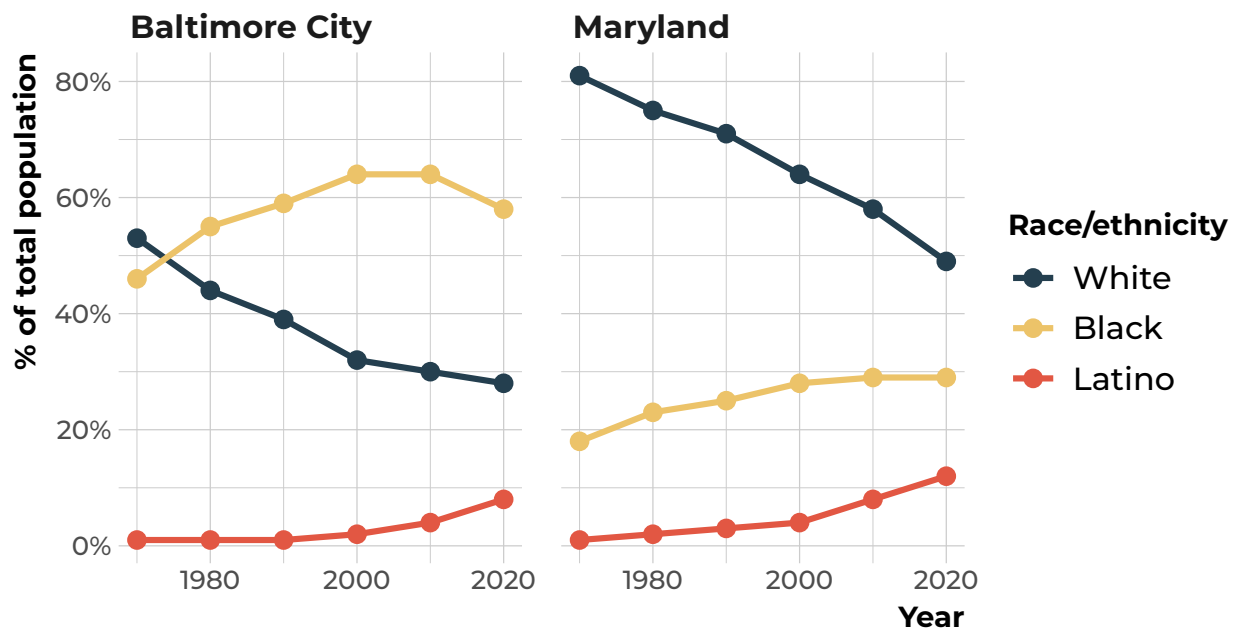
Source: IPUMS NHGIS, University of Minnesota, www.nhgis.org.

FIGURE 4.   *Change in population by race/ethnicity for Baltimore City and Maryland, 1970-2010*

White and Black categories include non-Latino White and non-Latino Black population only.

INCOME AND POVERTY

Median incomes in Baltimore City increased by 7.7% from 2016 to 2021, which is a larger increase than most other counties in Maryland. However, even with this recent increase, the median household income in Baltimore City in 2021 was the third lowest in the State at $54,000. Median household income in Baltimore County was $82,000 and for the State of Maryland was $91,000.

One of the driving factors for Baltimore's low median income is the high poverty rate. Approximately 20% of Baltimore City residents live in poverty, tied with Somerset County for the highest rate in the state. In contrast, only 9% of Baltimore County residents live in poverty, the same as the statewide average. The poverty rate is very uneven across the City, ranging from less than 10% in parts of north and northeast Baltimore to more than 50% in Poppleton.

10% or less
10-20%
20-30%
30-40%
40-50%
50-58.2%
No data
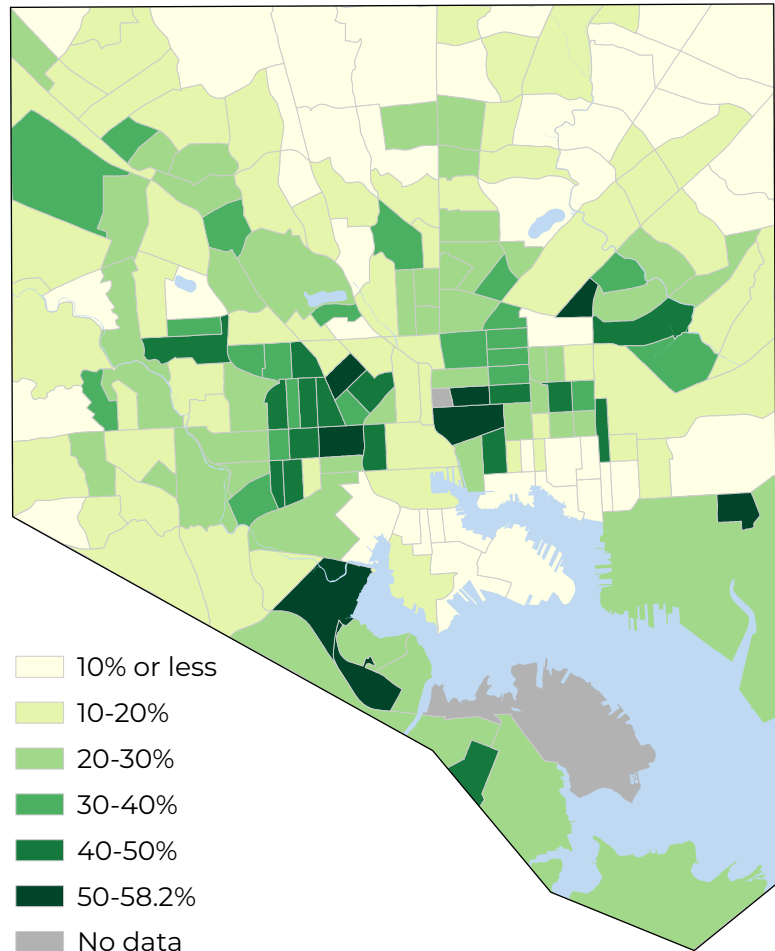
Map 2. **Income below poverty level in past 12 months.**
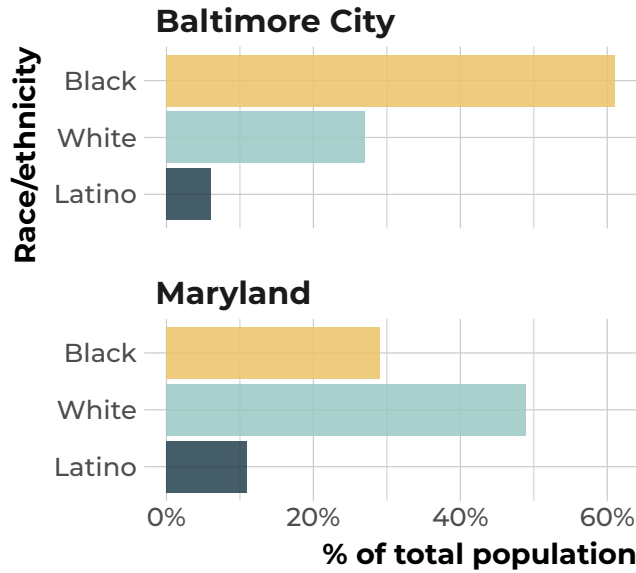
Source: 2018-2022 ACS 5-year Estimates, Table B03002.
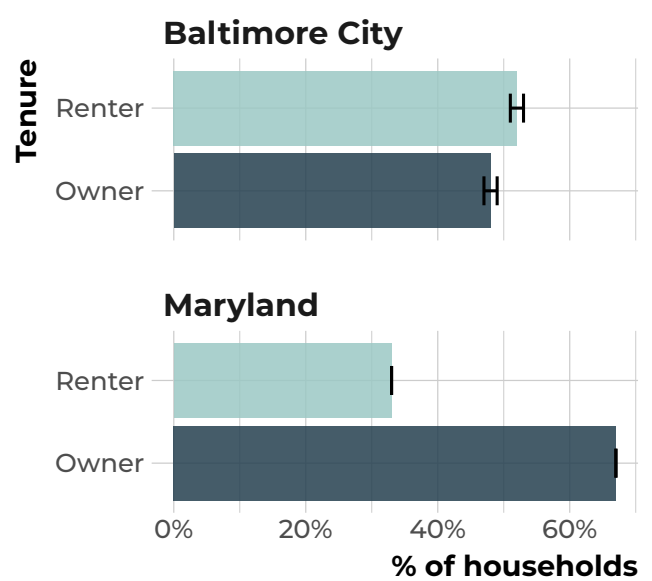
Source: 2018-2022 ACS 5-year Estimates, Table B25003.
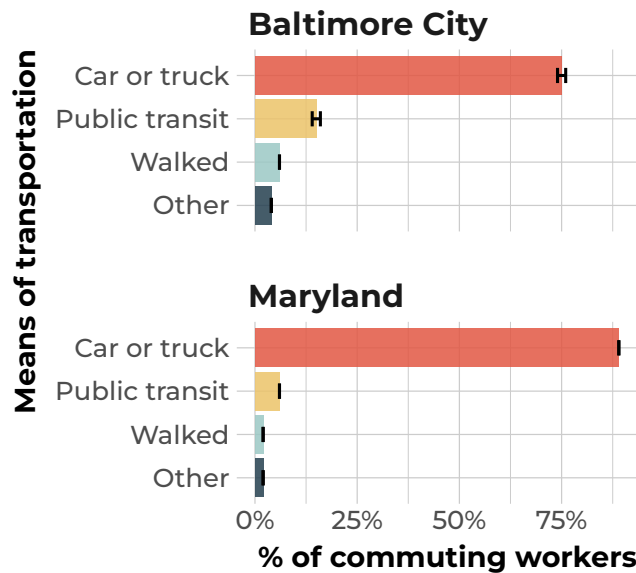
Source: 2018-2022 ACS 5-year Estimates, Table B08134.
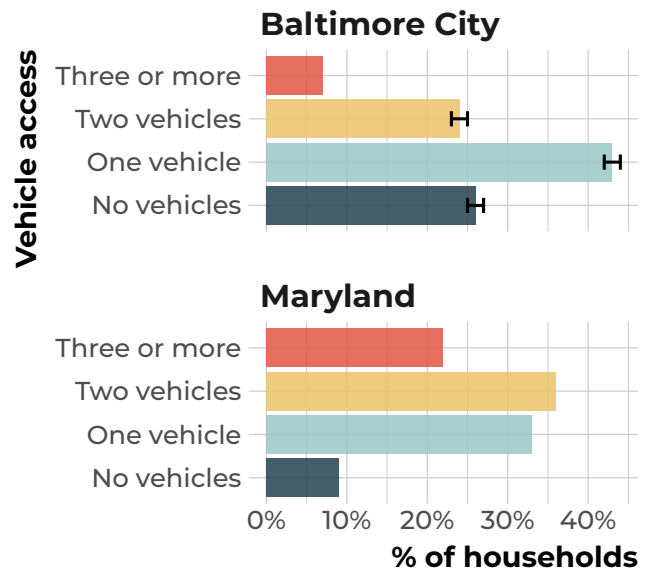
Source: 2018-2022 ACS 5-year Estimates, Table B08201.

FIGURE 5. *Comparison of Baltimore City and Maryland for select demographic characteristics*

The American Community Survey (ACS) from the U.S. Census Bureau is most current and detailed source of information about demographic and housing characteristics. Unless otherwise noted, the source for demographic plots and maps in this section is the 2018-2022 ACS 5-year Estimates.

AGE

The population of young adults, age 20-34, and older adults, 55+, has grown over the last two decades despite overall population loss. Baltimore's population loss over the last two decades has been concentrated among middle-aged residents and children. These trends align with the observations above regarding a growing number of smaller households. Despite significant losses of middle-aged residents and children, together these two age cohorts still make up 50% of the City's population, compared to 54% of the state's population.

JOBS

Many jobs in Baltimore City are held by residents that don't live in the City, and many City residents are employed outside of the City. There are almost 65,000 more private primary jobs located in Baltimore City than held by City residents. The biggest mis-match is in the retail sector and the health care sector, with residents leaving the City for retail jobs and non-residents filling health care positions in the City. Therefore, it is not surprising that jobs located in the City pay better than City residents earn and require a higher level of education. Although Baltimore City is only 27% White, 55% of jobs located in Baltimore City are held by White workers.

COMMUTE TIMES AND VEHICLE ACESS
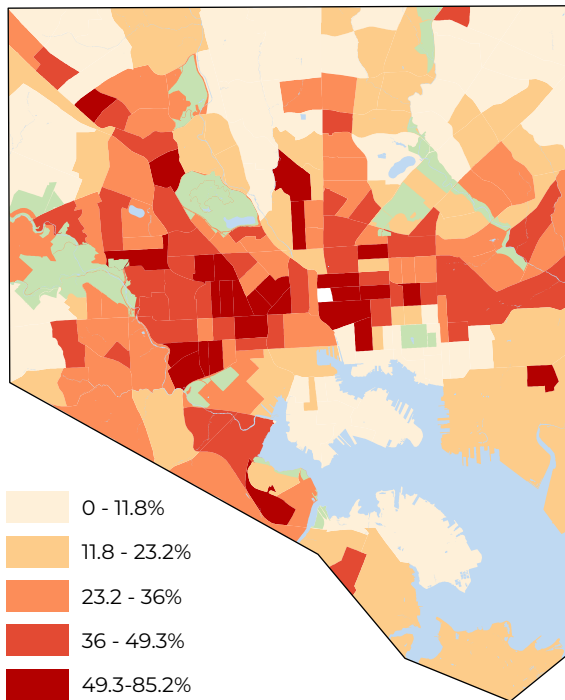
Map 3. **Percent of households with no vehicle available by Census tract**

Source: 2018-2022 ACS

Legend:
- 0 - 11.8%
- 11.8 - 23.2%
- 23.2 - 36%
- 36 - 49.3%
- 49.3-85.2%
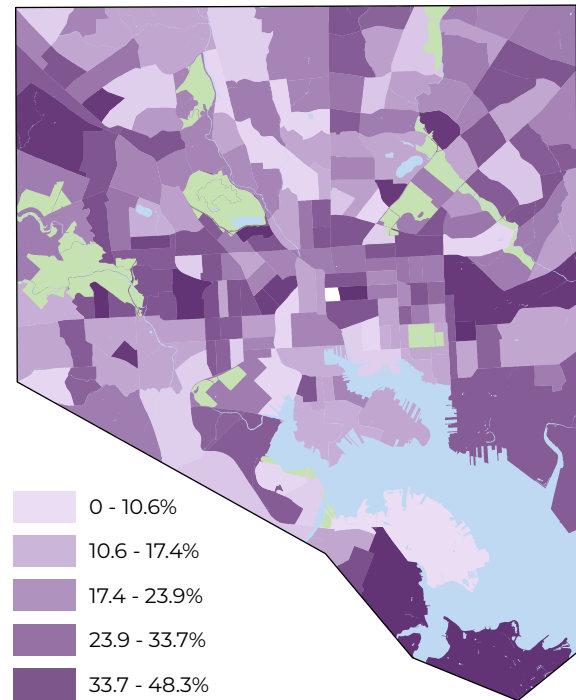
Map 4. **Percent of commuting workers with 45 min. or more travel time by Census tract**

Source: 2018-2022 ACS

Legend:
- 0 - 10.6%
- 10.6 - 17.4%
- 17.4 - 23.9%
- 23.9 - 33.7%
- 33.7 - 48.3%

Despite being relatively close to the downtown job center, East and West Baltimore have the highest proportion of residents with commutes higher than 45 minutes. Not surprisingly, these areas also have the highest proportion of residents without vehicles. Similarly, northwest Baltimore, despite being along the subway line, also has a high proportion of residents with higher commute times than many other parts of the city.

Growth & Retention

Rendering of redevelopment at Perkins Homes

Introduction

Baltimore is on the precipice of a renaissance. Across the public and private sectors, we are seeing unprecedented levels of investment. We are investing across all neighborhoods, tailoring the type of investment to the needs of each neighborhood. We are focused on building a city longtime Baltimoreans can enjoy and thrive in.

Where and how is Baltimore City investing in neighborhoods to support existing residents?

- The City is investing in *all* neighborhoods, using analysis of the housing market to tailor investment strategies to each neighborhood.
- The City has established a toolkit of strategies to invest in working class and middle-income neighborhoods where the housing market is vulnerable to decline.
- The City is undertaking block-by-block planning and intervention efforts in low-income neighborhoods that are poised for growth.
- The City is implementing a multi-pronged effort to increase open space and connectivity to improve neighborhood quality of life.

These investments will also make neighborhoods attractive for newcomers, but the primary emphasis is on making neighborhoods work for the people who live there today.

Where are the opportunities for growth?

- The Land Use Map provides a guide for future growth, identifying locations where higher-density development is being encouraged.

- One of the greatest opportunities for growth in the coming years is along the Red Line and other transit corridors.

- There is demand for new residential construction throughout the City, and there is land available to build upon throughout the City.

- There are many major development projects already underway or in the planning stages, and each of these projects will likely spur additional growth.

Cities must grow and change in order to thrive, but it is essential that this growth does not displace, or otherwise harm, existing residents. We are planning for growth that is equitable and sustainable. It will honor the culture and history of our City and residents, bringing every community member along as Baltimore enters its next chapter.

Infill development in the Barclay neighborhood.

Housing Market Typology

The Housing Market Typology is a tool to help residents and policymakers identify and understand the elements of their local real estate markets. It is built on local administrative data and validated with local experts. Using the Housing Market Typology, public officials and the private sector can more precisely target intervention strategies in weaker markets and support equitable growth in stronger markets.

KEY TERM
A typology is a classification or grouping by type. The Housing Market Typology is a map that groups neighborhoods that have similar housing market characteristics, such as sales price and ownership rates.

The typology has four primary purposes:

1. **Match public resources to neighborhood housing market conditions.** The City invests in every neighborhood. The typology helps City officials strategically target limited resources where they are most impactful.

2. **Inform neighborhood planning efforts.** The typology, and its underlying data, help neighborhoods understand the housing market forces impacting their communities.

3. **Understand and address distributional equity.** The typology is used to target public resources and investment to explicitly address potential racially disparate outcomes.

4. **Analyze changes to the housing market over time.** Baltimore City has worked with The Reinvestment Fund since 2003 to update the Housing Market Typology approximately every three years. In addition to preparing the typology, The Reinvestment Fund has identified areas that have experienced change over time

Methodology

The typology is a housing market classification scheme based on quantitative data and a statistical method called "Cluster Analysis". Cluster analysis is a statistical method that is applied to data that show "natural" groupings or clusters. Cluster analysis sorts the data and groups census block groups with similar data characteristics. Members of a cluster are relatively similar to each other while collectively being dissimilar to those outside the cluster.

Each time the cluster analysis is performed, the characteristics of the clusters may be different. Therefore, while we re-use the same labels from one Housing Market Typology to the next, there is not a defined sales value or homeownership rate associated with any given cluster that stays consistent from one version to the next.

2023 Housing Market Typology

For the 2023 Housing Market Typology, the following eight variables were aggregated to the census block group level, allowing for a detailed analysis of traditional city neighborhoods:

Home sales, 2020-2022: Median price of homes sold (condo adjusted and bulk sales excluded), 2020q3 – 2022q3

Coefficient variance: Variance of home prices (condo adjusted and bulk sales excluded), 2020q3 – 2022q3; higher numbers mean more variance in sales prices within the cluster

Homeownership: Owner Occupied Homes, 2022

Parcel File

Permits, 2020-2022: Residential Parcels with $10k+ Permit Value, 2020q3 – 2022q2

Vacancy: Vacant Land Area (Buildings and Land)

Foreclosure: Foreclosure Filings as a % of Owner-Occupied Homes

Subsidy: Share of Occupied Housing Unit with a Rental Subsidy, 2022

Housing units by acre: Residential Density

A		G
B		H
C		I
D		J
E		Non-residential
F		
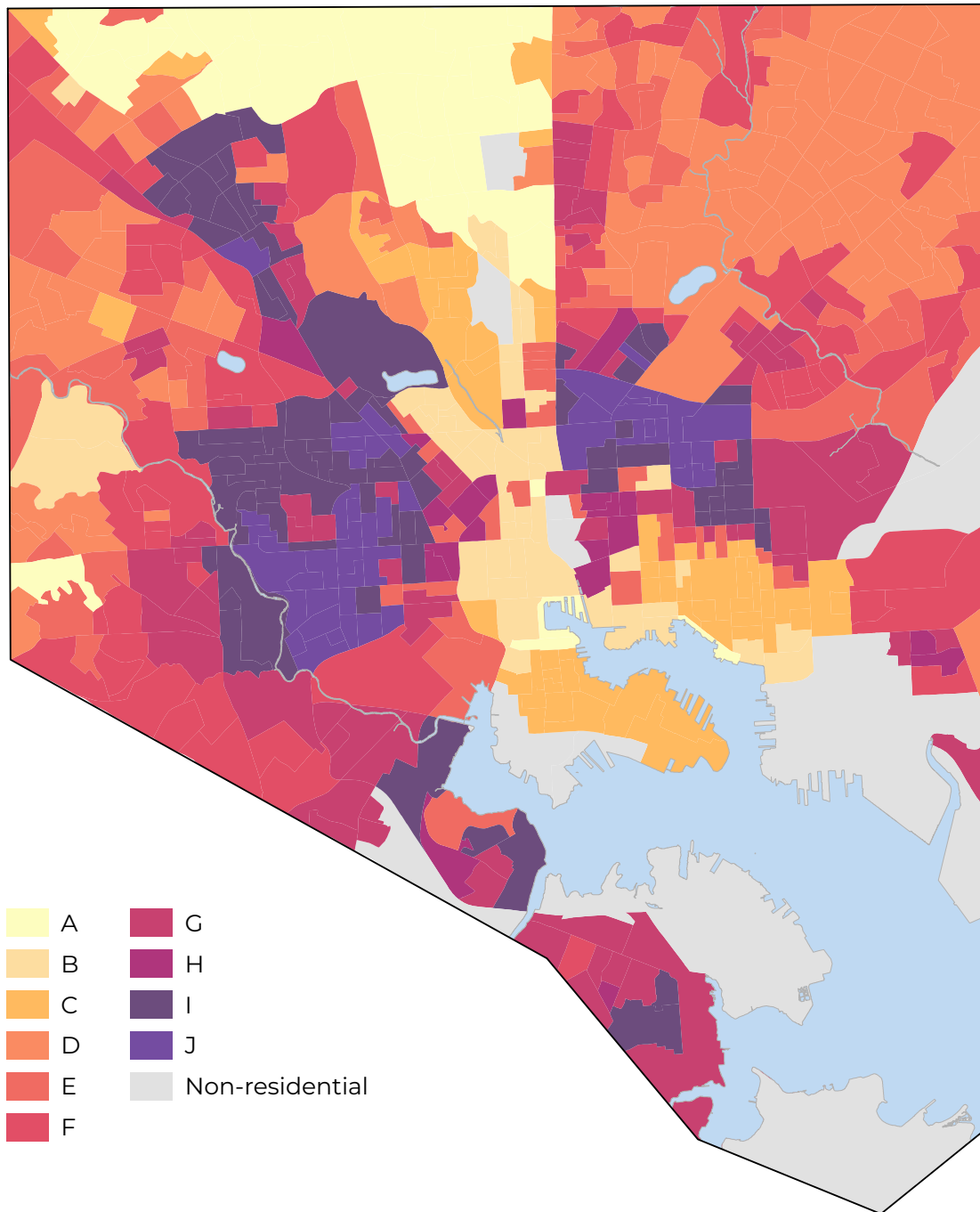
Map 5. 2023 Housing Market Typology

2023 Housing Market Typology.

		Median Sales Price	Sales Price Variance	Foreclosures as % of sales	% of Land either Vacant Building or Vacant Lot	% Owner-Occupied	% Residential Properties >$10k Permits
A	30	$482,888	0.06	0%	0%	69%	0%
B	49	$306,949	0.46	2%	3%	16%	8%
C	61	$287,342	0.36	0%	2%	57%	5%
D	96	$211,471	0.39	1%	1%	66%	5%
E	71	$184,693	0.47	1%	4%	23%	6%
F	76	$129,398	0.47	1%	2%	52%	4%
G	78	$86,386	0.60	2%	9%	33%	6%
H	20	$96,866	0.63	3%	6%	11%	4%
I	77	$54,246	0.82	2%	22%	26%	7%
J	48	$33,446	0.88	2%	35%	18%	6%

Housing Market Typology characteristics

Characteristics of A-C Markets

- A markets have the highest sale prices and the highest share of homeowners
- B markets are high priced, renter-occupied markets with some subsidy and many multifamily units
- C markets have low sale price variation and low distress
- A markets have the lowest housing density in the city, B markets have the highest

Characteristics of D-F Markets

- Sales prices around the citywide average
- D has some of the highest shares of homeowners, E is mostly renters
- F has lower than typical sale prices but low distress

Characteristics of G & H Markets

- Sales prices are below citywide average
- H markets have the highest share of renters with subsidy
- Although sales prices in G markets are about half of the city average, G markets have typical levels of investment and distress

Characteristics of I & J Markets

- Much higher vacancy rates than other clusters
- Predominately renter occupied
- Both I and J areas have higher than typical rates of permitting activity
- Highest variation in sale prices and lowest typical sale prices

Formerly Redlined Neighborhoods

If we look at an overlay of formerly redlined neighborhoods and the Housing Market Typology, we can see that several formerly redlined neighborhoods, such as Canton and Locust Point, enjoy strong real estate markets today, while most formerly yellow-lined neighborhoods have the weakest housing markets today.

In essence, the phrase "formerly redlined neighborhoods" serves as shorthand for neighborhoods suffering from historic, and racially motivated, disinvestment patterns. While less well known, the Housing Market Typology is a more precise tool for understanding where disinvestment is affecting neighborhoods today.

In contrast to the redlining maps that were used to prevent and discourage investment in neighborhoods where Black residents were living or moving, the Housing Market Typology is used to direct and encourage investment in weaker real estate markets, most of which are predominantly Black neighborhoods.

HOLC designation
- A - "Best"
- B - "Still Desirable"
- C - "Definitely Declining"
- D - "Hazardous"

Source: Home Owners Loan Corporation (redlining) data from Mapping Inequality. Housing data from Baltimore City Department of Housing and Community Development.
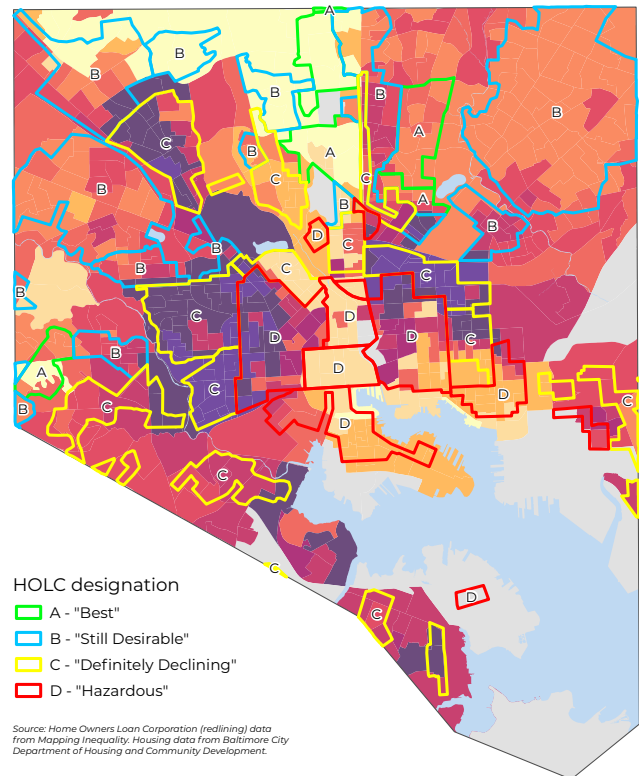
Map 6. Redlining and Housing Market Typology

Using the Housing Market Typology

The Department of Housing and Community Development (DHCD) tracks spending by type of investment and market typology. The headline below indicates that in FY22, 82% of DHCD dollars were invested in historically redlined communities, which is a shorthand referring to types G to J.
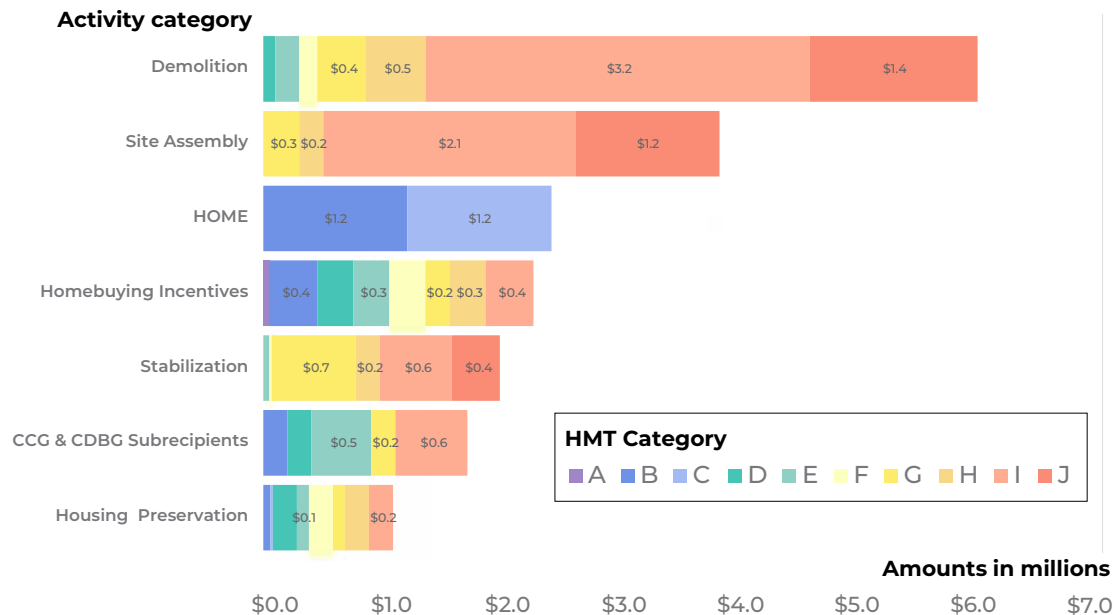
FIGURE 6. *DHCD FY21 Spending by activity and market typology category*

As you can see, investments were targeted based on housing market conditions. For example, although some demolition dollars were spent in every typology from D to J, demolition dollars were mostly spent in areas with the weakest housing market (I and J typologies). Similarly, site assembly resources were concentrated in weaker housing markets (G to J typologies), as these areas have the most vacant land and vacant buildings. In contrast, homeownership and housing preservation resources were more evenly distributed across all typologies, with the highest concentration in middle market neighborhoods (D to F typologies), as these are critical strategies for preserving the stability of these neighborhoods.

The City invests in every neighborhood, but that investment takes a different form depending on the market conditions and needs of each neighborhood. The typology helps City officials strategically target various resources where they are most impactful. Table 1 on page 63 summarizes how the most common community development strategies and investments are typically deployed across the market types.

TABLE 1. *Development strategies by Housing Market Typology category*

COMMUNITY DEVELOPMENT STRATEGIES	A-C	D-F	G-H	I-J
Plans and programs				
Quality services and infrastructure	X	X	X	X
Middle Neighborhoods		X	X	
Impact Investment Areas			X	X
Vacant Housing Initiative			X	X
Green Network			X	X
Stabilization and demolition				
Emergency demolition	X	X	X	X
Targeted stabilization and demolition		X	X	X
Whole block demolition			X	X
Affordable housing				
Preserve and improve existing affordable housing	X	X	X	X
Build mixed-income housing*	X	X	X	X
Build quality affordable housing*	X	X	X	X
Anti-displacement strategies			X	X
Low Income Housing Tax Credit (LIHTC)	X	X	X	X
Affordable Housing Trust Fund (AHTF)	X	X	X	X
HOME Investment Partnerships Program (HOME) Grants	X	X	X	X
Incentives and grants				
Home Buyer Incentives		X	X	X
Home Improvement Incentives		X	X	X
Community Catalyst Grants		X	X	X
Community Development Block Grant (CDBG)		X	X	X
Developer Incentives		X	X	X
Code enforcement and litigation				

COMMUNITY DEVELOPMENT STRATEGIES	A-C	D-F	G-H	I-J
Routine code enforcement	X	X	X	X
Vacant structure $1000 citation	X	X		
In-rem foreclosure		X	X	X
Receivership		X		

*In stronger market neighborhoods, it is essential to build affordable housing as part of mixed income developments. In weaker market neighborhoods, affordable housing should be developed as part of a community development plan.

Community Development Framework

In 2019, The Department of Housing and Community Development (DHCD) released the **Framework for Community Development.**

This document outlined the City's first comprehensive theory of development for the City. In it, DHCD identified three types of neighborhoods:

1. **Impact Investment Areas:** Park Heights, West, Coldstream Homestead Montebello, Broadway East, Johnston Square, Southwest, and East Baltimore Midway.

2. **Middle Market Neighborhoods:** Typically, neighborhoods identified as market types D to H.

3. **Asset Building Areas:** Typically, neighborhoods identified as market types I and J and all others are not captured by the prior two categories.

Since 2019, DHCD, through the Mayor's Neighborhood Sub-Cabinet, has overseen this comprehensive revitalization strategy. They work in close collaboration with neighborhood Community Development Corporations (CDCs), community associations, and other key partners to implement this strategy.

Legend:
- ▭ Impact Investment Area
- ■ Stronger market
- ■ Middle market
- ■ Asset building
- ■ Nonresidential

Map 7. Community Development Framework areas

Residential street in the Mid-Govans neighborhood.

Middle Neighborhoods

What are middle neighborhoods?

Middle neighborhoods are home to middle- and working-class families, and hover between growth and decline. Modest investments in middle neighborhoods can sustain these communities as safe, affordable places that offer a high quality of life and access to opportunity.

Middle neighborhoods are neither the most disinvested nor the wealthiest, communities of Baltimore City. They are the neighborhoods in the middle of the Housing Market Typology, D-H. They have many assets and high but declining rates of homeownership. The populations living in these neighborhoods are often more vulnerable than other neighborhoods. Middle neighborhoods are typically more racially diverse, with older populations compared to the rest of the City. They make up the majority of Baltimore City's total population.

Why is investing in middle neighborhoods important?

Investing in middle neighborhoods is an important way to invest in the residents who live there. Homeownership is one of the most important wealth-building tools in America. Declining middle neighborhoods mean that the residents who do own homes there are seeing declining asset values and home equity. This, in turn, hurts the chance to fulfill the American Dream. Additionally, middle neighborhoods play a crucial role in maintaining urban stability and community well-being.

A renewed effort to focus on middle neighborhoods was identified in The Department of Housing and Community Development's (DHCD) community development framework, "A New Era of Neighborhood Investment: A Framework for Community Development" released in 2019:

> "[Middle neighborhoods] are critical to the success of the overall city and are home to most of Baltimore's home-owners. These homes gener-ate wealth over generations for many families whose future security is inextricably tied to their communities' ongoing success. These are largely stable, highly livable, and resilient communities, but unfortunately, they have historically received little benefit from national and local housing policies that have often failed to support the middle class. At this time, many suffer from deeply embedded demographic challeng-es. In some, many longtime homeowners and residents are aging and unable to maintain their homes. In others, the homes built to house large families are struggling in a market where smaller household sizes are now the norm. As a result, many middle neighborhoods in Baltimore—and across the country—face difficulty in attracting and retaining family households."

□ Middle housing market
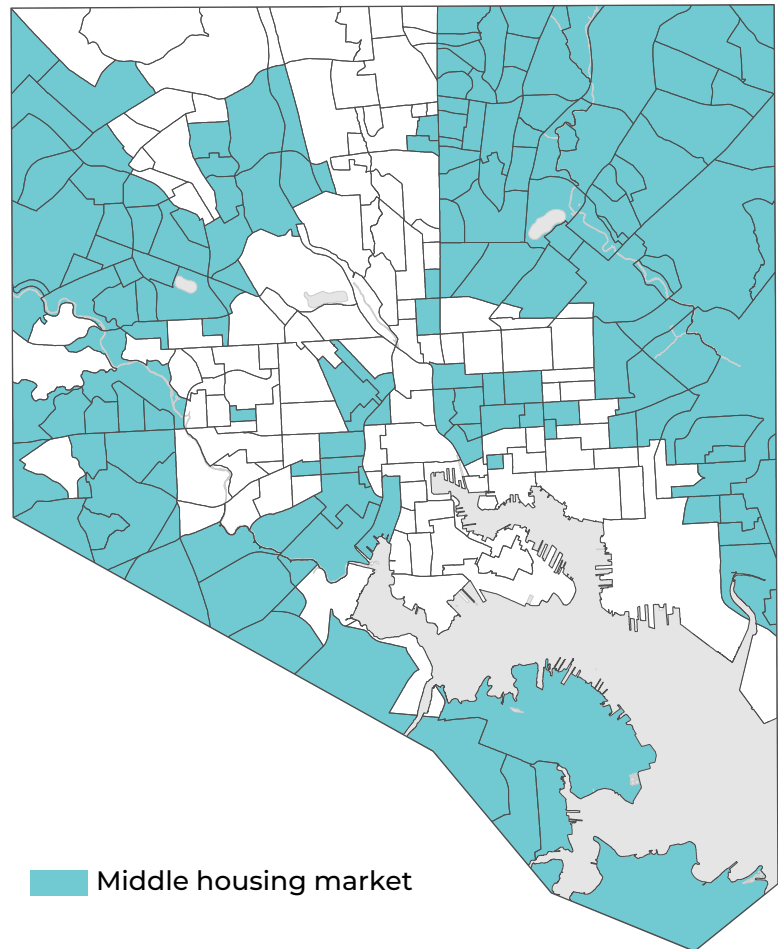
Map 8. Middle housing market neighborhoods

Middle category derived from 2023 Housing Market Typology.

In his paper, "America's Middle Neighborhoods: Setting the Stage for Revival," Allan Mallach describes the importance of middle neighborhoods as spaces for economic, racial, and ethnic diversity as well as potential destinations for upwardly mobile residents. He also notes that middle neighborhoods are valuable urban assets:

> "Middle neighborhood decline has dire consequences for the neighborhoods themselves and for the cities and metros in which they are located. At the most basic level, these neighborhoods represent a large part of each city's tax and economic base. Declining property values and abandoned houses mean lower property tax revenues, while the flight of the middle class means reduced municipal income or wage tax revenues. The impact of a decline in one neighborhood can easily spill over into adjacent neighborhoods, either destabilizing areas that still contain valuable assets or rendering the process of revitalizing nearby distressed areas that much more challenging. The value of strong middle neighborhoods to their cities, however, goes beyond their fiscal value, important as that is. They have traditionally contained a disproportionate share of the pool of engaged citizens, the people who serve in public office, on non-profit boards, and who become involved with the city's parks and schools.

> Vital middle neighborhoods can remain not only places of opportunity for upwardly mobile urban families and immigrants but may be able to accommodate a share of the nation's population growth over the coming decades in ways that are likely to be not only more cost-effective but more environmentally sustainable than new development and the continued outward expansion of metropolitan areas."

Failing to invest in middle neighborhoods could have severe economic consequences at the individual level and the municipal level.

Middle Neighborhood Strategy Toolkit

A workgroup convened by the Department of Planning (DOP) developed a toolkit of strategies to invest in middle neighborhoods. The toolkit identifies strategies tailored to various stakeholders in middle neighborhoods: homeowners, home buyers, renters, and communities.

TABLE 2. *Middle Neighborhoods strategy toolkit*

TARGET GROUP	STRATEGIES
Homeowners	Exterior improvement grants; home improvement loans, grants, tax credits (legacy homeowners, seniors); Renovation guide on managing renovation projects, hiring professionals; Garage and fence demolition
Homebuyers	Promotion of all available homebuyer incentive programs, e.g. down payment and closing cost grants, Homestead Tax Credits, state/local historic tax credits, energy efficiency programs, etc. Renovation pattern book for developers Loans and grants to developers to do quality rehab for homeowner purchase Appropriate Loan Products for purchase and rehab, including small dollar mortgages
Renters	Housing counseling, coaching and credit repair for long-term renters who want to become homeowners. Rehab loans for landlords with commitment to keep units affordable for long term renters. Homebuyer Clubs + Trainings and housing counseling for parents and staff in Community Schools Tenants Rights Trainings in Partnership with Community Associations and Public Justice Center
Communities	Community organizing to build cohesion and social fabric and to develop and maintain relationships Data analysis - market analysis knowledge for stakeholders and communities Targeted intervention buying, receivership auctions, streamlined code enforcement Attention to quality-of-life issues-sidewalks, curbs, roads, trees, crime Placemaking activities-e.g. block projects, events, gathering spaces, Main Street beautification

Implementing the Middle Neighborhood Strategy

In 2021, the City committed nearly $10 million in American Rescue Plan Act (ARPA) funding towards middle neighborhood investments. ARPA-funded initiatives will target 26 of 146 middle neighborhoods identi-fied in the 2017 Baltimore City Housing Market Typology.

These initiatives have five focus areas:

1. Liberty Road Corridor,
2. York Road Corridor,
3. BENI/Berea area,
4. the Edmondson Village area, and
5. the Middle Branch area.
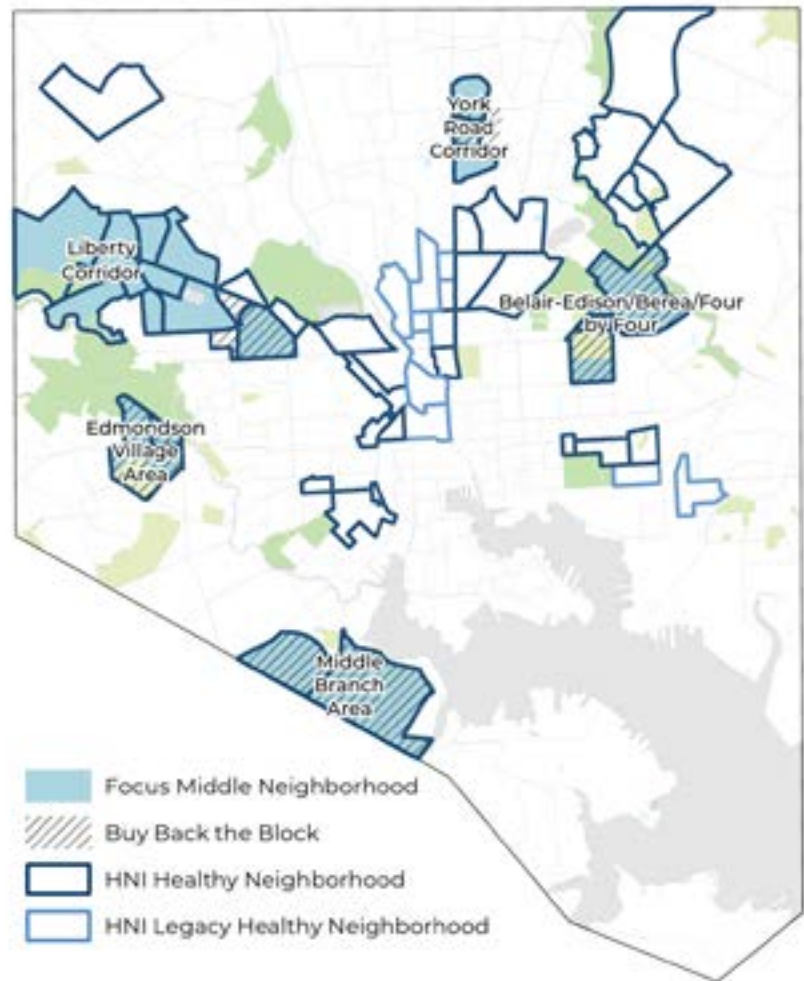
Map 9. **Middle neighborhood strategy**

These neighborhoods were prioritized based on housing market data, population demographics (such as race and age), neighborhood school criteria, and population loss.

TABLE 3. *ARPA-funded Middle Neighborhoods investment strategies*

STRATEGY	AMOUNT	WHO IT IS FOR	DESCRIPTION
Wealth Building Home Repair Grants for Legacy Residents	$4M	Homeowners Homebuyers	Offering up to $30,000 for home repairs to legacy homeowners who have lived in their homes for 15 years or more, and up to $10,000 for homeowners for exterior improvements.
Middle Neighbor-hood Developer Incentive Program	$1.29M	Homeowners	Targeted development incentives aimed at providing funding for organi-zations, non-profits, and single-family primary homeowners who are in the process of completing extensive renovation of vacant homes in middle neighborhoods.
Buy Back the Block Down Payment Assistance	$3.4M	Renters	The Live Baltimore Buy Back the Block program provides grants to city renters to buy homes in the areas where they currently live including a $10,000 home purchase grant or $20,000 purchase and renovation grant.
Community Organizing Support	$1.325M*	Homebuyers Communities	Healthy Neighborhoods, Inc. is leading the community engagement for the Middle Neighborhoods Strategy.by deploying organizers in target neigh-borhoods to promote the availability of City resources and build the capacity of communities and residents through training, housing counseling, and block projects. All of these efforts serve to market middle neighborhoods and strengthen the fabric within middle neighborhoods.

Source: Baltimore DHCD. Amounts listed are approximate. Casino Local Impact Funds ($325k) support HNI's work in Lakeland/Cherry Hill in South Baltimore.

In addition to the ARPA investments listed, Baltimore City is investing additional re-sources in middle neighborhoods. DHCD of-fers a range of services, including weatherization, lead hazard reduction, and Healthy Homes. The City is also leveraging its partnership with Healthy Neighborhoods Inc (HNI) to offer below market mortgag-es and matching grants to Middle Neighborhood Focus Areas.

Priorities and feedback were collected through a series of "Community Conversations" held in each Impact Investment Area.

Impact Investment Areas

Impact Investment Areas (IIA) offer near-term opportunities to achieve inclusive, economically sustainable growth through interagency and public collaboration.

Impact Investment Areas represent a change in the City's development strategy. Historically, the City dispersed small amounts of funding throughout the whole city. With IIAs, the City has pursued larger, geographically targeted neighborhood development. The goal of this newer development strategy is to concentrate funding and operational investments to create market growth. The theory is that by investing in ten to

Impact Investment Areas have:

1. High concentrations of vacant houses;

2. Strong community engagement with established community organizations and committed partners,

3. Connections to anchor institutions and neighborhoods of strength, and

4. An existing network of community assets, ongoing development projects, and a vision for the future of the community.

fifteen-year cycles in specific neighborhoods, the City will accelerate neighborhood revitalization. In turn, this public investment will spur greater private market activity, which will amplify and multiply the City's redevelopment activities.

As IIA communities become neighborhoods of strength, the City will be able to expand the geographic focus, with an emphasis on neighborhoods adjacent to current IIAs. This model capitalizes on City investments and continues to build on and expand the impact of neighborhoods of strength.

Collaborative Community Planning

Through investment in the IIAs, the City promotes thriving, economically sustainable communities through an equity lens. This begins with authentic, collaborative community planning.

The City is dedicated to working directly with communities to:

- Identify target blocks in Impact Investment Areas to guide investments and development activities

- Implement community development strategies and priorities based on each neighborhood's unique character and residents' needs

- Build support with current residents and community groups

- Envision outcomes for key development sites

As we partner with these communities, we remain committed to supporting existing homeowners and renters. We aim to ensure long-term residents benefit from rising property values and improved

Map 10. Impact Investment Areas

neighborhood conditions while minimizing displacement. At the same time, we recognize that the preservation and creation of quality, affordable housing must be planned for at the outset to achieve successful mixed-income communities. We will work with residents from the start to understand how we can support those who have
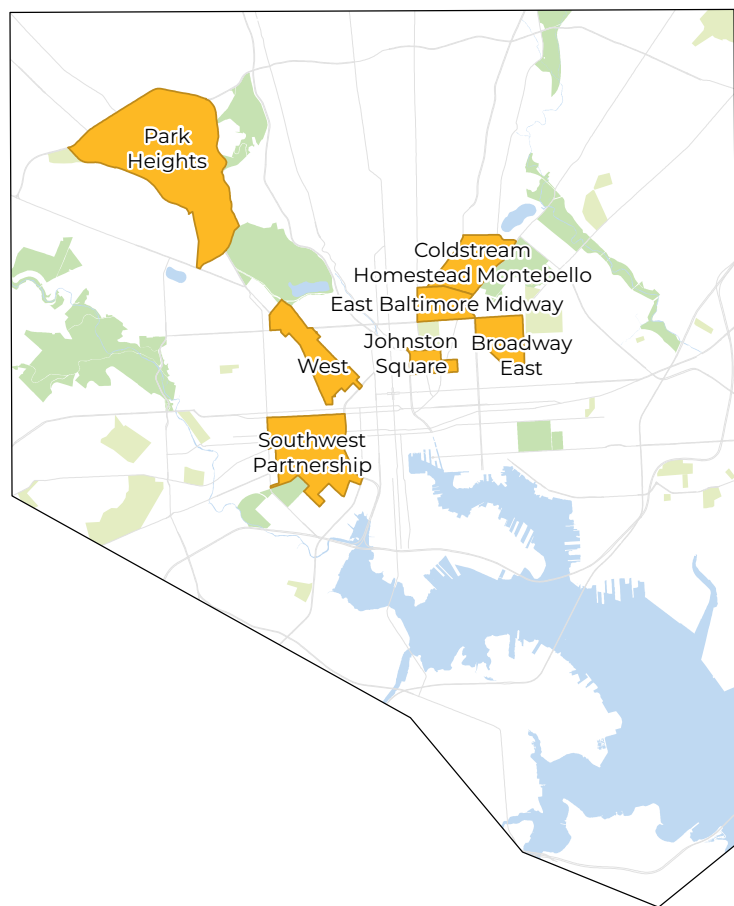
historically lived in the community while creating opportunities for new residents to move in.

Each time the cluster analysis is performed, the characteristics of the clusters may be different. Therefore, while we re-use the same labels from one Housing Market Typology to the next, there is not a defined sales value or homeownership rate associated with any given cluster that stays consistent from one version to the next.

Making Progress

Five years after launching the Framework for Community Development and the first Impact Investment Areas, these neighborhoods have started to see change. The careful block-by-block strategy has yielded success thanks to Baltimore City's Department of Housing and Community Development's (DHCD) investment strategies of stabilization, demolition, and housing subsidies to homeowners, developers, and homebuyers. For more information about each IIA, and progress to date, check out the Area Planning section and the project tracker.

Other agencies, through the Mayor's Neighborhood Sub-Cabinet, have invested in new recreation and park facilities, traffic calming strategies, twenty-first-century schools, and other neighborhood-level amenities. Private investors, both non-profit and for-profit, have developed a range of single-family, multi-family, mixed-use, and commercial properties, often with City and State financial support.

Vacant Housing Initiative

In December 2023, Mayor Scott announced the City's $3 billion Vacants Strategy. For decades, the outstanding impediment to addressing Baltimore's vacancy crisis was a lack of capital resources. Through a strategic partnership with the State of Maryland and community partners, including BUILD and Greater Baltimore Committee (GBC), the Strategy focuses on raising the necessary capital needed to address the vacancy crisis at the scale, scope, and speed needed to finally end Baltimore's vacancy crisis. Recognizing the urgency of this crisis, these funds will be used to renovate and demolish current vacancies, prevent new vacants, support legacy residents to ensure they benefit from Baltimore's renaissance, and construct the new infrastructure needed to support this large-scale revitalization project.

Through the Industrial Development Authority and Baltimore's first-ever non-contiguous Tax Increment Financing (TIF), the City is directly investing $300 million in the Vacants Strategy, the largest investment in addressing vacants in generations. DHCD, the lead agency for the Strategy, will operationalize these funds by increasing the capacity of current development strategies, focusing on the IIAs and other Asset Building Neighborhoods across the city. As part of the funding strategy, the State will be investing up to $900 million. Establishing an additional revenue source as well as additional public and private investment will round out the $3 billion funding for the Vacants Strategy.

DHCD is focusing on delivering whole-block outcomes by making historic invest-
ments in Baltimore's neighborhoods. A whole block outcome abates all vacants on a
block on both sides of the street facing each other, from corner to corner either
through renovation or demolition. As part of the whole block outcomes, DHCD is
committed to providing current residents with housing resources to ensure they are
able to stay in their neighborhoods and benefit from the neighborhood revitalization.
DHCD is uniquely positioned to carry out this work as the agency possesses a full suite
of development strategies, which ensures greater communication and efficiency in
coordinating all aspects of the Vacants Strategy.

To reduce the number of vacants in
Baltimore City, funding will be allocated
to demolition, stabilization, acquisition,
developer incentives, and infrastructure.
Additional allocations will be made for
homebuyer down payment incentives
and live/work incentives to enable resi-
dents to purchase the newly renovated,
formerly vacant homes. Finally, funding
will be dedicated to home repair incen-
tives for current residents empowering
them with the resources needed to stay
in their homes and reap the benefits of
Baltimore's renaissance.

*Vacant houses in Franklin Square are
an opportunity for redevelopment in the
Southwest Impact Investment Area*

Baltimore Green Network

The Baltimore Green Network (BGN) is a multi-pronged City initiative to increase open space and connectivity across Baltimore. It aims to create new usable green space and active transportation corridors in neighborhoods experiencing population loss. The City is partnering with communities to create valuable green space on sites previously occupied by vacant and abandoned buildings, while also developing multi-use trails that will connect residents to parks, schools, job centers, and commercial areas.

Creating new neighborhood open spaces and trails is a valuable strategy for retaining residents and improving their quality of life. Studies from the University of Pennsylvania and others find that having well-maintained green spaces in neighborhoods reduces violent crime by 23% and increases the sale prices of nearby homes by up to 20%.

The BGN is an outgrowth of **Baltimore's Green Network Plan.** The Green Network Plan is a vacant land management strategy that offers a vision and approach for strengthening communities experiencing disinvestment and demolition. Between 2016-2018, the planning process brought together City agencies, residents, community partners, and local businesses to advise on ways to transform vacant properties into neighborhood assets such as parks, trails, community gardens, and farms.

The Department of Planning (DOP) is coordinating with other agencies and organizations on four initiatives that emerged from the plan: greening strategies, pilot projects, Clean Corps, and greenway trails. All are aimed at reversing the effects of population loss and disinvestment, which has led to extensive demolition in too many neighborhoods

Greening Strategies

These may range from short-term efforts to clean, "green," and maintain vacant lots in anticipation of future development, to consolidating and improving lots as permanent open space. Neighborhood groups have a variety of options available to them for making vacant lots attractive, useful, and more in line with the needs and vision of their residents. Both the process of developing the community's vision and the benefit of replacing vacant lots with new green spaces have value for retaining residents in neighborhoods seeking to reverse the cycle of disinvestment and demolition.

Together, these greening strategies help stabilize neighborhoods and ensure that a community's vision and buy-in are embedded in greening efforts.

Temporary Greening. Neighborhood groups may collaborate with the City on interim arrangements to beautify and maintain vacant lots while seeking to have the lots developed for other uses. An example is four greened lots in the 800 blocks of Harlem and Edmondson Avenues. Upton Planning Committee maintains these lots as open space available to the community while working to develop them for new infill housing over the long term.

Community-Managed Green Space. Community-managed green spaces include memorial parks, community gardens, and urban farms. These new uses are among the long-term greening projects maintained by neighborhood residents throughout Baltimore. Community-based organizations may purchase lots from the City to ensure they will not be developed, or they may have them preserved as open space through a land trust, such as the program operated by **Baltimore Green Space**.

Technical Assistance. A key component of the BGN initiative is providing help for community groups in finding resources and understanding the process of creating and maintaining green spaces in their neighborhoods. One of the pilot projects is the Racheal Wilson.

Pilot Projects

During the BGN planning process, sites were identified in each of the four Focus Areas as locations for "pilot projects" that would result in new permanent green spaces based on a community's vision. As of 2024, Racheal Wilson Park and Cab Calloway Legends Park are two projects involving the conversion of formerly vacant properties into permanent, public open spaces to be maintained by the Baltimore City Department of Recreation and Parks (BCRP).

Racheal Wilson Memorial Park

Racheal Wilson Memorial Park is a BGN Pilot Project located at 145 South Calverton Road in the Boyd-Booth neighborhood of Southwest Baltimore. Community residents advocated for more than 15 years to dedicate a park in honor of Firefighter Racheal Wilson at the site where she was killed in a training exercise. This new, three-quarter-acre park opened in April 2022, featuring a playground, horseshoe pit, and memorial signage that were planned in collaboration with residents. The project was realized with City capital funding and outside grants secured by DOP, and the park is maintained by BCRP.

Racheal M. Wilson Memorial Park and Playground

Cab Calloway Legends Park

Cab Calloway Legends Park, once realized, will provide 2.5 acres of public open space in the Druid Heights neighborhood of Central West Baltimore. Community residents first envisioned a park at this location in 2008 as part of a plan to renovate existing houses and build new infill development around a public square. Druid Heights Community Development Corporation is leading this effort. The park will include a playground, community garden, heritage walk, and performance stage. City capital funds were used to acquire and consolidate the 81 lots that make up the park. DOP secured grants for the park's design and construction, which will be overseen by BCRP.

Site plan for Cab Calloway Legends Park, Design Collective.

Clean Corps

A recent component of the BGN initiative, Clean Corps is an ARPA-funded demonstration program focused on maintaining vacant lots and open space in select city neighborhoods. Neighborhoods were chosen based on factors including a population decline of 15% or more between 2010-20, a high frequency of 311 service requests related to neighborhood cleanliness, and median incomes in the lowest quartile citywide.

Clean Corps connects Baltimore-based nonprofits with neighborhood groups and residents to clean and maintain community-selected vacant lots, alleys, street fronts, tree pits, and public trash cans. These non-profit partners have hired and trained unemployed and under-employed individuals, often from the neighborhoods in which they are working.

In 2024, the Department of Planning (DOP) expanded Clean Corps to ten additional neighborhoods. This 'regional 'model creates regional teams that address targeted hotspots identified by community leadership, providing 1-2 days of service in each neighborhood per week. Several positions on the regional teams were filled through a partnership with the Mayor's Office of Neighborhood Services (MONSE) and Youth Advocacy Program (YAP), an organization working with young people who are at risk or involved in the juvenile justice system. This new model allows Clean Corps to broaden its impact and prioritizes mobility and rapid response to existing and emerging cleanliness issues. The public can follow the progress online via the **Clean Corps Service Dashboard.**

Clean Corps Neighborhoods

■ Neighborhood strategy
■ Regional strategy
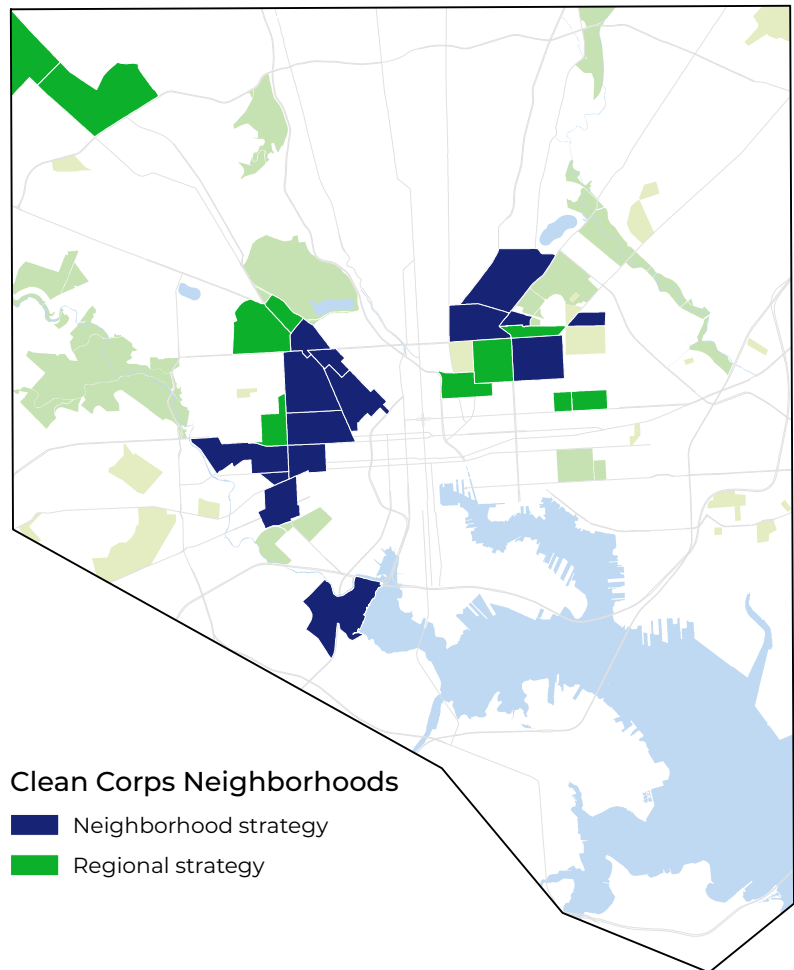
Map 11. Clean Corps service areas by type

Neighborhood strategy teams clean alleys and lots throughout the week in one or two neighborhoods. Cleans Corps expanded in 2024 to include regional teams prioritizing "hot spots" in a small group of neighborhoods.

Land Use Map

From the start of the 20th century, communities began dividing their jurisdiction into various zones of broad land use categories such as residential, commercial, and industrial. That separation of general categories of land uses was intended to minimize impacts between them—such as ensuring someone could not build a factory next to someone's home. Over time, those general categories were refined into more specific zoning categories to better fit the exact needs of a neighborhood. For example, a neighborhood business district (C-1) typically allows less intense uses and smaller buildings than a general commercial district (C-3) that is intended for auto-oriented businesses on major roads.

Article 32 of the Baltimore City Code is our City's zoning code. Currently, our zoning code has fifty specific zones to choose from to regulate development and control how land may be used. Within the fifty zones, there are fifteen different residential zones.

> **Land Use Map and Zoning**
>
> The Land Use Map is used to review proposed changes to the zoning map. Each land use category corresponds to one or more zoning category. If a property owner makes a request to change the zoning designation of their property, the Land Use Map will be consulted to see if the request fits into the plan for the City.

In contrast, the Land Use Map makes use of general categories of land to establish the land use vision, while still allowing for flexibility with regard to specific uses and development patterns. The Land Use Map includes an open space category, three residential categories, six mixed-use categories, and an industrial land category.

TABLE 4. *Land use map categories*

LAND USE MAP CATEGORIES	SUB-CATEGORIES	DESCRIPTION
Open Space	—	Parks, golf courses, cemeteries, etc.
Residential	Lower Density	Primarily residential neighborhoods with mostly detached and semi-detached houses. Includes schools, places of worship, etc.
	Medium Density	Primarily residential neighborhoods with mostly rowhouses. Includes schools, places of worship, etc.
	Higher Density	Residential neighborhoods with mostly rowhouses and multi-family housing. Includes schools, places of worship, etc.

LAND USE MAP CATEGORIES	SUB-CATEGORIES	DESCRIPTION
Mixed Use	Predominantly Residential	Areas with a residential character and a mix of residential, office, and commercial uses
	Hospital and Education Campus	Hospital and educational campuses and related uses
	Predominantly Pedestrian Oriented Commercial	Traditional urban commercial areas oriented towards the sidewalk
	Predominantly Auto Oriented Commercial	Shopping centers and other commercial areas frequently oriented towards parking lots
	Transit-Oriented Development	Areas around existing and anticipated transit stations
	Downtown and Port Covington	High intensity, mixed use areas located in Downtown and Port Covington
	Predominantly Industrial	Areas with an industrial character and a mix of industrial, residential, office, and commercial uses
Industrial	—	Areas with an industrial character and industrial uses

Land Use Element of Comprehensive Plan

A critical component of a comprehensive plan is the land use element:

> "On a schedule that extends as far into the future as is reasonable, the land use element shall propose the most appropriate and desirable patterns for the general location, character, extent, and interrelationship of the uses of public and private land." (Md. Code, LU § 3-111(a))

This requirement is normally met by creating a Land Use Map that shows what areas of the jurisdiction should be dedicated to various land uses, such as commercial, industrial, recreational, and residential uses. The Land Use Map then serves as the guide for future development in our community, both in public and private actions, to ensure the harmonious and equitable development of the city.

The Land Use Map is important to the overall comprehensive plan because it provides us with a way to determine how land should be used in the future. Rather than evaluating proposed changes in isolation, the Land Use Map enables us to consider the potential impacts of proposed rezonings on the surrounding area and how each of those changes affects future patterns around the city. This guide, of how to get from where we are to where we want to be, will help us to more readily and equitably achieve our future goals.
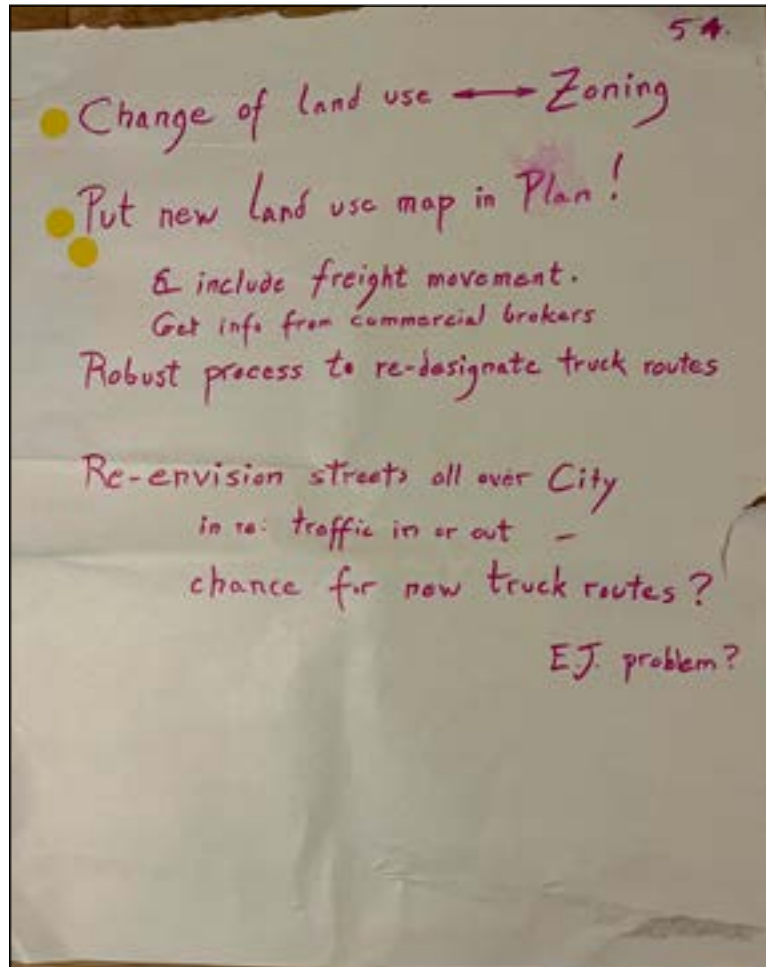
Map 12. Community feedback gathered at one of several public events related to the comprehensive plan.

Legend:
- Open Space
- Residential: Lower Density
- Residential: Medium Density
- Residential: Higher Density
- Mixed Use: Predominantly Residential
- Mixed Use: Hospital and Education Campus
- Mixed Use: Predominantly Pedestrian-Oriented Commercial
- Mixed Use: Predominantly Auto-Oriented Commercial
- Mixed Use: Downtown and Port Covington
- Mixed Use: Predominantly Industrial
- Industrial
- Transit-Oriented Development

Map 13. Baltimore City Proposed Land Use

See Table 4 on page 80 for details on the proposed land use categories and subcategories or Table 14 on page 339 for information on zoning districts by land use category.

Land Use Map

Unlike many suburban or rural jurisdictions, Baltimore City is mostly developed and land use patterns are unlikely to change dramatically over the next ten years. As a result, the Land Use Map closely matches existing land use patterns and the existing zoning. However, there are some areas of the city experiencing significant changes through the implementation of plans or other redevelopment efforts. In developing the Land Use Map, we considered where we wanted to preserve existing land uses and where we wanted to encourage change over time.

Many of the proposed changes from today's land use patterns are based on the following themes:

1. **Transit Oriented Development (TOD):** Supporting higher density and a greater mix of land uses near transit stations. Encouraging the highest density and mix of land uses within a quarter mile of the station while providing for increased density within a half mile. See Transit Oriented Development Opportunities.

2. **Industrial-Residential Transition:** Facilitating more primarily industrial mixed-use areas to serve as a transition between heavy industrial areas and adjacent residential neighborhoods, where that transition is appropriate and will not erode viable industrial areas.

3. **Creative Reuse of Buildings:** Supporting creative reuse of large non-residential buildings or vacant sites within residential neighborhoods. For example, the Mixed Use: Primarily Residential land use category supports the reuse of surplus schools as multi-family residential buildings and/or office spaces.

4. **Preserve Industrial Areas:** Preserving existing industrial areas and protect them from further encroachment of new residential development.

Land Use Categories and Corresponding Zoning Categories

Each land use category corresponds to one or more potential zoning categories. The Land Use Map will be used to review proposed changes to the zoning map. Property owners will be able to request zoning changes based on the zoning categories that align with their property's designated land use category. If requests for zoning changes fall outside of the zoning categories aligned with the property's land use category, they will need to meet a much higher degree of scrutiny. "Table 14. Zoning districts by land use category and subcategory" on page 339 (in the Supplementary Tables section of the Appendix) shows how the zoning categories correspond to the land use categories.

Updating Land Use and Zoning Maps

At least once every ten years, the Planning Commission is required to review the comprehensive plan and, if necessary, revise or amend the comprehensive plan (Md.

Code, LU § 3-301). Accordingly, the land use element, as a required part of that comprehensive plan (ibid. § 3-111), should be updated at least every ten years.

TABLE 5. *Process for updating Land Use and Zoning Maps*

ELEMENT	REVIEW TYPE	UPDATE FREQUENCY	DETAILS
Land Use Map	Comprehensive Review	Every 4 Years	Regular comprehensive updates to be directed by the City should be scheduled during the second year of every four-year City Council session.
	Neighborhood Plans	Ongoing	The Land Use map may be updated as needed based on the adoption of neighborhood plans that include a future land use element.
Zoning Map	Comprehensive Rezoning	Annual	On an annual basis, individual requests for rezoning should be assembled and contemplated as a group and measured against the adopted Land Use Plan. This annual study of the collection of rezoning requests can be evaluated by the Planning Commission, not only on a parcel-by-parcel basis, but also compared to one another to see developing trends that may result in a change to the Land Use Plan in future quadrennial updates. This annual process would be considered a comprehensive rezoning action, since they are all introduced together, and reviewed comprehensively.
	Individual Property Rezoning Requests	Upon request; highest level of scrutiny and review	In the event, an applicant cannot wait for the annual comprehensive zoning review, there will be an option for individual property zoning requests. These requests will be considered piecemeal requests, and so will need to meet a higher degree of scrutiny and will need to justify how this change will correct a mistake made in the zoning assignment of the property, or how a significant change occurred that invalidated assumptions at the time of the last comprehensive zoning of the City.

Transit-Oriented Development Opportunities

Baltimore has an incredible opportunity to grow around existing and future transit stations. By the time we are preparing the next comprehensive plan, the nearly 15-mile Red Line will stretch from the Social Security Administration to the Bayview campus of Johns Hopkins Medical Institutions. In doing so, it will link existing bus lines, light rail lines, and subway lines into a coherent network. Vast new development opportunities, many in affordable neighborhoods, will be able to take advantage of this newly invigorated transit system.

What is Transit Oriented Development?

Transit Oriented Development (TOD) is a development approach that encourages intensifying and inter-mixing land uses around transit stations, integrating public amenities, and improving the quality of walking and bicycling as alternatives to automobile travel.

Successful TOD projects also address ways to ensure personal security and safety, encourage economic and community development, respect the area's cultural history, and strengthen the connections between transit and surrounding neighborhoods.

Transportation is typically the second largest household expense. Therefore, one of the principles of equitable development is to provide access to most daily necessities and services, such as work, shopping, education, healthcare, and leisure within a 15-minute walk, bike ride, or public transit ride from any point in the city. Locating new development in proximity to transit lines is one of the most effective ways to achieve this goal. High transit ridership and dense mixed-use development go hand in hand. Together, they reduce the use of private cars and promote sustainable urban growth.

Currently, the areas around many transit stations in Baltimore are underutilized, including large parcels of surface parking and vacant structures. The resuscitation of the Red Line presents a transformational opportunity to invigorate some of the long-disinvested neighborhoods along the proposed routes, particularly those in West Baltimore.

What does Transit Oriented Development look like?

Transit Oriented Development varies in scale, density, look, feel, and function. What TOD looks like in practice depends on where it is located, what types of transit services are available, and the surrounding community. Generally, TOD areas are characterized by:

- **Higher density development.** These areas typically have relatively high-density development within walking distance of transit service compared to other areas. Within this model, the highest intensity land uses tend to be located closest to

transit. The higher density provides an opportunity to include affordable housing as part of mixed-income developments.

- **Pedestrian-friendly design.** With TOD, buildings, roads, bikeways, walkways, and parking are designed to encourage walking and biking for short trips including a reduction in parking requirements and improved facilities for active transportation.

- **Diversity of land uses.** Included in this higher-density, pedestrian-friendly area is a mixture of residential, employment, shopping, and civic uses. In this way, TOD can facilitate local trip-making and balanced use of transit service.

Highlandtown-Greektown Transit Oriented Development Charette Plan and Report

Leading up to the previous iteration of the Red Line, the Southeast CDC and the Greektown CDC created the Highlandtown-Greektown Transit Oriented Development Charette Plan and Report, which envisioned a destination centered on the new proposed station between these two neighborhoods. The charrette revealed opportunities for a mixed-use walkable environment with infill development and classic urban design principles that would revitalize the business corridor and attract new residents. This kind of focused area planning will ensure that Baltimore maximizes the Red Line's potential to realize community and economic benefits.

Rendering generated from the charette

The Fitzgerald Apartments

The Fitzgerald apartment building, located at 1201 W. Mount Royal Avenue in Mid-Town Belvedere, is an example of a successful Transit Oriented Development project in Baltimore. Built-in 2010, adjacent to the Mt. Royal/MICA Light Rail station, the seven-story building has 275 apartment units and two commercial establishments on the lower level

The Fitzgerald apartment building next to the MTA Light RailLink Mt. Royal / MICA Station

TOD Opportunities

The map below depicts key locations where the City would like to encourage transit-oriented development, which we are calling **TOD Opportunity Zones**. These are areas of the city with high potential for TOD based on infrastructure investments and expected changes in public transit ridership in the years to come. The

TOD Opportunity Zones are within a quarter-mile radius of critical nodes and stations along major Maryland Transit Administration (MTA) infrastructure projects (past, present, and future). These routes are:

- Metro Subway

- Light Rail

- MARC

- The future Red Line (final route and station locations to be determined)

- North Avenue Rising RAISE project for express bus service

- The East-West RAISE project for express bus service (MTA Citylink Blue and Orange corridors)

- Future North-South transit project (based on MTA's 2023 North-South Corridor Study) and the current MTA CityLink Red bus route, which is the highest ridership route in the system.

Legend:
- Red Line alternatives*
- Red Line undetermined (combined)
- Light Rail
- MARC
- Subway
- CityLink ORANGE
- CityLink RED
- North Avenue Rising
- 1/4, 1/2 mile radius
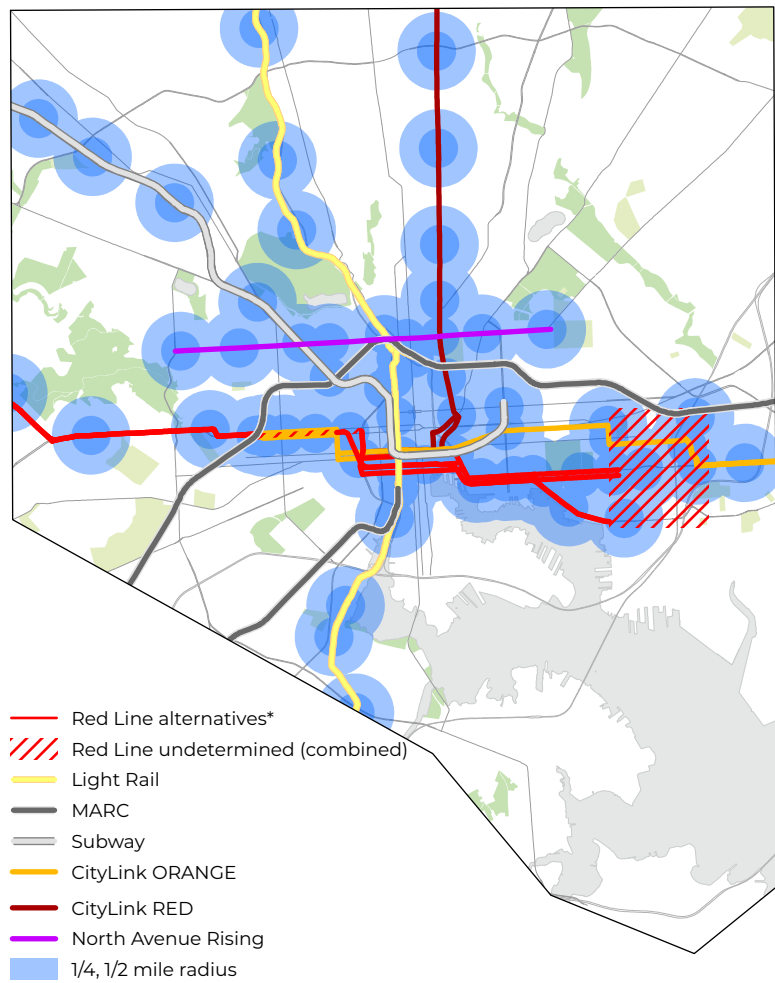
Map 14. TOD opportunity corridors

Red Line alignments are to be determined. TOD-designated areas may change accordingly.

Land Use Map

The TOD Opportunity Zone map is intended to be used in combination with the Land Use Map. The goal is to stimulate investment in communities around transit stations, with the highest density and intensity of uses within a quarter mile of the transit station. Beyond the quarter mile, the goal is to allow for increased density within a half mile of the station while maintaining the general building typology of the surrounding neighborhood.

To achieve these goals, properties within "TOD Opportunity Zones" are eligible to be considered for zoning categories that support transit-oriented development. These areas can be re-zoned based on the land use category specified on the Land Use Map or to one of the TOD zoning categories.

The TOD zoning categories are:

Legend:
- MARC station
- Light Rail
- Subway
- Bus Infrastructure
- Red Line 1/3*
- Red Line 2A/4A*
- Red Line 2B/4B*
- Existing TOD
- 1/4. 1/2 mile radius

Map 15. **TOD opportunity transit stops**

Select stops. Red Line alignments are to be determined. TOD-designated areas may change accordingly.

- TOD-1 requires a minimum height of 24 feet with no less than 2 stories and allows a maximum height of 60 feet with no more than 5 stories. Limited retail uses.

- TOD-2 requires a minimum height of 24 feet with no less than 2 stories and allows a maximum height of 60 feet with no more than 5 stories. Full mix of retail uses.

- TOD-3 requires a minimum height of 24 feet with no less than 2 stories and allows a maximum height of 100 feet. Limited retail uses.

- TOD-4 requires a minimum height of 24 feet with no less than 2 stories and allows a maximum height of 100 feet. Full mix of retail uses.

Additionally, properties within a half-mile radius of the TOD Opportunity Zone transit stations are eligible for appropriate rezoning and policies to support transit-oriented development infill development:

- The goal is to stimulate investment in communities without necessarily rezoning to a TOD zoning category, or disrupting the character and scale of the existing neighborhoods surrounding the more intense "TOD Opportunity Zones."

- Depending on the neighborhood context and parcel size, many zoning categories could support TOD. These include higher-density residential zones, Office-Residential, Industrial Mixed-Use, C-5 (including various subzones), and the C-1 commercial zone (due to allowing residential mixed-use projects without requiring parking as a transition from residential areas). The Land Use Map provides guidance regarding which categories are appropriate to consider for each station area.

- Rezoning to a TOD category may be considered appropriate.

- Policies such as lot area and parking variances can be used to support transit-oriented development in these areas, as may be appropriate to the character of the neighborhood.

Planning and Land Use Along the U.S. Route 40 Corridor

There are multiple simultaneous planning efforts along the "Highway to Nowhere" between West Franklin Street and West Mulberry Street, from approximately Martin Luther King Jr. Boulevard to the West Baltimore MARC station. West Baltimore United is a U.S. Department of Transportation (USDOT) **Reconnecting Communities Pilot Program** to plan for the adaptation of harmful and divisive infrastructure built in previous generations. The MTA's Red Line presents a new public transit facility connecting Baltimore's neighborhoods from east to west.

These efforts add up to an incredible opportunity for growth in West Baltimore. Developing community-focused TOD will help to bolster and uplift some of the most underinvested neighborhoods in the City of Baltimore. Supporting the addition of new public transportation infrastructure and the potential development of up to sixty acres of land in this urban core of the city is an unrivaled opportunity for equitable and inclusive growth.

The Inner Loop East project in Rochester, New York, stands as a precedent for the Highway to Nowhere. In 2017, this underused sub-surface highway trench was filled in with new roadway infrastructure and development sites. This project was completed

Rochester Inner Loop East

The Inner Loop East project in Rochester, New York, stands as a precedent for the Highway to Nowhere. In 2017, this underused sub-surface highway trench was filled in with new roadway infrastructure and development sites. This project was completed for $22 million, primarily through USDOT TIGER grant funding. This was far cheaper than the prospect of restoring and maintaining the existing roadway and overpass infrastructure. As a result of this work, Rochester generated over $200 million in new private investments in the first two years, with a strong focus on mixed-income housing. The removal of the highway removed a symbolic and physical barrier between lowincome communities in Rochester. Doing so helped to create a walkable, livable environment that supports the local economy and the health and safety of residents. The City of Rochester has expanded and accelerated planning to remove additional sections of the Inner Loop after the success of this proof of concept.

Rochester Inner Loop East, before demolition, Reconnecting Rochester

New mixed-income housing constructed after the ditch was filled, Rochester Democrat and Chronicle

for $22 million, primarily through **USDOT TIGER** grant funding. This was far cheaper than the prospect of restoring and maintaining the existing roadway and overpass infrastructure. As a result of this work, Rochester generated over $200 million in new private investments in the first two years, with a strong focus on mixed-income housing. The removal of the highway removed a symbolic and physical barrier between low-income communities in Rochester. Doing so helped to create a walkable, livable environment that supports the local economy and the health and safety of residents. The City of Rochester has expanded and accelerated planning to remove additional sections of the Inner Loop after the success of this proof of concept.

Through West Baltimore United, the Baltimore City Department of Transportation (BCDOT) is currently studying the Route 40 area and engaging the public to assemble a collective vision for how to reconnect these communities. Proximity to the Red Line and the West Baltimore MARC station will reduce commute times for those who work downtown and outside of the city center. A mixed-use development that includes affordable housing, cultural amenities, community space, healthy food access, and green space, supported by the Red Line will generate significant revenue while bringing new investment to the underserved areas along the Route 40 corridor.

State Transit-Oriented Development Designation

Apart from TOD zoning, the Maryland Department of Transportation (MDOT) actively promotes TOD through a State Transit Oriented Development designation as an approach to help increase transit ridership, support economic development, and maximize the efficient use of transportation infrastructure. The State of Maryland declares:

> "TOD is widely known as a significant and effective land use and development strategy, but is particularly important in Maryland as a tool to help leverage transportation infrastructure investments, promote active and engaged communities, protect environmental and land resources, and support growth without adding traffic congestion."

The City of Baltimore has therefore partnered with the State of Maryland to promote TOD opportunities throughout the city. It is vital that the City's land use and zoning categories are integrated with transit resources and investments. Since it is highly unlikely that the state will be constructing new highways in the future, it is reasonable to expect future population growth to develop where there is high-quality transit service. MDOT has a Statewide objective to implement an innovative and proactive TOD program that would put state-owned land into productive use, increase ridership, create jobs, and provide an alternative to car ownership.

The City of Baltimore will continue to coordinate with the State of Maryland and MDOT to designate TOD areas around future Red Line transit stations to advance the implementation of TOD along the Red Line corridor.

The Ruby at Somerset

New Residential Development Opportunities

There are significant opportunities for new residential development in Baltimore. While most new construction has occurred in suburban and ex-urban parts of our region in recent decades, there is growing demand for new residential construction in the city. This market potential for new construction exists in every part of the city, at various different scales and for different housing products.

While Baltimore is mostly developed, there is land with the appropriate zoning to build the desired new construction units throughout the city as well.

Construction of new residential properties

Market Potential

According *An Analysis of Baltimore City's Residential Market Potential* (2020) completed by Zimmerman/Volk Associates (ZVA) for Live Baltimore:

> New or renovated homes are needed to meet the demands of a significant share of the potential market. Overall, the analysis projects that between 5,300 and 7,100 households would rent or buy new or significantly renovated homes each year over the next five years if added—in addition to those households renting or buying currently existing units. Filling this number of additional housing units would be a major step forward for the City as it would generate extensive economic activity while expanding Baltimore's tax base.

From 2018 through 2022, approximately 22,000 new housing units have been created in Baltimore City. This represents an annual average of 4,500 units, which is less than the potential highlighted above. With additional data, analysis, and policy tools, over the next decade, we can guide new residential development, beginning with the opportunities highlighted below.

According to the market study, there is a citywide potential to fill roughly 7,000 newly constructed (and/or significantly renovated) units per year from 2020 to 2025. Market potential varies by region of the city, however there is a market for new construction units in all areas.

Map 16. **Market potential analysis areas**

"Between 5,300 and 7,100 households would rent or buy new or significantly renovated homes in Baltimore each year over the next five years if they were available."

Residential Holding Capacity

Baltimore has limited space to build new housing units, but according to our holding capacity analysis, there is enough vacant and underutilized land to build nearly 70,000 new units based on today's zoning map and regulations.

Vacant land: There is enough vacant land to build approximately 36,000 new housing units, which is approximately equal to the market potential over the next five years. In some cases, building on vacant land is straightforward – a willing seller, an interested buyer, and development plans that fit on the available property. In many cases, building new units is more complicated. For example, to build rowhouses or multi-family units, typically one needs to acquire multiple adjacent properties, not just a single property. Further analysis is required to identify where and how the City can help facilitate the redevelopment of vacant land to meet the market potential for new construction.

Underutilized land: In the long-term, there is an opportunity to redevelop underutilized land in addition to vacant land. Underutilized land includes properties with a vacant building notice or where surface parking is the primary use. Redeveloping underutilized land is often quite complicated. The City is leading this effort through the Impact Investments Areas and Vacants Strategy (see Impact Investment Areas).

Alignment of Market Potential and Holding Capacity

Citywide, there is market potential for around 35,000 new construction units over the next five years and there is vacant/underutilized land that can accommodate around 70,000 new construction units.

TABLE 6. *Estimated 5 year capture of new construction potential compared to Holding Capacity*

AREA	EST. 5 YEAR CAPTURE OF NEW CONSTRUC- TION (# OF UNITS)	HOLDING CAPACITY IN UNITS		5 YEAR CAPTURE AS % OF HOLD- ING CAPACITY (ZONING)
		EXISTING ZONING	LAND USE MAP	
South	578	1,659	1,597	35%
Waterfront West	1,343	6,873	7,373	20%
Southwest	843	2,044	1,960	41%
Gwynns Falls	733	958	929	77%
Northwest	863	1,456	1,571	59%
North	3,118	1,516	1,866	206%
Park Heights	775	5,272	4,891	15%
Central	4,620	2,875	3,094	161%
Northwood	2,470	3,417	3,759	72%
Northeast	2,290	4,584	5,586	50%
Southeast	1,323	2,382	3,462	56%
Waterfront	9,940	7,119	7,676	140%
Central East	2,273	11,021	12,271	21%
Central West	2,248	9,688	10,339	23%
West	1,250	7,443	9,315	17%
Total	**34,667**	**68,307**	**75,689**	**51%**

Source: An Analysis of Baltimore City's Residential Market Potential (2020); Department of Planning**.**

This leads to two questions:

- Are there areas of the city where the market potential for new construction outpaces the available land?
- Are there areas of the city where the available land exceeds the market potential for new construction?

Perhaps surprisingly, the answer to the first question is that there are very few areas where market potential exceeds holding capacity, even if we consider market potential for particular unit types. Market potential exceeds holding capacity in only three areas: North Baltimore, Central Baltimore, and Waterfront. In particular, these areas have strong market potential for multi-family units that cannot be met by currently vacant/underutilized land, based on existing zoning.

There are only three areas where market potential for new construction exceeds the holding capacity, even if we consider market potential for particular unit types.

The proposed land use map identifies some locations for increased density in North Baltimore, particularly along transit corridors, which could present additional opportunities for new construction of multi-family units. Central Baltimore and the Waterfront do not have enough land available to meet the market potential, so efforts should be made to help adjacent areas become poised to capture their market potential.

● Underutilized land
● Vacant land
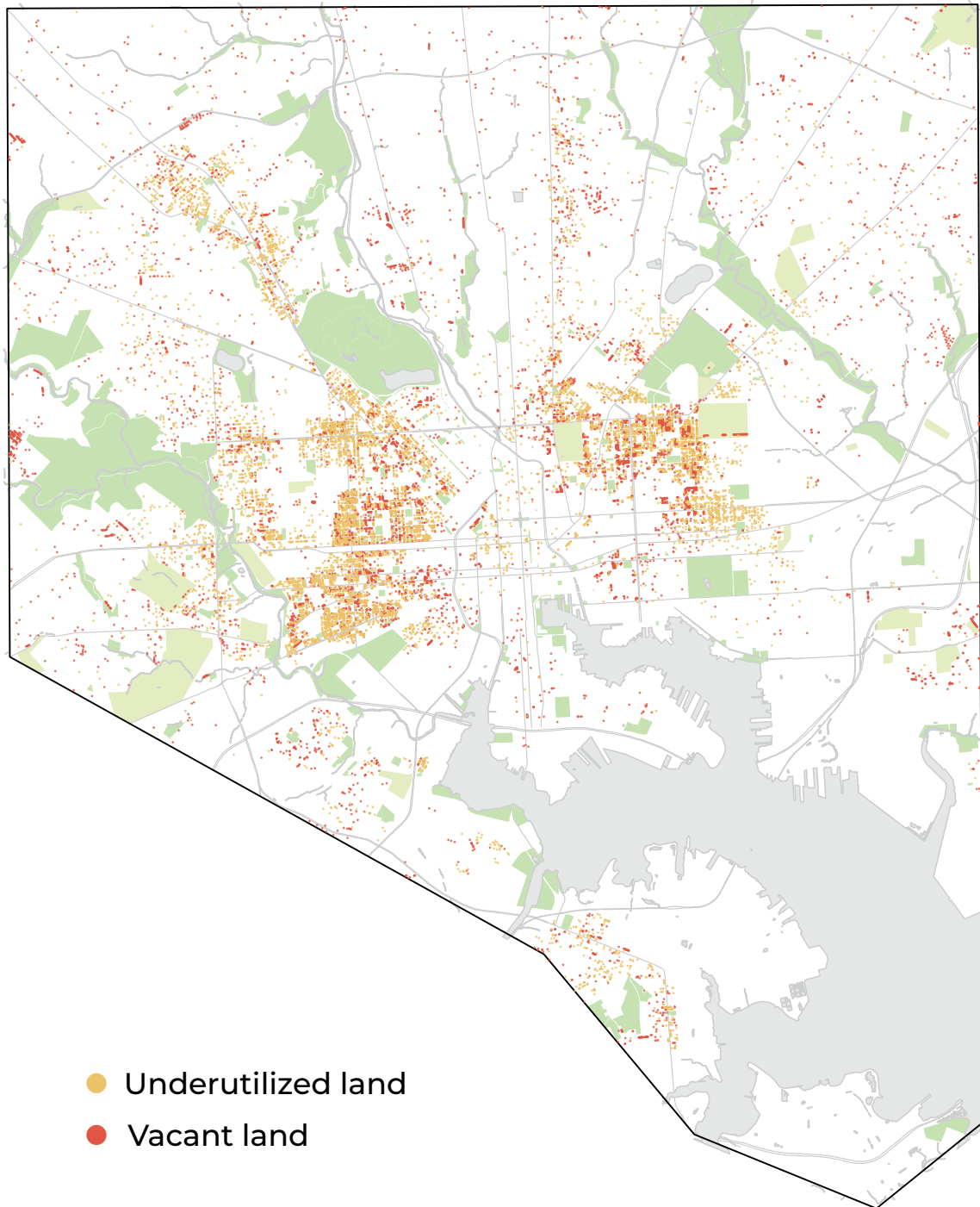
Map 17. Development potential of underutilized and vacant land.

TABLE 7. *Holding capacity compared to market potential by unit type*

AREA	HOLDING CAPACITY (EXISTING ZONING)	MARKET POTENTIAL IN UNITS		
		DETACHED	ROWHOUSE	MULTI-FAMILY
South	1,659	18	28	533
Waterfront West	6,873	35	45	1,263
Southwest	2,044	33	63	748
Gwynns Falls	958	45	18	670
Northwest	1,456	65	98	700
North	1,516	398	265	2,455
Park Heights	5,272	18	33	725
Central	2,875	368	240	4,013
Northwood	3,417	123	183	2,165
Northeast	4,584	233	225	1,833
Southeast	2,382	135	88	1,100
Waterfront	7,119	298	328	9,315
Central East	11,021	43	100	2,130
Central West	9,688	60	115	2,073
West	7,443	25	65	1,160
Total	**68,307**	**1,897**	**1,894**	**30,883**

Source: An Analysis of Baltimore City's Residential Market Potential (2020); Department of Planning. See Map 16 on page 94 for location of analysis areas.

Less surprising, the answer to the second question is that many of the areas that are identified as Distressed on the Housing Market Typology have far more vacant/underutilized land than market potential. However, according to experts, new construction helps build future market potential, so as the Impact Investment Area plans are implemented, the market potential will grow.

Key's Pointe Phase 2 Masterplan

Major Redevelopment Areas

Baltimore is experiencing a renaissance, with many large-scale redevelopments recently completed, underway, or planned within the next ten years. These projects represent billions of dollars of investment in Baltimore City. The developments offer new housing, shopping, and entertainment for existing residents and provide a significant opportunity to grow our city.

Each of these redevelopment projects will spur additional reinvestment in the surrounding neighborhoods. Multi-block redevelopment efforts are highlighted below. There are also dozens of additional redevelopment projects of a single block or single property.

Currently Underway

BALTIMORE PENINSULA (PORT COVINGTON)

- Private redevelopment of vacant industrial area into 235-acre waterfront, mixed use neighborhood.
- Currently 1.1 million square feet of mixed-income residential, Class A office and ground floor retail

COLDSTREAM HOMESTEAD MONTEBELLO TRIANGLE

- The Department of Housing and Community Development (DHCD) assembled and offered a 9 acre site for redevelopment
- Phase 1 will include approximately 50 homes
- Will be the City's first net-zero homeownership community

CENTER/WEST

- Begun in 2006, this project will include a mix of market rate and affordable rental units, as well as homeownership opportunities within multifamily apartment buildings, some with ground floor commercial space, as well as single-family attached townhomes.

  - → To date, 257 market rate rental units have been constructed. A new 165 unit, age-restricted building for senior citizens is set to break ground.
  - → More than 1800 units are planned in total.

O'DONNELL HEIGHTS

- Housing Authority of Baltimore City (HABC) is redeveloping 62-acres of public housing
- Plans include 900 townhouses and apartments, six acres of parks, and new high-tech infrastructure
- Key's Point Phase 1 was completed in 2019 and includes 144 units; Phase 2A will include 60 units

PARK HEIGHTS MAJOR REDEVELOPMENT AREA

- DHCD assembled a 62-acre area for redevelopment, including an expanded CC Jackson Recreation Center and Park, a new library, and new residential development

- 63 affordable rental units for seniors completed construction in 2023

- 192 additional units are currently under construction, including 100 senior units, 75 family-sized units, and 17 new single-family homes.

PENN STATION

- Amtrak partnered with Penn Station Partners in 2017 to pursue redevelopment of the station and surrounding developable parcels

- Rehabilitation of the historic station is well underway and construction of a new state of the art station, to the north of the current location, has recently begun

- Future phases could include office, commercial, and residential development on adjacent lots including the Lanvale lot, directly to the north of the new station

PERKINS SOMERSET OLDTOWN (PSO)

- HABC and DHCD partnered to win a $30 million grant from the U.S. Department of Housing and Urban Development (HUD) to support 244 acre redevelopment

- Replacing 629 obsolete public housing units at Perkins Homes and the vacant former Somerset Homes site with over 1,350 units of mixed-income rental housing, a new grocery store, new elementary middle school, two new parks, and an expanded Chick Webb Recreation Center.

- 368 units have been completed to date, with another 411 under construction; the remaining units are completing the development review process.

UPLANDS

- HABC and DHCD partnered to offer a 61+ acre site for redevelopment, following a master-planning process.

- 282 townhouse units completed in 2018, 178 homeownership and 104 rental units

- 150 multi-family units are currently under construction

Planned

HARBORPLACE

- MCB Real Estate purchased the Harborplace Pavilions in 2023 and is completing a master plan for the public and private areas at Harborplace.

- The preliminary masterplan identifies five new buildings, a new park, and a redesigned promenade that will respond to climate change and subsequent sea-level rise. At the moment, the buildings include two connected residential towers with a total of 900 residential units, a large market building, a smaller scale retail building, and a commercial office building.

- The development team must first receive support from the public for a Charter Amendment as well as a number of other development reviews including de-sign review, Planning Commission review, and environmental reviews.

ONE WESTPORT

- Redevelopment of vacant 43 acre parcel in conjunction with the revitalization of the existing neighborhood.

- The development is projected to include more than a thousand multi-family homes, over 250 townhouses, four stories of commercial office space, and West-port Waterfront Park.

- The new development will include a combination of homeownership and rental units, affordable as well as market rate, and senior apartments.

- Westport Waterfront Park will include boardwalks, trails, park spaces, wetlands, and waterfront promenades.

PIMLICO RACETRACK

- Pimlico Community Advisory Board chartered in 2020 to guide redevelopment of Pimlico Racecourse, including benefits for surrounding neighborhoods.

- State, City, current owners, and community leaders are planning for Pimlico to become the home for Maryland horse racing.

- In addition to a racetrack, future redevelopment is likely to include grocery store, hotel, and workforce housing.

POE HOMES

- HABC will seek a HUD Choice Neighborhoods Grant for the redevelopment of the Poe Homes public housing development, constructed in 1942.

- New development is expected to include 578 mixed-income units, including 288 public housing units replacing all existing Poe Homes units

- Current residents will have first option to return.

STATE CENTER

- The Department of Planning (DOP) is currently partnering with a consultant team to complete the State Center Market and Conceptual Pre-Development Study for the 18.5 acre site. This process will help to identify the market for this unique site situated at the core of Baltimore, with access to both the metro and light rail and a short distance from Penn Station.

- The site will be vacated by the state in 2025, and terms of a transfer to the city must be agreed upon.

- A future developer will be able utilize the market study and extensive neighbor-hood outreach to inform development plans.

STADIUM AREA

- Redevelopment is happening at and around both stadiums, including renovation of M&T Stadium as well as potential redevelopment of designated Camden Yards Sports Complex sites including the Warehouse, Camden Station, and North Warehouse parking lot.

- Additional development planned in the area includes a 4,000 seat music venue, a 320 room hotel, a 30,000 sq. ft. bar), and over 30,000 sq of retail.

- The Warner Street Entertainment District, The Walk @ Warner Street, is planned to improve pedestrian connections between Horseshoe Casino and M&T Stadium and provide more entertainment options in the area.

Patterson Park Recreation Center

Infrastructure

Investing in the City's aging infrastructure is critical to retaining current residents and attracting new residents. There is often a temptation to only invest in infrastructure as new development occurs, but it is critical to invest in existing infrastructure that is reaching the end of its useful life. This includes investing in our utilities (such as, water and wastewater), our transportation network (such as bridges, roads, and sidewalks), and City facilities (such as, health centers, libraries, and recreation centers).

Strategic asset management is essential to prolong the lifespan of City assets, enhance operational performance, and guarantee the uninterrupted provision of critical services. At the same time, we must consider sustainability and ensure infrastructure can withstand climate change. Throughout this plan, we recognize residents as vital contributors to and beneficiaries of Baltimore's infrastructure.

Key Infrastructure Agencies

Baltimore's infrastructure management requires a coordinated effort between several departments responsible for overseeing the City's assets.

Department of General Services: The Department of General Services (DGS) manages a range of City-owned buildings and facilities. They emphasize safety, asset management, and sustainability. This means DGS focuses on projects that extend the life of buildings, such as roofs, windows, HVAC, electrical, as well as projects that improve operations for employees and clients. These may include projects such as dual-gender bathrooms and locker rooms. In addition, DGS undertakes projects that modernize infrastructure and enhance energy efficiency, to reduce costs and environmental impacts.

Department of Transportation: The Baltimore City Department of Transportation (BCDOT) is responsible for Baltimore's transportation infrastructure, including bridges, roads, alleys, and sidewalks. BCDOT is implementing Complete Streets to help prioritize planning and development that supports pedestrians, bicyclists, and transit users. This approach to planning and roadway design aims to increase the quality of life and mobility of Baltimore City residents. While the State is generally responsible for maintaining state roads, it does not maintain state roads within the boundaries of Baltimore City, with the exception of Interstates 95, 395, and 895.

Baltimore City Recreation & Parks: Baltimore City Recreation and Parks (BCRP) is dedicated to managing parks and recreational facilities. The agency is developing the BCRP Playbook to advance the City's commitment to equitable service delivery and a transparent, data-driven capital improvement process. The Playbook will guide where the agency focuses dollars to redesign and improve recreation centers, parks, natural areas, and special facilities.

Department of Public Works: The Department of Public Works (DPW) manages the City's utilities as well as solid waste.:

- **Solid Waste:** DPW's Solid Waste Bureau is responsible for the City's waste collection and recycling services. The Solid Waste Division is at a crossroads, as it plans to terminate its use of incineration and implement an aggressive waste reduction strategy – while at the same time grappling with a rapidly filling landfill.

- **Water and Wastewater Services:** DPW is responsible for providing safe, reliable water services and effective wastewater treatment to protect public health and the environment. Ongoing and future projects include upgrading water treatment plants and rehabilitating aging sewer lines.

- **Stormwater Management:** To address the challenges posed by urban runoff and to comply with environmental regulations, DPW is implementing innovative

stormwater management solutions and implementing green infrastructure to manage stormwater runoff. These include the creation of green spaces, permeable pavements, and rain gardens that naturally absorb and filter stormwater. This not only reduces pollution in local waterways but also mitigates the risk of flooding and enhances urban livability.

Asset Management

As anyone who has driven around Baltimore or visited a municipal building knows, Baltimore's infrastructure is in extremely poor condition. To achieve a state of good repair for our transportation, facility, recreation, and solid waste assets would require more than $2 billion. Once achieved, maintaining a state of good repair would require an annual investment of more than $200 million for these assets.

TABLE 8. *Estimated capital costs for select agencies to reach and maintain a State of Good Repair*

AGENCY	REQUIRED TO REACH STATE OF GOOD REPAIR	REQUIRED TO MAINTAIN STATE OF GOOD REPAIR
DGS	$1,100M	$58M
DOT	$1,300M	$158M
BCRP	$260M	$11M
DPW Solid Waste	$116M	$17M

Source: Department of Planning; estimates provided by City agencies in 2021 and 2022.

To address this backlog, Baltimore is taking several steps:

- **Increasing capital funding:** The City is conducting a 10-year financial plan that includes recommendations for increasing capital funding. One potential approach towards increasing capital funding is gradually increasing borrowing for capital projects from $80 million per year to $200 million per year.

- **Prioritizing state of good repair:** The City is committed to allocating 80% of the capital budget to maintaining and repairing existing infrastructure, ensuring our city runs smoothly. The remaining 20% will fund significant new projects that promise long-term improvements and benefits to the city's landscape and residents. This balanced approach reflects a realistic and strategic investment in our city's future, focusing on maintaining what we have while carefully investing in new developments.

- **Prioritizing City-led projects:** Until Highway User Funds are fully restored on an ongoing basis, the City can only afford to match state and federal funds for City-

led projects. Developers will need to provide the local match when seeking state or federal funds to support infrastructure for private development projects.

- **Planning for municipal center:** The City owns and operates, and therefore must invest in, many downtown office buildings. We have an opportunity to rethink the best approach to delivering services and office space for employees. To what extent do City workers need to be downtown, and if so, is it better for them to be in municipal buildings or privately owned buildings? To what extent should City workers be located in communities and/or work from home, reducing the need for expensive downtown real estate while potentially making City staff and services more accessible?

- **Rightsizing inventory of assets:** Answering the questions above will establish a vision for the municipal office of the future. This future office will be much better linked, both physically and virtually, to the citizens it serves and to the government partners it works with. The result could be a smaller, more interconnected workplace that is more accessible to those it serves. Additionally, the City is exploring opportunities to reduce the quantity of assets the City is responsible for to improve the quality of the remaining assets.

- **Data-driven maintenance and capital investments:** Cost-effective inspections, enhanced by community and cross-agency partnerships, will ensure equitable attention to infrastructure needs. Baltimore aims to predict and prioritize maintenance by leveraging technology, optimizing resource use, and minimizing service disruptions.

- **Sustainable solutions:** Infrastructure projects will prioritize green practices and technologies, particularly stormwater management and urban heat reduction in vulnerable areas.

Federal and State Infrastructure Investments

Every year the City receives millions of federal and state dollars for infrastructure, including Federal Highway Administration funds (federal), Program Open Space funds (state), and Highway User Revenue (state). Millions of dollars received by the City through the American Rescue Plan Act (ARPA) has been dedicated to resurfacing streets, replacing playgrounds, building new recreation centers, making ADA improvements, and more. Through the Infrastructure Investment and Jobs Act (IIJA), Inflation Reduction Act (IRA)

MTA Light RailLink under Interstate 83

and other federal initiatives, there is the potential to dramatically increase this investment, but the City must be prepared to submit competitive applications and provide matching funds.

The City is also benefiting from the direct investment of billions federal and state dollars in key infrastructure projects. The chart below highlights a few large-scale federal and state infrastructure projects that are underway or in the planning stages.

TABLE 9.   *Select State and Federal infrastructure projects*

PROJECT	STATE/FEDERAL INVESTMENT	PROJECT DESCRIPTION
Red Line	~$2 billion	The proposed Red Line will provide a regional east-west rapid transit link. The mode and exact alignment are unknown, but it would generally link economically distressed areas to jobs. It would also connect with and to various other transit systems to improve overall mobility.
Howard Street Double Stacking Tunnel Project	~$450 million	The expansion of the Howard Street Tunnel to accommodate double-stacked trains exemplifies a transformative infrastructure endeavor that will significantly boost the Port of Baltimore's efficiency and economic impact.
Frederick Douglass Tunnel	~$6 billion	The replacement of the Baltimore and Potomac Tunnel with a new, state-of-the-art facility underscores a major investment in the future of Northeast Corridor rail travel, promising enhanced capacity, safety, and efficiency. Project consists of two new tunnel tubes, serving primarily MARC and Amtrak passengers.
Penn Station Redevelopment	~$150 million	To prepare for increased passenger volumes anticipated through 2040 and beyond, Amtrak is advancing plans for redeveloping and improving its busiest stations.

Policy Recommendations

Introduction

As we lay out the plans for the next ten years in Baltimore, we want to take an intentional approach to social, cultural, physical, and economic development. To that end, we have drawn on four guiding principles from the American Planning Association's Best Practices for Comprehensive Plans to help us identify and organize our key policy recommendations. This structured approach will better ensure we cover all aspects of development in a way that centers equity and the lives and voices of residents. By using these principles, we will build a Baltimore that is inclusive, accessible, safe, and sustainable.

Tying all of this together is a deep understanding of the complex history of our city and strong respect for the diverse people and perspectives that call Baltimore home. Underlying these principles and the rest of our approach is a commitment to equity and the empowerment of Baltimoreans. This will include a continuing effort to partner with the community to design our future, while using data and stories to inform decisions. In doing so, we will create balanced and inclusive growth to ensure every Baltimore neighborhood thrives.

Baltimore City Hall

TABLE 10. *Guiding Principles for Policy Recommendations*

GUIDING PRINCIPLE	WHAT IT MEANS TO BALTIMORE	HOW IT SHOWS UP IN OUR PLAN
Livable Places	All Baltimoreans deserve a built environment that will provide affordable, attractive, and culturally relevant spaces to live, work, learn, and play.	Equitable neighborhood development Affordable housing Vacant housing Public spaces and placemaking Historic resources

GUIDING PRINCIPLE	WHAT IT MEANS TO BALTIMORE	HOW IT SHOWS UP IN OUR PLAN
Equitable Access	All Baltimoreans will be able to easily find and use the resources and supports they need to thrive.	Transportation equity Food access Digital access and equity Access to parks, open space, and recreation
Healthy Communities	All Baltimoreans have a right to good health, and the neighborhoods we live in are key to achieving that right. We will work to create a safe, clean, and sustainable city.	Environmental and climate justice Trees and forests Neighborhood cleanliness Designing for public safety Public health disparities related to extreme heat
Inclusive Economy	All Baltimoreans have a role to play in the Baltimore of the future. We need to build our workforce in a way that honors the City's history, culture, and diversity.	Small business ecosystem and neighborhood retail Workforce development Freight movement

The following sections outline the potential recommendations within each of these guiding principles, that the City can pursue to achieve its goals over the next 10 years. The lists of goals and recommendations within each section represent the broad menu of options available to the City and residents.

Policy recommendations are divided into three types:

- ✏ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

Additional resources may be funding, staffing, or other support. Not every recommendation may be implemented as written or at all. We want to continue to collaborate with residents of the City to understand which recommendations should be priori-

tized and how to implement them in ways that bolster equity, justice, diversity, and inclusion.

As you review the policy recommendations, you may come across hashtags such as #WorkforceDevelopment or #AffordableHousing. These are used to highlight relation-ships between different recommendations, topics, and guiding principles

Livable Places

What are Livable Places?

Livable places means that the City reflects the needs and desires of residents. It means that development will address historic inequities and disinvestments.

2024 National Night Out at Dewees Park

"A Healthy Harbor Starts Here" mural, 2016, Bridget Cimino

How will it show up?

Equitable neighborhood development. Our approach to development will focus on addressing historic disparities. In doing so, we will increase engagement with under-represented people in planning and development. Hopefully, this will help to repair and strengthen Black neighborhoods and neighborhoods with high levels of poverty.

Affordable housing. Stable and affordable housing can help improve family, developmental, educational, and employment outcomes. By reiterating our commitment to affordable housing, we aim to reduce intergenerational poverty and increase economic mobility. This means that we need to ensure all Baltimoreans have access to safe and affordable housing.

Vacant housing. Reducing the number of vacant properties can help improve the health and wealth of a neighborhood. We will work with residents to support the elimination and repair of existing vacant properties. We will also work to prevent future vacant properties.

Public spaces and placemaking. The design of a public space effects how people view the space and their overall use of it. We will strengthen placemaking to create more inclusive spaces to bring people together. To do this, we will update relevant policies and prioritize projects in historically disinvested areas. We will empower community-based organizations to

expand placemaking activities and ensure that Baltimore City agencies provide a high degree of support.

Historic resources. Baltimore is a historic city. Existing buildings, structures, landscapes, and places offer a sustainable way to boost the City's economy and revitalize communities. We will make use of its historic resources by aligning preservation with sustainability and affordable housing efforts. We will invest more resources into historic areas. Along with this investment, we will engage residents to expand historic preservation and build a historic preservation workforce.

String lighting on Guilford Avenue

Equitable Neighborhood Development

Overview

For decades, public policy intentionally directed investment away from our urban centers, undermining the health of urban neighborhoods. Any discussion of "equitable development" must acknowledge these realities. They must also acknowledge that Baltimore is the birthplace of redlining. Redlining is a discriminatory housing policy that originated in Baltimore in 1910 to restrict housing access for various groups, including Black persons and other People of Color. Redlining and its discriminatory legacy are at the root of Baltimore's hyper-segregated neighborhoods. The current Administration is working to reverse redlining's effects with an emphasis on equitable neighborhood development.

> **What is equitable development?**
>
> Equitable Development as a Tool to Advance Racial Equity Report (2016) defines equitable developmen:
>
> "When quality of life outcomes, such as affordable housing, quality education, living wage employment, healthy environments, and transportation are equitably experienced by the people currently living and working in a neighborhood, as well as for new people moving in. Public and private investments, programs, and policies in neighborhoods meet the needs of residents, including communities of color, and reduce racial disparities, taking into account past history and current conditions."

In 2001, Angela Glover Blackwell, founder of PolicyLink, proposed the following definition of equitable development

> "Equitable development includes policies and practices to promote and manage regional economic growth in a way that maximizes benefits for residents of low-income communities of color throughout metropolitan regions."

According to Ms. Glover Blackwell, equitable development requires putting racial equity at the forefront of high-profile development decision making. Ms. Blackwell cautioned that "discussions about urban growth and development are incomplete without addressing issues of racial inequity".

Additionally, equitable development must "blend people and place-based strategies." Policies focused on the wellbeing and health of residents should be integrated with policies focused on the physical environment and land use.

"WHITE L" AND "BLACK BUTTERFLY"

In many ways, Baltimore City is defined by the "Black Butterfly." This is a term for the geography of racial and economic disparities within the city coined by Dr. Lawrence Brown. Neighborhoods with majority White population and higher incomes are clustered in north Baltimore and southeast Baltimore forming the shape of an "L". Lower income and majority Black neighborhoods on the east and west side of Baltimore make a shape like the wings of the butterfly.

Why Does Equitable Development Matter?

PERSISTENT DISPARITIES

Across nearly all of Baltimore's quality-of-life measures there are deep disparities by neighborhood and race. Disinvestment continues to reinforce patterns of segregation and injustice.

Investment patterns. According to data mapped by the Urban Institute, far more private investment flows to neighborhoods in the city's "White L". This is evident in the City's permit data, mortgage loan data, and commercial real estate transactions. Public sector investments are an exception to this, but public investments are a tiny proportion of overall investment.

Wealth Building Opportunities. The devaluation of housing in majority Black neighborhoods makes it more difficult for individual households to build wealth through their home purchase. This devaluation also makes it difficult for investors with modest capital to obtain capital for improvement projects.

Homeownership gap. In the Baltimore-Columbia-Towson Metropolitan Statistical area, Black homeownership rates (44%) lag behind White homeownership rates (76%).

Appraisal gap. Across the country, homes in majority Black neighborhoods are valued at less than half of those with few Black residents. Disparities and implicit bias in the appraisal industry contribute to this gap. For example, according to the U.S. Bureau of Labor Statistics, upwards of 97% of property appraisers are white.

Predatory Investments. High levels of vacancy and disinvestment can make communities more vulnerable to predatory development, such as

Bree Jones of Parity Homes, sharing their work in West Baltimore

investors that sit on vacant property, allowing neighborhoods to further deteriorate.

Displacement Risk. Real estate investments made without careful and intentional engagement can cause harm to a community's stability and cultural fabric by creating displacement of long-time residents, businesses, and institutions and by creating unaffordability for new buyers and stakeholders.

Phase 1 of Perkins completed spring 2024

Current Efforts

Baltimore City Department of Housing and Community Development (DHCD) Grants and Investments

COMMUNITY CATALYST GRANTS

The program provides capital funds and operating funds for community-driven revitalization efforts. In 2022, $2.8 million was directed to community-based development organizations.

HOMEOWNERSHIP INCENTIVES

Baltimore City offers a number of incentive programs. This includes some specifically for first-time homeowners and for buyers of vacant property through the Vacants to Value booster. **More information is available online here.**

COMMUNITY LAND TRUST FUNDS

In 2021, the City of Baltimore made $4 million available for Community Land Trust (CLT) initiatives through the City's Affordable Housing Trust Fund (AHTF).

Technical Assistance Programs and Multi-Sector Partnerships

Below are just a few of the many technical assistance and multi-sector partnership programs throughout the city.

MIDDLE NEIGHBORHOODS PILOT PROGRAM

Through the American Rescue Plan Act (ARPA), the City has funded a pilot program with approximately $10M in four programs. These include:

- Buy Back the Block (Live Baltimore)
- Legacy Homeowner Support (DHCD)
- Community Organizing (Department of Planning [DOP]/Healthy Neighborhoods Inc. [HNI])
- Developer incentives (DHCD/DOP)

These new programs are designed to address the devaluation of housing in majority Black neighborhoods as well as recent population loss in those areas.

POWER: PRIORITIZING OUR WOMEN'S ECONOMIC RISE COLLABORATIVE

In 2022, JPMorgan awarded the City a collaborative, $5 million grant as part of the Advancing Cities challenge. Known as POWER (Prioritizing Our Women's Economic Rise), the grant-funded initiative seeks to reform the City's vacant housing disposition process. It removes barriers for small Black and Latina women developers, so that they can access properties in disinvested West Baltimore communities. This also includes grants to close the appraisal gap on vacant homes in West Baltimore neighborhoods.

HARBOR BANK EMERGING DEVELOPER PROGRAM

In 2015, the Harbor Community Development Corporation (CDC) launched the Emerging Real Estate Developers Program. This program was created to address the capacity building needs of small real estate developers.

UNIVERSITY OF BALTIMORE REAL ESTATE FELLOWS AND VENTURE CHALLENGE (REFVC)

The University of Baltimore Real Estate Fellows work to address critical development needs within Baltimore's middle-market neighborhoods. Each year, a fellow will receive financing up to $1 million in a Guidance Line of Credit from Baltimore Community Lending to proceed with the project., and access to equity funds

Guide for Equitable Development

Reconstruct, rebuild, and repair Black neighborhoods in concert with repairing damage done to Black resi-

"Only Love Grows Here" mural in Waverly

dents and social networks by institutionalizing the following equitable development principles:

- **Principle 1:** New development is critical to revitalizing the city, but current residents must be protected from physical and cultural displacement.

- **Principle 2:** Safe access to most daily necessities and quality services, such as work, shopping, education, healthcare, and leisure should be within a 15-minute walk, bike ride, or public transit ride from any point in the city.

- **Principle 3:** All neighborhoods deserve satisfactory quality of life measures, related to public health, safety, services, and infrastructure.

- **Principle 4:** Equitable development must be environmentally, socially, and economically sustainable.

Recommendations

CREATING THE CITY'S FIRST COMPREHENSIVE HOUSING PLAN
The Department of Housing and Community Development (DHCD) is creating the City's first comprehensive housing plan. The policy recommendations below, suggested by the public, will be considered as the City finalizes its comprehensive housing plan and final recommendations

Policy recommendations are divided into three types:

- ✎ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Increase engagement of under-represented individuals and groups in planning and community development. #EquityFramework		
1.1	Identify long-term funding for community organizing in Black and immigrant middle neighborhoods to build household wealth and stop population loss.	✎
1.2	Establish outreach protocols for various planning and community development activities.	✎
1.3	Leverage the resources and contacts of anchor institutions to engage neighborhood residents.	✎

#	RECOMMENDATION	TYPE
1.4	Host conversations about race and community development both within government agencies and departments, as well as with the public.	✏️
1.5	Make sure those interacting with communities are sensitive to issues of race and historic inequities and have received training and/or guidance on how to meaningfully engage communities.	✏️
1.6	Align efforts with other employees interfacing with residents/groups such as liaison staff from the Mayor's office, Council President's Office, City Council, etc.	✏️
1.7	Use equitable language that values people.	✏️
1.8	Acknowledge culture and understand how it affects equitable development.	✏️
1.9	Share information about the permits process and requirements widely.	✏️
1.10	Make public testimony more convenient for proposed development plans that are subject to City Council or the Board of Municipal Zoning Appeals (BMZA) approval.	✏️
1.11	Provide communities with educational opportunities about development and community organizing.	✏️
1.12	Include information regarding accessibility and accommodations for people with disabilities.	✏️
1.13	Target under-represented populations in outreach methods, especially for groups that do not use or have access to the internet.	💰
1.14	Reach out to after school programs to involve young people.	💰
1.15	Increase neighborhood/community engagement through recurring information sharing about successes, work in progress, lessons learned, etc. #hashtag	💰
1.16	Organize Community Cafés (hosted by the communities) to make sure the people who are affected are involved in the community development decisions.	💰
1.17	Create public health action plans focused on access to healthcare and healthy food. #FoodAccess	💰
1.18	Carry out community asset mapping & education programs created by communities, for communities.	💰

#	RECOMMENDATION	TYPE
1.19	Expand access to community, health, and other resources in community facilities such as schools and recreation centers. #Infrastructure	💰
1.20	Offer healthcare and healthy food training to interested communities. #FoodAccess	💰
1.21	For neighborhoods with little/no representation, provide a GIS-based mechanism, based on home addresses, that would directly notify residents of upcoming hearings and meetings that impact their area.	💰
Goal 2: Reduce wealth inequality. #EquityFramework		
2.1	Eliminate duplicative compliance requirements and unnecessary technical barriers to participation in funding programs.	✏️
2.2	Streamline the Minority and Women Business Enterprise (MBE/WBE) application process to reduce approval time and increase transparency.	✏️
2.3	Increase access for minority contractors and developers.	✏️
2.4	Coordinate with the Office of Equity's Wage Commission to develop a matrix for developers who consistently violate wage guidelines, which may increase minority participation. #WorkforceDevelopment	✏️
2.5	Facilitate and invest in empowering current residents to buy and restore houses in their neighborhoods. #VacantHousing	💰
2.6	Promote and expedite pathways and models for community control of land.	💰
2.7	Create opportunities for "returning neighbors" (25-40 years old) to better integrate, contribute to, and own properties in the neighborhoods they are returning to.	💰
2.8	Explore Housing Authority of Baltimore City's (HABC) efforts regarding resident's engagement in upward mobility programs to increase independence.	💰
2.9	Expand tax-credits for development in underserved areas, targeting neighborhoods with specific income levels.	💰
2.10	Provide a City-based insurance program to offset the high cost or lack of available coverage for certain casualty events due to Baltimore City's poor insurance risk rating or other neighborhood-specific risk factors.	💰

#	RECOMMENDATION	TYPE
2.11	Explore approaches to taxes and fees that are less regressive and more progressive. Streamline affordable housing requirements as part of new development projects around transit stations as part of transit-oriented development (TOD). #TransportationEquity	
2.12	Require legally binding affordability restricted units to renters with incomes below 60 percent of the area median income and/or owners with incomes below the area median that are within TOD areas for existing and future transit stations. #AffordableHousing	
2.13	Allow 1 to 4 units in low density residential zoning categories, provided building type is compatible with surrounding neighborhood. #LandUse	

Affordable Housing

Overview

Housing Affordability in Baltimore City

Rent burden. As of 2021, there are approximately 242,499 households (HH) in Baltimore City. Of these households, 52.3% (approximately 126,827 HH) are renters.13 Almost half of renters are considered rent burdened, spending more than 30% of their monthly income on rent; and over a quarter of renters are spending more than 50% of their monthly income on rent.

Mortgage burden. In contrast to renters, homeowners in Baltimore City are less likely to be cost-burdened. Compared to renters, only 27% of homeowners are spending more than 30% of their income on a mortgage payment; and 12% of homeowners are spending more than 50% of their monthly income on a mortgage payment.

Affordability is relative. While many in Baltimore struggle to afford housing, Baltimore City has the least expensive housing in the region and also has the largest number of affordable rental units.

What is affordable housing?

Housing is typically considered affordable if a household spends less than 30% of their income on housing and utilities. There are two types of affordable housing.

Publicly Funded Housing

Federal, state, and city funding sources are available to build and preserve rental and for-sale housing to ensure it is affordable to the city's residents experiencing low- and moderate-incomes. Income restrictions are determined by the funding sources, which can include Federal Low Income Housing Tax Credits (9%), Federal HOME Funds, Tenant and Project-Based Vouchers, State Partnership Rental Funds, and the City's Affordable Housing Trust Fund.

Naturally Occurring Affordable Housing

Often affordable housing is housing that happens to be affordable to the people who choose to live there. This is often referred to as Naturally Occurring Affordable Housing (NOAH). Examples of this are rental units that people can afford without public subsidy or homes that people can buy with minimal assistance grants.

Why Does Housing Affordability Matter?

Eviction and Foreclosure. When housing is not affordable, residents are at risk of eviction or foreclosure, which contributes to instability, physical and emotional health problems, and often ends up in homelessness.

Substandard Housing. If quality affordable housing is not available, residents may be forced to live in housing that is in poor physical condition, in violation of the City's Building Code, overcrowded, and not near transit, schools, grocery stores, and other services and amenities. Substandard housing poses serious health and safety risks to the families living in these units.

Lack of Stability. Residents who have trouble finding safe and affordable housing are forced to move frequently. Frequent moves can negatively affect school attendance and grades, finding and retaining a job, obtaining health care, and weaken family and community support networks. Moving frequently makes it difficult for families to experience financial stability and increases the likelihood of housing and food insecurity, along with increased health problems.

Reducing intergenerational poverty and increasing economic mobility. Research indicates that one of the most cost-effective strategies for reducing childhood poverty and increasing economic mobility is by increasing the supply of affordable housing. Children living in stable, affordable homes are more likely to thrive in school and have greater opportunities to learn inside and outside the classroom.[15]

Economic security. High housing costs often leave low-income families with little left over for other important expenses, leading to difficult budget trade-offs. Affordable housing increases the amount that families can put toward other household expenses and provide the opportunity to save for the future.[16]

Transportation. The percentage of household budgets that go toward housing and transportation costs has risen dramatically, leaving families with less money for other necessities. Affordable housing near public mass transit

700 E. Chase Street

Metro Heights Apartments

can help families save money, access better jobs, improve health and reach critical community services.

Current Efforts

Production and Preservation

Housing production increases the supply of affordable housing typically through the construction of new units and can apply to rental or for-sale homes. Housing preservation refers to a wide range of programs and strategies to help existing affordable rental and for-sale properties remain in good condition and available for continued occupancy. Deferred maintenance is one of the leading causes of housing deterioration, leading to vacant buildings, lower housing values, and discouraging new residents from moving into a neighborhood. While we recognize individuals may defer maintenance for a range of reasons, such as cost, we have to acknowledge the negative impacts it has.

The Department of Housing and Community Development (DHCD) uses the LIGHT Program to create a single point-of-entry for a variety of no- and low-cost services to help homeowners become more self-sufficient, safer, and healthier in their homes. These services include housing rehabilitation and repairs, weatherization, lead hazard reduction, and tax sale prevention.

> 🔧 Scale affordable housing production through increased City investments. See Goal 1 below.

Affordable Housing Trust Fund

In November 2016, City voters approved a Charter Amendment to create the Affordable Housing Trust Fund (AHTF). The fund is intended to support both rental and for-sale affordable housing for very-low and low-income households. $78.4 million has been approved for spending since its inception. Below is a list of affordable housing initiatives included in the AHTF Spending Plan.

Community land trusts. Nonprofit, community-based organizations designed to ensure community stewardship of land. Community land trusts (CLTs) can be

used for many types of development (including commercial and retail) but are primarily used to ensure long-term housing affordability.

New construction of affordable units. Often affordable housing construction requires gap financing to make construction of new units practical for the developer. The AHTF is authorized to provide this gap funding.

Preservation of existing affordable housing. This strategy can take many forms, such as loans to help maintain a building as a safe and secure affordable housing option.

Senior homeownership repair. Grants to legacy residents to repair critical infrastructure in their homes.

Rent supplements. Rent Supplement is a means-tested payment for certain people living in private rented accommodation who cannot cover the cost of their rent from their own resources.

Inclusionary housing funding. The trust fund is authorized to provide gap financing for inclusionary housing units in market rate rental developments.

Perkins Somerset Oldtown Choice Neighborhoods revitalization project. This is a billion-dollar neighborhood revitalization project that will preserve more than 600 public housing units and create an additional 700 units.

Pandemic homelessness prevention. The trust fund provided more than $2 million in temporary rent support payments to households suffering from pandemic related income loss.

> 💡 Increase resources available to affordable housing developers. See Goal 1 below.

Recommendations

CREATING THE CITY'S FIRST COMPREHENSIVE HOUSING PLAN
The Department of Housing and Community Development (DHCD) is creating the City's first comprehensive housing plan. The policy recommendations below, suggested by the public, will be considered as the City finalizes its comprehensive housing plan and final recommendations.

Policy recommendations are divided into three types:

- 🖉 Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Ensure all residents have access to safe and affordable housing. #EquitableDevelopment		
1.1	Provide clear guidance to developers about the City's goals for affordable housing in terms of quantity, location, design, etc.	✏️
1.2	Continue investing in tenant's rights resources.	✏️
1.3	Promote and provide a range of educational, professional, and technical assistance to help residents and other interest holders develop affordable housing expertise.	✏️
1.4	Continue to support the Community Land Trust Program to keep homes affordable for those that need it the most.	✏️
1.5	Provide education and access to legal aid/assistance.	✏️
1.6	Increase resources available for affordable housing developers.	💰
1.7	Scale affordable housing production through increased City investments. #Infrastructure	💰
1.8	Create a financing tool for low-income renters to buy a home with affordable mortgage payments.	💰
1.9	Provide additional/increased rental assistance.	💰
1.10	Support new rent-to-own model that is shorter term and not tied to initial occupant.	💰
1.11	Prioritize affordable housing projects for faster review, more flexible uses, and lower fees.	💰
1.12	Provide options for payments and low interest rates.	💰
1.13	Help people on the verge of foreclosure to keep their house.	💰
1.14	Expand the number of housing coaches to support renters and homeowners facing financial difficulties.	💰
1.15	Use the CLT model of creating escrow accounts and providing grants to help support homebuyers with large expenses.	💰
1.16	Offer more job training opportunities for tenants of affordable housing units to help them earn a living wage. #WorkforceDevelopment	💰

#	RECOMMENDATION	TYPE
1.17	Continue providing funding to address the appraisal gap. #VacantHousing	💰
1.18	Explore a mechanism for rent stabilization in the region. #Regional	💰
1.19	Increase legal protections for renters.	💰

Goal 2: Use affordable housing as a community revitalization tool.
#EquitableDevelopment

#	RECOMMENDATION	TYPE
2.1	Document how affordable housing contributes to more jobs and general economic growth. #WorkforceDevelopment	✏️
2.2	Revisit City disposition policies to prioritize affordable housing as a community revitalization tool.	✏️
2.3	Evaluate land use map and zoning categories to ensure amenities are allowed in or near affordable housing. #LandUse	✏️
2.4	Proactively educate residents about the benefits of affordable housing to neighborhood revitalization and stability.	✏️
2.5	Encourage a diverse mix of affordable housing styles that fit into various neighborhood contexts.	✏️
2.6	When vacant houses are renovated, help nearby residents with curb appeal projects such as planters, lighting, exterior painting, and other related projects. #VacantHousing	✏️
2.7	Encourage health care and other large institutions to invest in housing.	✏️
2.8	Continue partnering with community members to develop long-term plans for comprehensive neighborhood transformational change. Create affordable housing that incorporates amenities such as neighborhood retail and grocery stores.	💰
2.9	Expand the Healthy Neighborhoods Program.	💰
2.10	Allow subdividing large rowhouses to allow owner-occupants to rent unit(s) and help offset the costs of ownership. #LandUse	💰
2.11	Integrate and expand arts and culture-related health strategies into public and nonprofit programs supporting the development and management of affordable-housing sites that engage in an international artistic dialogue with multi-cultural relevance that transcends provincialism.	💰

#	RECOMMENDATION	TYPE
2.12	Create more mixed income communities and mixed-use communities that are based on a cooperative community structure.	💰
2.13	Research communities that have experienced redevelopment without displacement as a community development best practice.	💰
2.14	Prioritize transit-oriented development with affordable units. #TransportationEquity	💰
2.15	Use tax credits to help build new housing in lower income neighborhoods. #Infrastructure	💰
2.16	Encourage the State to revise its Qualified Allocation Plan to make Low Income Housing Tax Credits available for mixed-income communities.	💰
2.17	Implement better tracking and enforcement of REI and corporate-owned properties, especially those in disrepair.	💰
2.18	Incentivize mixed income community development.	💰
2.19	Coordinate with DHCD and Housing Authority of Baltimore City (HABC) to establish a joint development program for City-owned properties, especially to implement transit-oriented development (TOD) around existing and future transit stations with a focus on affordable housing. #TransportationEquity	💰

Goal 3: Support immigrants' ability to stay and thrive in Baltimore. #EquitableDevelopment

#	RECOMMENDATION	TYPE
3.1	Continue to support organizations and programs that help immigrants/refugees buy homes.	✏️
3.2	Expand access to loan products that do not require citizenship or a social security number.	💰
3.3	Provide enhanced rental support services for newly arrived immigrant families.	💰
3.4	Address predatory lending practices targeted to immigrants by increasing education and awareness of tenant rights.	💰
3.5	Improve access to affordable housing tailored to the immigrant community, including language resources, expanding geographic provision of services, and representation at agencies and service providers. #EquityFramework	💰

#	RECOMMENDATION	TYPE
3.6	Create co-housing programs to help immigrant families share a house.	💡

Vacant Housing

Overview

How many vacant buildings does Baltimore have?

As of February 8, 2024, there were 13,635 vacant properties in Baltimore. A daily count of the City's vacant buildings as well as other key indicators can be found on DHCD's Key Stats Dashboard. More than 90% of the City's vacant buildings are privately owned. Of the 13,635 properties that have been issued a VBN, only 6.7% or 908 are owned by the City. Ownership determines what actions the City is able to take. Approximately 93% of all vacant buildings in the city are privately owned. There are several reasons why the city has so many vacant properties. In many instances owners lacked the resources to care for and maintain their properties and were forced to move. In other cases, owners died and had no family who could inherit their property, or there was no will so an estate could not be established.

> **What is a vacant building?**
>
> A vacant building can be defined in two very different ways: a building that is unsafe or unfit for human habitation or a building that is simply unoccupied. Buildings that meet the former definition can be cited by the Department of Housing and Community Development (DHCD) with a Vacant Building Notice (VBN). In Baltimore City, vacant homes refer specifically to properties with an unabated VBN. Before the City can take any additional action on a vacant property, it must issue a VBN.

Foreclosure forced many renters and homeowners from their homes, particularly during the COVID-19 Pandemic. The most significant reason, however, for Baltimore and many other cities' large vacant property inventory are owners who made an initial investment, but no improvements, coupled with decades of targeted, discriminatory disinvestment stemming from, federal, State and City policies. The number of vacant buildings is decreasing. The number of VBNs that the City has issued has declined by 20% since January 2016, when there were approximately 17,000 VBNs. This downward trend started prior to the onset of the COVID-19 Pandemic and has increased significantly since 2020.

The number of Vacant Building Notices is constantly changing. Since January 2016, more than 3,500 properties have

Vacant houses on Baker Street, 2019

been demolished and 8,700 properties with VBNs have been renovated. There have been more than 12,000 new VBNs issued since January 2016. The rate of new VBNs issued has fallen from an average of 200 per month to an average of 100 per month.

Why is it important to eliminate vacant buildings?

Protect adjacent properties. Vacant buildings can have many negative impacts on adjacent properties, causing damage to adjacent occupied houses, particularly water damage when the roof is missing or deteriorated. Adjacent vacant properties decrease their neighbor's housing value, and in many instances makes it difficult to obtain homeowners insurance. Combined, an entire neighborhood loses value, none of the residents have an opportunity to build equity, and new residents are discouraged from moving in.

Neighborhood health. Vacant properties are both a symptom of population loss and a barrier to growth. When a community has a vacancy rate that is 4% or higher the housing market begins to decline, businesses leave, and community facilities such as schools and recreation centers can end up being closed.

Housing market health. Whether concentrated on a few blocks, or neighborhood-wide, vacant buildings contribute to overall lower housing values and exacerbate appraisal gaps. Which then makes redeveloping vacant properties financially infeasible. As vacancy increases, many people choose to move. However, as a market weakens, it becomes harder for people to rent or sell their home, leading to an unoccupied home that over time, may be issued a VBN.

Public safety. Vacant housing increases the likelihood that residents will experience increasing public safety hazards including fire, drug trafficking, and other criminal activities. As these buildings deteriorate, they become susceptible to collapsing creating an ongoing safety hazard for drivers and walkers, particularly for an end of group rowhome.

Impact on City revenues. "In 2020, the Community Development Network of Maryland estimated that Baltimore spent $36.3 million in direct costs to keep vacant buildings secure (fire, public works, police) and lost $51.9 million in potential tax revenue. While the cost of vacant buildings for Baltimore is at least $88.2 million, the communities that live with vacant properties day in and day out pay a much higher social and economic price that can create lifetime consequences."

Current Efforts

Addressing Vacant Properties at Scale

The current Administration's vision is simple yet powerful: Whole neighborhoods are built by whole blocks free of vacant housing, which are built by whole houses. To that end, the Administration is aiming to eliminate vacant properties in Baltimore City by investing at least $3.0 billion over the next 15 years in vacant properties at scale, and to restore entire blocks of blighted properties. Our plan is rooted in equity, justice, and righting historical wrongs. **Read Addressing Vacant Properties at Scale to learn more**.

> ⚒ Issue non-contiguous TIF Bonds to generate at least $150 million over 15 years to achieve whole-block outcomes and eliminate vacant properties. See Goal 3 below.

Community Development Framework and Community-Based Plans

Through DHCD's **Framework for Community Development,** the City began implementing community-based solutions and achieving whole block outcomes. These are changing disinvested neighborhood markets by stimulating demand while preserving affordability. Using block-level data, DHCD and its partners identify the most effective strategies to respond to a particular neighborhood's priorities.

> ⚒ Engage in block-level planning with community stakeholders in Impact Investment Areas and other target neighborhoods. Goal 1 below.

Code Enforcement and Receivership

Before DHCD pursues legal action to address privately-owned, blighted properties, the agency takes several code enforcement measures. These include issuing violation notices and citations and creating work orders for cleaning and boarding. If vacant property owners do not respond to code enforcement measures, DHCD pursues receivership. Property owners will either renovate the property under court order, or the court can appoint a receiver to sell the property to abate the nuisance.

> ⚒ Work with residents to identify properties that should have vacant building notices. See Goal 1 below.

Incentives

In addition to incentives that promote homeownership and green and healthy homes, the City offers an incentive intended to encourage redeveloping vacant properties. The Vacants to Value Booster is a $10,000 incentive for properties that were issued a Vacant Building Notice at least one year prior to rehabilitation or sale of the property

to a homebuyer who intends to renovate the property using an acquisition/rehabilitation loan.

To address vacant properties, DHCD has made a total of $2.79 million of American Rescue Plan Act (ARPA) funding available for developers to request through the Developer Incentive Program. Through this program, a project is eligible to receive up to $50,000 of funding per property for homeownership projects on properties with a current VBN. The funding is targeted toward Impact Investment Areas ($1.50 million) and middle neighborhoods ($1.29 million).

> ⚙ Provide Developer Incentives to developers working in focus neighborhoods to rehabilitate vacant properties. See Goal 3 below.

Acquisition and Redevelopment

By acquiring vacant properties, DHCD can drive whole block redevelopment outcomes. The City acquires property through various methods, including negotiation, condemnation, private donation, tax sale foreclosure, and Judicial In Rem Foreclosure.

Vacant buildings in Franklin Square

Recent redevelopment examples include:

1. **The 800 block of Harlem and Edmondson:** 38 City-owned vacant properties are being redeveloped as affordable single-family townhomes

2. **1900 Block of Etting Street:** sold City-owned vacant buildings to Black Women Build for rehabilitation. Project has received national attention for training Black women in carpentry, electrical, and plumbing.

3. **2600 Loyola Northway:** five vacant properties were demolished and 15 houses on the block were renovated along with another 15 properties targeted for private investment.

4. **Park Circle:** DHCD is rehabbing 25 vacant properties on Park Heights Avenue between Druid Park Lake Drive and Springhill

> ⚙ Acquire and rehab vacant properties in accordance with block level planning and to facilitate redevelopment. See Goal 3 below.

Demolition and Stabilization

DHCD demolishes or stabilizes buildings that pose a public safety hazard. The City's broader goal is to facilitate investment and stabilize neighborhoods where housing markets are not functioning properly. Demolition strategically targets properties that will stabilize communities, leverage new investment, and create usable greenspace. Stabilization is a tool to protect individual vacant properties, particularly those that are adjacent to an occupied property while other strategies are used to promote rehabilitation.

For areas where vacant buildings are dangerous and should be demolished but there are no resources to construct replacement housing, the Baltimore Green Network Plan has been developed. This plan supports working with communities to develop an interim strategy for the newly created vacant land. Most research concludes that, while a vacant lot is preferrable to a vacant building (typically for safety reasons), a vacant lot can still have harmful impacts on a community unless an interim use is identified.

Demolition/deconstruction of vacant rowhouses, 1100 block of E. Hoffman St.

Demolition site next to a vacant rowhouse, northwest corner of Wilkens Ave. and Monroe St.

☄ Demolish vacant properties that have surpassed their useful life, in partnership with neighbors through DHCD's block-level planning process. See Goal 3 below.

Vacant Building Strategy

The Administration will eliminate vacant properties in Baltimore City by investing at least $3.0 billion in our neighborhoods over the next 15 years by investing in vacant properties, at scale, and by restoring entire blocks of blighted properties.

Beginning in 2024, the Administration will:

- Begin issuing non-contiguous TIF Bonds: The City will issue non-contiguous TIF bonds in tranches using vacant houses across the city. If successful, these TIFs

are expected to generate at least $150 million over 15 years. This "Uptown TIF" will be the first time that a TIF has been used in this way in any city in the U.S.

- Revive the Industrial Development Authority: By resurrecting the dormant Industrial Development Authority (IDA), the City will be able to borrow an additional $150 million that will be repaid by the economic activity generated by restored vacant properties. The IDA was created in the 1980s to help finance the redevelopment of our waterfront; now it will be used to redevelop our neighborhoods.

- Work with BUILD and the GBC to raise $300 million from private investors and the philanthropic community: The City, alongside GBC and BUILD, will generate private and philanthropic investment to help rehab vacant homes, expand homeownership counseling, increase our homeowner repair grants program, and spur economic growth in our neighborhoods.

In addition, the Administration is seeking:

- $900 million in funding over 15 years
- A new stream of revenue, such as a local share of state sales tax receipts from Baltimore City, which can be used to leverage $1.5 billion over 15 years.

Additional Resources

- **DHCD's Framework for Community Development**
- **CoDeMap**
- **Key Stats Dashboard**
- **Mayor's Vacant Housing Investment & Memo**
- **Most Frequently Asked Questions About Vacant Buildings in Baltimore City**

Recommendations

CREATING THE CITY'S FIRST COMPREHENSIVE HOUSING PLAN
The Department of Housing and Community Development (DHCD) is creating the City's first comprehensive housing plan. The policy recommendations below, suggested by the public, will be considered as the City finalizes its comprehensive housing plan and final recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Support community efforts related to vacancy prevention and elimination. #EquitableDevelopment		
1.1	Work with residents to identify unoccupied and vulnerable properties before they are issued VBNs.	✏️
1.2	Foster community understanding of problems and solutions to vacant housing by hosting community events and resources to share knowledge and strategies.	✏️
1.3	Broaden community engagement around vacant houses to include all interested residents and groups, rather than traditional community associations. #EquityFramework	✏️
1.4	Highlight success stories and partnerships between developers and communities.	✏️
1.5	Expand the "Buy Back the Block" program which supports legacy renters to purchase formerly vacant houses in their neighborhood. #EquityFramework	💰
1.6	Continue to engage in block-level planning with community members and interest groups in Impact Investment Areas and other target neighborhoods.	💰
Goal 2: Prevent additional houses from becoming vacant.		
2.1	Research the life cycle of vacants, including talking with residents, and understand what is happening before a house becomes vacant.	✏️
2.2	Track community-based vs. out-of-town investors.	✏️
2.3	Review the eligibility for existing programs, such as age eligibility for older adults, to expand the number of homeowners able to take advantage of these resources.	✏️
2.4	Educate and work with homeowners about wills and the importance of having one that specifies a clear line of ownership, as well as provide guidance and materials on how to create a will.	✏️

#	RECOMMENDATION	TYPE
2.5	Explore the Healthy Rowhouse project in Philadelphia and ways to apply it here in Baltimore.	✏️
2.6	Work with banks to prevent foreclosure.	✏️
2.7	Increase funding for Housing Upgrades to Benefit Seniors (HUBS), DASH (Developing Affordable Starter Homes), Weatherization and Energy Efficiency program, Housing Rehabilitation and Repairs program, and other programs that help stabilize housing.	💰
2.8	Develop a comprehensive case management approach for housing that leads with residents' experiences and needs.	💰
2.9	Create more intervention points to help prevent occupied homes from becoming vacant.	💰
2.10	Increase funding for Healthy Housing Programs.	💰
2.11	Expand funding for homeowners to address repairs such as roofs, foundations, brick repointing, and other exterior repairs. Create and distribute marketing materials to target neighborhoods to increase aware of the funds and services available. #Infrastructure	💰
2.12	Use federal funds for infrastructure and historic/old house repair and rehabs. #Infrastructure	💰
2.13	Expand programs to prevent and resolve clouded titles that may block the sale or transfer of an affected property.	💰
2.14	Expand programs for lead paint remediation for vacant homes that are being rehabbed/renovated.	💰
2.15	Prioritize homes near new schools and/or that are in neighborhoods that have dealt with historic disinvestment, for lead remediation. #EquityFramework	💰
2.16	Research how new construction impacts vacancy.	💰
2.17	Implement predictive modeling to address lot/building vacancy.	💰

Goal 3: Address existing vacant houses.

3.1	Make it easier for residents and organizations who already live/work in a neighborhood to purchase vacant houses for redevelopment.	✏️

#	RECOMMENDATION	TYPE
3.2	Implement Fixed Pricing Policy to streamline and facilitate faster sale of vacant City-owned properties	✏️
3.3	Automate systems that track vacant property liens.	✏️
3.4	Facilitate private acquisition of privately owned vacant properties at reasonable prices.	✏️
3.5	Increase communities' understanding of buildings identified for demolition and the reasons why.	✏️
3.6	Maintain City-owned vacant properties.	💰
3.7	Train more minority contractors. #EquityFramework #WorkforceDevelopment	💰
3.8	Provide operating and technical support to non-profit organizations and community development corporations that are rehabbing vacant properties.	💰
3.9	Buy and rehab vacant properties in accordance with block level planning to facilitate redevelopment.	💰
3.10	Demolish vacant properties that pose a threat to public safety due to wind, fire, structural integrity, 911 calls for service, or other dangerous conditions.	💰
3.11	Stabilize vacant properties that pose a threat to adjacent occupied properties. #EquitableDevelopment	💰
3.12	Through DHCD's block-level planning process and in partnership with communities, identify properties for demolition.	💰
3.13	Provide Developer Incentives to developers working in focus neighborhoods to rehabilitate vacant properties.	💰
3.14	Pair Homebuyer Downpayment Grants with Developer Incentives to make rehabbed vacant buildings in target neighborhoods affordable to homeowners at a range of income levels. #EquityFramework	💰
3.15	Provide Home Repair Grants and other supports to residents who live next to and/or near vacant properties in target neighborhoods. #EquitableDevelopment	💰
3.16	Invest in the streets, sidewalks, and basic amenities in target neighborhoods to create thriving communities. #EquitableDevelopment #Infrastructure	💰

#	RECOMMENDATION	TYPE
3.17	Offer Live/Work Incentives for entrepreneurs to create live/workspaces with retail or studio uses on the first floor with living space on the upper floors. #SmallBusiness	
3.18	Strengthen legal tools and strategies to speed up acquisition of problem vacant properties and disposition.	
3.19	Implement the Mayor's Vacant Building Strategy.	

Public Spaces and Placemaking

Overview

Designing Inclusive Public Spaces

Baltimore has a long history of unique and beautiful public spaces, from Mount Vernon Place to the Inner Harbor to the Avenue Market. Today, the practice of designing, building, and managing active and inclusive public spaces is often known as placemaking or placekeeping. Placemaking is tied to both the physical design of the built environment and how residents are supported to use and spend time in public space. Elements of public space can include commercial activities and community events. Public spaces where placemaking can be effective include everything from neighborhood parks and plazas to public streets, sidewalks, and community-managed open spaces

Rising interest in placemaking has led to a variety of new initiatives over the past few years including murals, crosswalk art, pop-up shopping areas, and more. With City and State funding, nonprofit and community partners have used placemaking to beautify blocks and better connect neighbors. But placemaking initiatives also force us to ask hard questions:

> **What is placemkaing?**
>
> Placemaking is a way of approaching the design and programming of public spaces. It can include public art, community building, and beautification initiatives. The Project for Public Spaces defines placemaking as "a participatory process for shaping public space that harnesses the ideas and assets of the people who use it."

Ice skating at Middle Branch Park

- How can we make more inviting and inclusive public spaces in a city with a long history of exclusion and discrimination?

- How can we engage and support residents in planning and managing public spaces?

- How can we sustain improvements in the future?

The COVID-19 pandemic has highlighted the urgent need for safe and welcoming outdoor spaces for people to eat, gather, shop, and more.

Challenges for Public Spaces

Unfortunately, not everyone has equal access to safe public space in Baltimore City. In some cases, property owners may seek to use "hostile" architecture, which discourages people from spending time in the public spaces adjacent to privately-owned property. These defensive design practices echo the City's longer history of racist and exclusionary policies. In other cases, the challenges are more fundamental. Broken benches, overflowing corner trash cans, speeding vehicles next to a narrow sidewalk, public harassment, and other factors can discourage people from gathering or enjoying public spaces in the city.

Benefits of Public Art and Placemaking

26th Street Green Pedestrian Plaza, Friends of 26th St. Corridor

Community building: Residents rely on public spaces to connect with neighbors through both informal gatherings and organized programs. Public spaces that reflect the culture and image of the neighborhood strengthen a sense of belonging and help people to see themselves represented positively in the community. This, in turn, can build pride and social capital.

Beautification: an unattractive or poorly maintained vacant lot can make neighbors feel like no one cares about their community. Art, low-maintenance plantings, and additional features and amenities such as signs and benches, can add to the beauty and utility of a public space.

Safety & health: Activity and ownership go a long way in making sure public spaces are safe and clean, but there are also key design elements, such as lighting, to supporting safety. Additionally, clean, beautiful, and vegetated spaces are strongly correlated with improved mental health.

What Public Spaces Need to Thrive

Stewardship and ownership. Public spaces thrive when nearby residents take stewardship over them. They can help manage the space, mitigate misuse, and allow the spaces to reflect the communities they serve.

Programming and economic development. Events enliven public spaces. Finding the right partners, whether they be formal organizations,

neighborhood groups, non-profit community development corporations (CDC), or friends-of groups, is key to ensuring successful programming.

Inclusion. Different groups, such as teenagers, older adults, or families with young children, may all have different needs for public spaces. Creating varied public spaces that meet these varied needs is essential to delivering the benefits of public spaces to everyone.

Current Efforts

Murals and Public Art in Baltimore

Over the past decade, Baltimore City has added more than 120 new murals in over forty different neighborhoods. The City's long-running mural program administered by the Baltimore Office of Promotion & The Arts (BOPA) contributed a large share of this grand total, but entrepreneurial artists, nonprofit partners, and new funding sources also played a major role. Notable efforts have included:

Hummingbird mural and open space in Mount Clare

Open Walls Baltimore 1 and 2: This initiative, supported with funding from the National Endowment for the Arts, brought together artists from Baltimore and around the world to create over 35 murals around the Greenmount West neighborhood in 2012 and 2014.

Art@Work Program: Launched in 2016 by BOPA in response to the 2015 Baltimore Uprising, this program paired experienced artists with apprentices and summer youth workers to create murals in Sandtown-Winchester and Upton.

Mural at Cherry Hill Town Center (1998; Tom Miller, artist; restored 2017; Mural Masters, Inc.)

Transit Placemaking Initiative: From 2017 to 2018, the Southeast CDC, in partnership with the Maryland Department of Housing and Community Development, led efforts to install artistic bus stops and murals at key intersections, including along Eastern and Highland Avenues as well as

E. Fayette Street. The artwork supported traffic calming and community revitalization efforts.

Sprucing Up Public Space in Central Baltimore and Beyond

For over five years, the Central Baltimore Partnership has used small capital improvement grants to support neighborhood-driven public space improvement in the eleven neighborhoods that make up the organization's focus area. More than sixty funded projects include painted crosswalks, tree-plantings, porch light programs, community greening, public art, and dog waste stations. Central Baltimore Partnership and a larger group of partners including Druid Heights CDC, Comprehensive Housing Assistance, Inc., and others recently secured funding from Baltimore City to expand the Spruce-Up grant initiative into many more neighborhoods across the city.

Turning Vacant Lots into Community Assets

The demolition of vacant houses is often needed but can create a new challenge—finding a use for the new vacant lots. Parks & People Foundation and Baltimore City Department of Recreation and Parks (BCRP) have been responding to this challenge by working with community groups to turn post-demolition lots into parks, gardens, and playgrounds. Key examples include the newly created Darley Gateway Park at E. 25th Street and Harford Road, the new Henrietta Lacks Educational Park in Johnston Square (which used post-demolition

Revitalized vacant lot in Druid Heights

lots for an expansion of the prior Ambrose Kennedy Park), and multiple new open spaces in Upton in support of new home rehab projects.

Additional Resources

Plans and resources

- **Design for Distancing Guidebook** (2020)
- **Downtown Open Space Plan** (2011)

City Programs

- **DOT Community-Led Placemaking Program**
- **BOPA Mural Program**

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Update policies and standard operating procedures related to public spaces and placemaking to improve transparency and efficiency. #EquityFramework		
1.1	Create and publish inventory of existing agreements or contracts between City agencies and non-profit, institutional, and private partners related to the stewardship or management of public space.	✏️
1.2	Create and publish data on applications received and permits issued by Baltimore City Department of Transportation (BCDOT) public space programs including the Special Events and Block Party Permit, Street Vending Licenses, Community-Led Placemaking, Vertical Banner, Curbside Commercial, and Minor Privilege Permit programs.	✏️
1.3	Evaluate new online application form for Special Events Permitting and expand online application options to other programs and City agencies. #DigitalEquity	✏️
1.4	Compile public and internal documentation on existing policies, processes, and requirements for the design and installation of public space improvements and public art projects including permitting, contracting, and procurement.	✏️
1.5	Evaluate existing policies and processes to identify changes to support easier applications, faster review, and greater regulatory consistency across agencies when reviewing proposed public space improvements.	✏️
1.6	Create a new cross-agency procedures manual for BCDOT, Department of Public Works (DPW), Department of Housing and Community Development (DHCD), and Baltimore City Recreation and Parks (BCRP) staff to support coordinated review and maintenance of place-making projects in City-owned public space.	💰
1.7	Update the BCDOT Street Lighting and Photometric Design Guide with updated guidelines on pedestrian-scale lighting. #PublicSafety	💰

#	RECOMMENDATION	TYPE
1.8	Enforce Baltimore's 1% for Public Art Ordinance by rewriting the ordinance to clarify financial management and codifying the enforcement process as part of the Capital Improvement Program.	💰

Goal 2: Reverse historic disinvestment by prioritizing equitable funding, management, and coordination of City-supported placemaking projects. #EquityFramework

#	RECOMMENDATION	TYPE
2.1	Develop and deliver a training for City staff on placemaking and placekeeping including how to provide culturally responsive technical assistance and how to apply related design standards to placemaking projects.	✏️
2.2	Institute a race equity analysis of the Creative Baltimore Fund and 1% for Public Art program to ensure that funds are invested equitably in artists of color and supportive of Baltimore's smaller, BIPOC-led arts organizations.	✏️
2.3	Create new policy guidance to help agencies ensure investments in public space improvements and maintenance are equitably distributed.	✏️
2.4	Work with City agencies to align creative placemaking and placekeeping efforts with Capital Budget requests, programs and initiatives.	✏️
2.5	Prioritize sustainable funding for legacy, Black-led cultural institutions to engage in placemaking activities and identify and reduce barriers to funding for those institutions.	💰
2.6	Charge the Arts & Culture Advisory Board and DOP with creating a cultural plan for Baltimore that reflects a shared, comprehensive vision for the future of Baltimore's arts and culture and the City's creative economy.	💰
2.7	Ensure that the Creative Baltimore Fund is operating in a manner that is racially equitable and subject to accountability.	💰

Goal 3: Empower community organizations, Community Development Corporations, and non-profit partners to expand placemaking activities citywide. #EquityFramework #EquitableDevelopment

#	RECOMMENDATION	TYPE
3.1	Create and maintain an inventory of funding sources and technical resources available at the City, State, and federal level to support public art or placemaking in Baltimore City communities.	✏️

#	RECOMMENDATION	TYPE
3.2	Update Planning Commission policy on the recognition of community-managed plans to include arts/culture and public space in the list of required standard topics.	✏️
3.3	Charge the Baltimore Public Art Commission with creating an online resource that enables artists and community organizations to share information and connect with each other for collaborative projects. #DigitalEquity	✏️
3.4	Ensure that the Baltimore Public Art Commission and/or Arts & Culture Advisory Board have staffing and policies in place to provide technical assistance for artists and community groups interested in placemaking and public art projects and activities.	💰
3.5	Evaluate existing pop-up retail programming to find opportunities for improving sustainability for organizing partners and increasing access for residents and local businesses.	💰
3.6	Support the City's Main Street Programs, Business Improvement Districts, and Community Development Organizations in sharing placemaking strategies to strengthen shared technical expertise and capacity.	💰
3.7	Create a new dedicated funding source for public art projects beyond murals including large-scale works.	💰
3.8	Create a comprehensive placemaking improvements pattern book and resource guide with local examples and potential funding sources.	💰

Goal 4: Ensure a high standard for programming and stewardship of public spaces by Baltimore City agencies and partners.

#	RECOMMENDATION	TYPE
4.1	Improve consistency in the timely submission of insurance claims for damages to public spaces and public artworks by City agencies.	✏️
4.2	Establish a schedule for the regular proactive inspection and condition assessment of public space elements in the public right-of-way or on City-owned including benches, fencing, pedestrian-scale lighting, and public artworks. #Infrastructure #PublicSafety	✏️
4.3	Ensure Baltimore City work assignment and financial management systems (Cityworks and Workday) include correct information on physical assets for public spaces and proper contact information for partner organizations.	✏️

#	RECOMMENDATION	TYPE
4.4	Create a 311 Service Request category for reporting damage or vandalism to public art or public space improvements not covered by existing service request types. #Cleanliness #PublicSafety	✏️
4.5	Create a dedicated maintenance fund for public art and place-making projects.	💰
4.6	Explore the opportunity identified in 2021 Transition Report to embed "Public Artists in Residence" within different municipal agencies to solve problems and build connections. #EquityFramework	💰
4.7	Create or increase the number of City agency staff positions focused on developing community capacity such as supporting park "friends" organizations. #EquityFramework	💰
4.8	Promote a culture of care and stewardship for public spaces and the people who use and benefit from them every day across all Baltimore City staff from frontline workers to agency leadership.	💡

Historic Resources

Overview

Historic resources can be considered significant and worthy of preservation if they are one or more of the following:

- Associated with important events or individuals that have contributed to the development of Baltimore,

- Illustrate significant patterns of the development of Baltimore,

- An example of a prominent type, period, or method of construction or a work of a master architect or builder, or

- Have yielded or may be likely to yield information about prehistory or history such as archaeological sites.

> **What are historic resources?**
>
> Historic resources are existing buildings, structures, landscapes, and places that exhibit the unique historical, architectural, and cultural heritage of Baltimore City. Historic resources also provide a sense of place and pride for local communities. In most cases, properties must be over fifty years old to be considered eligible for historic designation.

The Normandie at 2622-2644 Saint Paul Street

How many historic resources does Baltimore have?

Nearly 90% of the properties in Baltimore meet the criteria of being more than fifty years old. In Baltimore there are approximately 225,000 structures in the city, 202,000 of which are over fifty years old.

However, only about 35% of the properties in Baltimore are designated as historic. Approximately 65,000 properties are listed on the National Register of Historic Places, and 15,000 structures are within a local historic district.

Why are historic resources important?

The greenest building is the one already built.

- It takes 10-80 years of operating savings of a newly constructed "green" building to recoup the negative climate change impacts of the construction.

- If you compared the rehabilitation of a 50,000 Square foot industrial historic structure to a 50,000 square foot newly built industrial structure on the edge of

town, there would be a 20%-40% reduction in Vehicle Miles Traveled and a 2,500-ton reduction of landfill waste.

- For multi-family properties, a structure built after 1980 used nearly 13% more energy than a building built before 1920.

Historic resources stimulate the economy.

- Restoration of historic resources create more jobs than new construction.
- Historic resources house more local, start-ups, and young businesses than new construction.
- Heritage and Cultural Tourism, a billion-dollar industry in Baltimore, centers on historic resources.

Historic resources attract and retain residents.

- The unique historic and architectural character of Baltimore makes Baltimore, Baltimore. Visual preferences surveys throughout the country have shown that participants in these surveys overwhelmingly prefer well restored historic buildings more than new construction.
- Between 2000 and 2010, Philadelphia's historic districts increased by 14,000 residents, while the city overall increased by 8,500 residents, meaning that nonhistorical districts lost population while historic districts increased in population. Similarly, between 2000 and 2010, Pittsburgh lost 9% of its population, but Pittsburgh's historic districts gained 4% in population.

Historic rehabilitation is an important neighborhood revitalization and equity tool.

- Historic environments provide for a diversity of housing in size, age, and price.
- Historic rehabilitation is an essential component to affordable housing.
- Historic districts retain and increase in property value better than new construction. This allows for homeowners to accumulate intergenerational wealth.
- The historic restoration tax credit (CHAP credit) has a built-in equity component in that the credit's value is far greater in more distressed neighborhoods and on vacant properties because the difference between pre-rehab and post-rehab assessments are

Rehabilitated rowhomes that received the CHAP Tax Credit at 1200 block of Gay Street

greater. This allows for a greater savings on the monthly debt service, which allows for more first-time home buyers.

- By working with the community on public history projects such as neighborhood history, local neighborhoods begin to organize around their history and create a foundation to market and celebrate their neighborhood.

- Historic preservation cultivates a sense of place and pride in the neighborhood.

Current Efforts

Local Inventories

Baltimore City local historic districts. Local historic districts are created by City ordinance. All exterior changes to properties in a local historic district are reviewed and approved by the Commission for Historical and Architectural Preservation (CHAP). This review adds an extra layer of review by the City, but it protects and enhances the historic character of a neighborhood. There are 38 local historic districts in Baltimore City. These properties are eligible for historic tax credits.

Recently renovated Waverly Town Hall, a Baltimore City Landmark.

Baltimore City local landmarks. Landmarks are created by City ordinance. This adds an extra layer of review by the City, but it protects the historic character of the landmark. There are 208 local landmarks in Baltimore City. These properties are eligible for historic tax credits.

Baltimore City inventory of historic places. This list comprises historic buildings that are not part of local historic districts but have been identified as meeting the Baltimore City criteria for historic designation. It is not a comprehensive list and does not provide any review of changes to the historic resource.

> 🔧 Create enabling City Legislation to allow Mayor and City Council to establish historic conservation districts. Ensure that properties in conservation districts are eligible for the local CHAP property tax credit and state historic tax credits. See Goal 1 below.

State Inventories

Maryland Inventory of Historic Properties (MIHP). This is a list of historic resources, individual properties as well as districts, that have been determined historic in Baltimore City. This list may not include properties on Baltimore's local landmark or in local historic districts.

Federal Inventories

National Register of Historic Places. This list is created by the National Park Service (NPS) and the Secretary of the Interior. It includes individual structures and districts that are historically significant to the history of the country. It only provides a design review if the project is funded by federal funds or needs a federal permit. These properties are eligible to use historic tax credits.

National Historic Landmarks Program. This is a list kept by the NPS for properties that are considered highly significant to the country's history. It does not provide a design review unless the project uses federal dollars or needs a federal permit. These properties are eligible for historic tax credits.

> 💡 Adopt and implement a bold, aggressive local and National Register historic designation policy emphasizing underrepresented stories, communities, and resource types. See Goal 2 below.

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Align sustainability, affordable housing, and historic preservation.		
1.1	Work with the BCRP Forestry Division and Office of Sustainability on tree planting plans in areas undergoing historic designation. #Trees #EnvironmentalJustice	✏️

#	RECOMMENDATION	TYPE
1.2	Actively participate in peer-to-peer exchanges like those provided by the National Alliance of Preservation Commissions, to monitor best practices such as historic preservation plans and their implementation.	✏️
1.3	When a community has formally requested historic district, landmark, or historic conservation designation, create a strategic plan that coordinates other City activities in the area. #LandUse	💰
1.4	Create an anti-displacement plan for current residents of an area undergoing CHAP designation, where determined necessary. #EquitableDevelopment	💰
1.5	Identify regulatory and financial obstacles of reuse, and then recommend solutions.	💰
1.6	Prepare a detailed Baltimore historic preservation plan and regularly monitor, update, and publicly report on measurable results.	💰
1.7	Create a narrative on the importance of Baltimore cultural and natural resources that appeals to a larger audience than those who consciously embrace historic building and community preservation as a value (for example, those who value conservation of natural and recreational resources; sustainability advocates). #EquitableDevelopment #EnvironmentalJustice	💰
1.8	Create enabling City Legislation to allow Mayor and City Council to establish historic conservation districts. Ensure that properties in conservation districts are eligible for the local CHAP property tax credit and state historic tax credits.	💡
1.9	Create a historic preservation tax credit with a sustainability component (building recycling as a guiding principle). #EnvironmentalJustice	💡
1.10	Create a historic income tax credit for homeowners modeled on the state program.	💡
1.11	Support an initiative to designate the Chesapeake Bay as a World Heritage Site. #EnvironmentalJustice	💡

Goal 2: Engage communities and non-traditional partners to expand the reach of historic preservation. #EquityFramework

#	RECOMMENDATION	TYPE
2.1	Use history to provide insight into planning activities such as neighborhood plans, urban renewal plans, and a community's SWAT (Strength, Weaknesses, Assets, and Threats) or SOAR (Strengths, Opportunities, Aspirations, and Results) analyses. History can be used to help understand the existing conditions of a neighborhood.	✏️
2.2	Work with city-wide organizations such as Baltimore Heritage, Baltimore City Historical Society, the Baltimore Heritage Area, etc. to help communities expand their understanding of the history of their communities.	✏️
2.3	Collaborate with colleges and universities, especially local institutions and Historically Black Colleges and Universities (HBCUs) to support scholarly research on Baltimore history and to create public history programs.	✏️
2.4	Adopt and implement a bold, aggressive local and National Register historic designation policy emphasizing underrepresented stories, communities, and resource types.	💰
2.5	Engage more People of Color in historic preservation and public history activities as well as other planning department activities by using different methodologies for engagement by facilitating government and non-government support for non-traditional partners that may not have a track record.	💰
2.6	Support storytelling and sharing of neighborhood histories by having CHAP engage neighborhood associations and other City organizations in activities such as creating historic roundtables, partnering with neighborhood associations on grants, historical research, and storytelling programs.	💰
2.7	Conduct a city-wide study to gain a better understanding of why neighborhoods are not seeking the use of historic preservation tools such as designation and tax credits.	💰
2.8	Create a program, either at Department of Planning (DOP)-CHAP or a citywide nonprofit organization to help community organizations set-up history roundtables to collect and share historical research, documents, and photographs.	💰
2.9	Create a program to create storefront exhibits for empty commercial space.	💰
2.10	Create a city-wide markers program.	💰

#	RECOMMENDATION	TYPE
2.11	Pursue funding to hire a communications consultant to develop a plan or set of proactive communications strategies that include regular press and social media outreach and specific strategies around Preservation Month, etc. #EquitableDevelopment	
2.12	Create a funding source for grants to neighborhood associations for historic preservation and public history activities.	
2.13	Bring back the City Fair that celebrates all neighborhoods in Baltimore City. Work to ensure that neighborhoods that are often left out are included in a meaningful way.	

Goal 3: Support Baltimore's designated historic resources.

#	RECOMMENDATION	TYPE
3.1	Bring larger, more complex projects (new construction or some combination of rehabilitation, larger additions, and/or new construction) to a Master Plan discussion at Urban Design and Architecture Advisory Panel (UDAAP) and incorporate the panel's recommendations into the CHAP staff report.	
3.2	Work with partners (such as, non-profits, City agencies, state agencies) to develop a centralized resource that explains historic preservation tools and resources in Baltimore City to help citizens understand the various groups (such as, City, State, non-profits) and their roles, contact information for programs, various funding sources, and resources for research. #Regional #EquityFramework #EquitableDevelopment	
3.3	Expand resources dedicated to CHAP for code enforcement, such as funding a position for a full-time inspector dedicated to CHAP districts.	
3.4	Develop a system of intervention to prevent properties in good condition in historic districts from becoming vacant/derelict. #VacantHousing	
3.5	Strengthen CHAP's demolition-by-neglect section in Article Six of the Baltimore City Code. #VacantHousing	
3.6	Secure a five-year extension of the CHAP property tax credit.	
3.7	Increase the fee for the CHAP property tax credit in order to increase the number of CHAP staff.	
3.8	Begin a multi-year program to revise and enhance the historical reports of existing Baltimore City Landmarks and historic districts to capture the history of previously marginalized groups.	

#	RECOMMENDATION	TYPE
3.9	Maintain, improve and increase (for example, transferable income tax credits) local, state and federal tax incentives for the rehabilitation of historic property.	
3.10	Conduct a comprehensive archaeological survey of City-owned properties.	
3.11	Create a public archaeology program.	
3.12	Create, fund, and staff a city-wide Old-house Rehabbers' Roundtable that is a one-stop shop that provides guidance to prospective and current owners of old homes on all aspects of buying, restoring, and maintaining an old house in Baltimore. Ensure that the Old-house Rehabber's Roundtable collaborates and coordinates with other City efforts and organizations such as makerspaces. #EquityFramework #EquitableDevelopment	

Goal 4: Expand a skilled local historic preservation workforce.
#WorkforceDevelopment

4.1	Develop and maintain online and non-virtual clearinghouses, portals, and exchanges that enable easy access to regular trainings for individuals seeking employment and business opportunities in the rehabilitation arts, crafts, and trades. #DigitalEquity	
4.2	Explore Birmingham's BUILD UP program as a model to create a program in Baltimore that provides City youth with academic coursework and career-ready skills through paid apprenticeships in the restoration and building trades, leading them to become educated, credentialed, and empowered civic leaders, professionals, and homeowners. #EquityFramework	
4.3	Fund post high school workforce development programs for preservation related crafts and trades through partnerships with trade professionals, trade organizations, Baltimore City Community College, and Mayor's Office of Employment Development (MOED).	
4.4	Provide loans to start-up businesses that support all aspects of building restoration in Baltimore, including distributors for building materials, small manufacturers for building components, and specialized preservation craftsmen such as metalworkers, plasterers, woodwrights, and others. #EquityFramework #SmallBusiness	

Equitable Access

What is Equitable Access?

Equitable access means that residents can more easily find and use the resources and supports that they need. We will reduce barriers to and increase knowledge of City resources. This will empower residents to enjoy all the amenities the City has to offer.

How Will It Show Up?

Transportation equity. Quick and easy access to reliable transportation can make social and job opportunities more accessible. We hope to increase access to public transit by expanding it and making it more affordable. We will also make goods and services more accessible by putting new transit stations near retail centers. Lastly, we will aim to make the city more pedestrian and bike friendly.

Food access. A strong food system helps create a resilient city by ensuring access to and availability of culturally relevant and nutritious foods. We will use policy and funding to create more equitable and resilient urban food systems. In doing so, we will engage residents and communities in food system activities, ensure access to fresh and culturally relevant foods, and support local food businesses.

Digital access and equity. Technology is a central part of life. It helps keep people connected to each other, resources, and services. We recognize that many residents do not have access to digital devices and/or stable internet. To address this, we will support residents in connecting to affordable and reliable internet services, training and education on digital skills, and computers.

Access to parks, open space, and recreation. Access to outdoor green spaces provides many mental and physical health benefits. We believe that every Baltimorean has the right to green space within walking distance of their home. The Baltimore Recreation and Parks (BCRP) Playbook will guide these efforts to make this a reality. With this playbook, we will make equitable investments to improve and expand public spaces and programming.

Transportation Equity

Overview

The Baltimore Regional Transportation Board (BRTB) is responsible for prioritizing transportation investments. In this role, it coordinates regional transportation needs and prepares the regional Long Range Transportation Plan. The board itself is staffed by the Baltimore Metropolitan Council (BMC) and serves as our Metropolitan Planning Organization (MPO).

Public Transit in Baltimore Region

The majority of transit service in Baltimore City and the surrounding region is provided through the Maryland Transit Administration (MTA), a state transportation agency. There are multiple smaller, locally-operated transit services in the Baltimore Region, including two in Baltimore City: The Charm City Circulator and the Harbor Connector.

The City recognizes the value of the public transit system and ensuring that it is accessible and reliable for all residents to help them reach employment and social opportunities. To that end, Baltimore City Department of Transportation (BCDOT) is conducting a Transit Equity Gaps Study. This will help the City to better understand how experiences with the public transit system vary for different neighborhoods and populations.

> **What is transportation equity?**
>
> According to the US Department of Transportation, "A central goal of [equitable] transportation is to facilitate social and economic opportunities by providing equitable levels of access to affordable and reliable transportation options based on the needs of the populations being served, particularly populations that are traditionally underserved."

MDOT MTA Metro SubwayLink at State Center Station

Based on 2022 data from the United States Census Bureau, only 10.3% of Baltimoreans commuting to work used public transit, while 57.3% drove themselves (an additional

6.7% carpooled). With this, the average commute time was about 29 minutes. When looking at the use of transit by race, it becomes clear that different populations within Baltimore have different experiences. 13.6% of Black residents use the City's public transit, compared to 4.8% of White residents.

A **2021 transit equity study by Johns Hopkins University** found that the communities most in need of public transit have longer commute times and that these communities correspond to the "Black Butterfly" pattern that defines so much of the City's disparate racial and economic outcomes.

Access and reliability of public transit is important to our residents with disabilities. Nationally, 13.4% of people have a disability. In Baltimore, as of 2022, 17.2% of residents live with a disability. Therefore, we need to make sure our streets, sidewalks, and public transit system can safely and comfortably accommodate a variety of riders.

Walking and Biking

Infrastructure and land use patterns that support walking and biking to destinations make it easier for residents to access goods and services without spending money or significant travel time. Good walking and biking infrastructure are also critical for accessing public transit. However, we need to consider the safety and accessibility of the area that someone must walk or bike to reach a transit stop, and how easy it is for a resident to navigate it. Additionally, we also need to consider the routes that are accessible within neighborhoods and if those will help residents reach the parts of the city that they need to for work, education, and social events.

Transit Oriented Development

In addition to making sure that residents can travel to their destinations, another way to provide access to goods and services is by locating those services near transit hubs. 27 Transit-oriented development (TOD) is an approach that encourages intensifying and inter-mixing land uses (for example, residential, office, retail, and entertainment) around transit stations. These developments often integrate public amenities (for example, open spaces and landscaping) and improve the quality of walking and bicycling as alternatives to automobile travel.

Cyclists on Herring Run Trail

Importance of Transportation Equity

Wealth building opportunities. Reliable transportation access is necessary to find and maintain employment, enroll in workforce development opportunities, and/or attend an institution of higher education. More efficient and affordable transportation options provide more wealth building opportunities and better quality of life. Simply having transportation access is not enough if the time and money it would take to use the service is burdensome.

Improved quality of life. Transportation access is critical to visit local government services, see healthcare professionals for regular checkups, purchase groceries or medications, or attend social gatherings and visit friends and relatives in other parts of the city (and beyond).

Vehicle ownership is expensive. Factoring in vehicle payment, insurance, the price of gas, and vehicle maintenance, the cost of vehicle ownership in the Baltimore Metropolitan area can exceed $800 per month.33 Meanwhile, the cost of an MTA pass is $77 per month (with discounts for older adults, students, and people with disabilities),34 and bike ownership is around $15-30 per month.35

Environmental and public health impacts. A gasoline or diesel-powered automobile pollutes the environment, negatively affects public health, and contributes to global warming. Bicycles, e-bikes, scooters, and many public transit options in Baltimore are no-emission or low-emission modes of transportation. MTA is converting its entire bus fleet to zero emissions buses.

Current Efforts

Central Maryland Regional Transit Plan

The Central Maryland Regional Transit Plan (RTP) is a plan for improving public transportation in the region over the next 25 years. The RTP is updated every five years and presents goals, objectives, and initiatives to enhance transit service, support the economy, and reduce impacts to the environment. The RTP was developed by the MTA in coordination with the Central Maryland Regional Transit Plan Commission, which was composed of the five jurisdictions in the Central Maryland region, local transit agencies, the BMC, and members of the public. Baltimore City DOT served as a partnering agency with representation on the advisory committee helping to develop this plan and support the interests of Baltimore City.

A central focus of the RTP is increasing transit access for the region's residents, particularly those in historically underserved communities. Providing transit that connects residents to economic opportunities ensures the region's strength and vitality. Today, 40% of the region's 2.55 million residents and 50% of the region's 1.21 million jobs are

accessible by bus or rail. By 2045, the region is expected to grow by nearly 300,000 people and 440,000 jobs. The RTP recognizes that the majority of growth in Central Maryland is not planned in areas accessible to existing transit stops and stations. Therefore, the RTP recommends long-term expansion and enhancement of transit service to serve growing job and population centers, as well as coordinating transportation and land-use goals and strategizing the fiscal sustainability of those decisions. Implementing this RTP would provide transit access to over 500,000 additional jobs.

Planning to implement the RTP's priority transit corridors has already begun. The top two corridors both traverse across Baltimore City, including the relaunched Red Line (east-west connection from Ellicott City to Bayview/Tradepoint Atlantic) and the North-South Connection from Towson to Downtown Baltimore.

> Finalize the in-progress Baltimore City DOT Transit Equity Study, which measures reliability of transit access between areas in need of high-quality public transit and livable wage job sources. See Goal 1 below.

Local Transit Initiatives

- **Charm City Circulator.** A fleet of 23 free shuttles that travel four routes in the central business district of Baltimore.

- **Harbor Connector.** Baltimore's free maritime transit service connecting six piers via four vessels.

- **Baltimore City Dockless Vehicle Program.** Since 2018 BCDOT has permitted several companies to offer dockless vehicles (for example, bicycles, e-bikes, scooters, and electric motors for wheelchairs) for rent within Baltimore's city limits. These vehicles have provided an average of 120,000 trips per month. Many of the corrals are located at transit stations or key transfer locations.
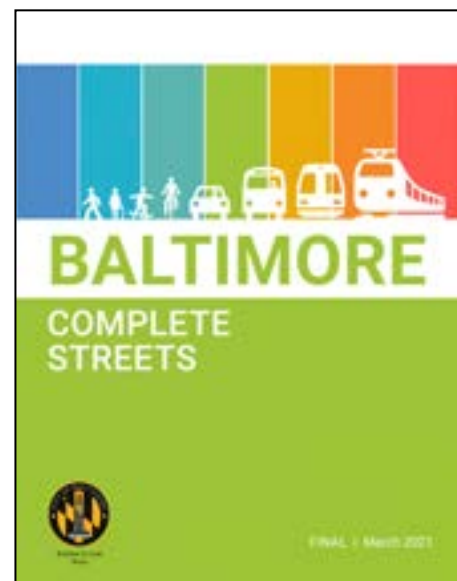
> Update Complete Streets Manual to be more inclusive of various modes of transportation, including non-bike micro-mobility, with quick-build guidelines that are popularly accepted. See Goal 4 below.

Red Line

The relaunched Red Line is a 14-mile east-west transit line that will provide connection between the Woodlawn area of Baltimore County, West Baltimore communities, downtown Baltimore, Inner Harbor East, Fells Point, Canton, and the Johns Hopkins

Bayview Medical Center — making travel in these heavily congested corridors simpler, faster, and cheaper. The Red Line corridor presents great opportunities for the City of Baltimore to plan and implement TOD along with affordable housing around the future Red Line station areas.

> 💡 Build the Red Line and the North-South corridor. See Goal 1 below.

Related Plans and Initiatives

- **Baltimore City Transit Development Plan (TDP)**
- **BMC Resilience2050 Long Range Transportation Plan**
- **Regional Transit Plan for Central Maryland**
- **Red Line**
- **Regional Transit Plan North-South Corridor Study**
- **Transit Priority Initiative**
- **Separated Bike Lane Network Plan (2017)**
- **Towards Zero Program**

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
	Goal 1: Support expanded regional transit to connect more people and places within the Baltimore metro area.	
1.1	Continue to participate in BMC-led work group to explore governance structure for regional transit authority. #Regional	✏️
1.2	Coordinate capital improvement funding requests with MTA – planned service increases and planned TOD developments, including along the future Red Line to accommodate first and last mile pedestrian, bicycle, and micro-transit connections and other improvements that complement MTA services. #EquitableDevelopment #Infrastructure #Regional	✏️

#	RECOMMENDATION	TYPE
1.3	Incorporate transit infrastructure (for example, bus bulbs, queue jumps, bus lanes, bus stop improvements) into City capital projects for priority roadways. #Infrastructure	✏️
1.4	Create system of regular coordination between MTA, Maryland Department of Transportation (MDOT), BCDOT, school system, other counties, etc. #Regional	✏️
1.5	Hire a dedicated Transit Equity Planner. This planner will work to (1) improve first and last mile pedestrian, bicycle, and micro-transit connections to key transit hubs; (2) investigate opportunities for expanding transit in Baltimore through public and private partnerships; (3) apply for transit innovation grants; (4) plan new Circulator routes; and (5) participate in political advocacy in Annapolis for a better regional transit system. #EquitableDevelopment #Infrastructure #Regional #WorkforceDevelopment	💰
1.6	Align corridor funding priorities with existing Baltimore transportation plans, such as the Regional Transit Plan, Red Line transit project, Separated Bike Lane Network, and Greenway Trails Network. #EquitableDevelopment #Regional	💰
1.7	Identify a location, based on resident need, and build a fifth bus division so that service can be increased in Baltimore City. #EquityFramework #EquitableDevelopment	💰
1.8	Build the Red Line and the North-South corridor. #EquitableDevelopment #Infrastructure	💡
1.9	Link MTA transit to WMATA transit, starting with the West Baltimore MARC Station. #Infrastructure #Regional	💡
1.10	Build an expansive Metro system to provide transit within the City and region. #EquitableDevelopment #Infrastructure #Regional	💡
Goal 2: Increase transit service accessibility, reliability, and affordability for people who most need it.		
2.1	Advocate at the state level for reduced fares.	✏️
2.2	Educate families about transit options during the high school choice process.	✏️
2.3	Provide first- and last-mile pedestrian, bicycle, and micro-transit connections, considering accessibility for people with disabilities as well as walkability and micro-mobility. #EquitableDevelopment	💰

#	RECOMMENDATION	TYPE
2.4	Increase transit access for industrial workers and hospital workers by having buses there at the right times (for example, for late-night shifts). #EquitableDevelopment #WorkforceDevelopment	💰
2.5	Work with the State to ensure free transit passes for students outside of school hours.	💰
2.6	Retrofit bus stops to be ADA-accessible and include shelter/cover, benches, lights, charging ports, broadband, and regular trash pick-up. #Infrastructure	💰
2.7	Hire more transit operators. Hire case managers and/or pursue expungement legislation to assist returning citizens get jobs as transit operators. #WorkforceDevelopment	💰
2.8	Expand the geography of the Charm City Circulator as a free option for residents, with a focus on serving riders with disabilities. #EquitableDevelopment	💰
2.9	Implement South Baltimore Small Area Transit Plan recommendation to build a shuttle or connector line in South Baltimore, especially in Curtis Bay, Brooklyn area for residents to get to grocery stores, etc. #EquitableDevelopment	💰
2.10	Finalize the in-progress BCDOT Transit Equity Study, which measures reliability of transit access between areas in need of high-quality public transit and livable wage job sources. This will also include assessing the impacts on communities for potential displacement and environmental pollution. #EnvironmentalJustice #EquitableDevelopment #WorkforceDevelopment #EquityFramework	💰
2.11	Develop additional Small Area Transit Plans for areas of low access and/or high need.	💰
2.12	Hire a Safe Routes to School manager to focus on transit access and safety for students. #PublicSafety #WorkforceDevelopment	💰
2.13	Conduct analysis of transit system as it relates to on-time school access, trip journey, and after-school activities.	💰
2.14	Increase MTA Priority Toolkit improvements, such as dedicated transit lane miles and signal changes, along Frequent Transit Network routes. #Infrastructure	💰
2.15	Evaluate bus stop signage to ensure signs are visible and useful for riders. #Infrastructure #PublicSafety	💰

#	RECOMMENDATION	TYPE
2.16	Retrofit buses with user amenities, such as wi-fi and storage for groceries. #DigitalEquity	💰
2.17	Implement recommendations of the Charm City Circulator Transit Development Plan (TDP).	💰
2.18	Electrify the bus system. #EnvironmentalJustice	💡
2.19	Capture money from disincentives for driving to improve transit system (for example, speeding tickets, parking tickets, red light camera tickets, congestion charges, and bus lane violation fines).	💡
2.20	Improve efficiency and reliability by reducing boarding time, either through eliminating fare collection or moving fare collection off-site.	💡
2.21	Make public transit free for everyone or for people who meet certain criteria, such as income eligibility, students, City residency, or travelling within designated zones. #EquitableDevelopment #EquityFramework	💡
Goal 3: Link transit planning and land use planning. #LandUse		
3.1	Expand TOD zoning around all high-frequency transit corridors, including around the future Red Line stations, not just rail corridors. #Infrastructure	✏️
3.2	Evaluate existing TOD zoning categories and explore the creation of a fifth TOD zoning category with a focus on higher height limits and/or higher density of commercial uses.	✏️
3.3	Develop a Baltimore City TOD manual to guide developers and site reviewers.	✏️
3.4	Strengthen density requirements related to TOD.	✏️
3.5	Eliminate parking minimums around TOD. #AffordableHousing	✏️
3.6	Update Site Plan Review and Developer Agreement policies to explicitly require accommodation of transit and coordination with MTA. #Regional	✏️
3.7	Remove self-storage facilities from TOD, residential, and commercial zoning categories.	✏️

#	RECOMMENDATION	TYPE
3.8	Adopt a comprehensive transportation plan that centers equity, public health, sustainability, and accessibility. The process for developing this plan should engage the public around capital needs, organize priorities, and allocate projects to an appropriate funding source and schedule. #EquitableDevelopment	💰
3.9	Hire dedicated staff to engage the public regarding capital needs, organize capital priorities, and allocate priorities to appropriate funding sources, including City, State, and federal transportation requests. #WorkforceDevelopment	💰
3.10	Hire dedicated staff to coordinate with MTA to reduce review times and ensure consistent coordination.	💰
3.11	Develop vision plans for key TOD opportunity areas. #WorkforceDevelopment #Regional	💰
3.12	Develop a Red Line specific corridor plan or a series of station area plans for Red Line stations to create a coordinated land use and transportation vision for TOD along the future Red Line corridor. #Infrastructure	💰
3.13	Apply for grants for redevelopment of TOD sites, including both complete streets and housing development/stabilization. #Infrastructure #AffordableHousing #PublicSafety	💰
3.14	Promote and/or incentivize development opportunities where transit hubs already exist.	💰
3.15	Evaluate MTA fixed routes with high ridership to identify additional TOD hubs.	💰
3.16	Incentivize affordable housing development in TOD areas. #AffordableHousing	💰
3.17	Build broad and deep partnerships with banks, lenders, and others requiring parking to ensure local lenders have modeling that is urban-friendly.	💰
3.18	Inventory and remove unused pavement, including low utilization parking lots, roads that have too many lanes for the amount of vehicle traffic they carry, low utilization of on-street parking, and excess space in intersections that can encourage dangerous driving behavior. Re-purpose based on local culture and needs for uses such as parklets, public spaces, bike parking, trees, etc. #Infrastructure #PublicSafety #EquitableDevelopment	💡
3.19	Remove surface parking lots and gas stations from permitted land uses in dense areas. #LandUse	💡

#	RECOMMENDATION	TYPE
3.20	Coordinate with the Department of Housing and Community Development (DHCD) and the Housing Authority of Baltimore City (HABC) to establish a joint development program for City-owned properties, especially to implement TOD around existing and future transit stations with a focus on affordable housing. #AffordableHousing	💡

Goal 4: Embrace and implement "Complete Streets" as part of Baltimore City's transit culture to double the number of people who walk or bike to work in the next decade.

#	RECOMMENDATION	TYPE
4.1	Conduct audits to assess accessibility, walkability, and bike-ability around City schools to assess needs. #EquitableDevelopment	✏️
4.2	Make designation of Complete Streets typology part of the planning process from inception for City-led capital projects, such as corridor improvements or new facilities. #Infrastructure	✏️
4.3	Promote organizations that give away free bicycles and scooters.	✏️
4.4	Create a Complete Streets Typology Plan/Map with significant community engagement. #EquityFramework #LandUse	💰
4.5	Create a pedestrian plan for Baltimore City, using walk audits, the Complete Streets manual, pedestrian demand, ADA considerations, and safety. #EquitableDevelopment	💰
4.6	Update Complete Streets Manual to be more inclusive of various modes of transportation, including non-bike micro-mobility, with quick-build guidelines that are popularly accepted.	💰
4.7	Hire a pedestrian planner and an engineer who are specifically responsible for sidewalks/curb design and maintenance processes to ensure all sidewalks are accessible and keep residents safe. #PublicSafety #WorkforceDevelopment	💰
4.8	Streamline procurement of materials and installation of materials that are highly visible and effective for safety. #PublicSafety	💰
4.9	Hire team of engineers and planners to design and implement transit streetscaping in partnership with MTA, local communities, and transit riders. #WorkforceDevelopment #Regional	💰
4.10	Finish the last 10 miles of Greenway Trail and other outstanding projects.	💰

#	RECOMMENDATION	TYPE
4.11	Increase maintenance of sidewalks and bike lanes (clean out trash, vehicles) and regular street maintenance (for example, fixing potholes, repaving) to increase usability. #EquitableDevelopment #Cleanliness #Infrastructure	💰
4.12	Increase the number of adaptive scooters within the micro-mobility fleet. #EquitableDevelopment	💰
4.13	Invest in infrastructure for bike mobility. This includes more places to store and secure bikes, better signage and increased lighting in bike lanes. #Infrastructure #PublicSafety	💰
4.14	Publish maps that show common destinations, bike lanes, bike parking, transit lines and frequency of transit service.	💰
4.15	Launch a public education campaign about the importance of changing streets for multi-modal use.	💰
4.16	Increase visibility by removing parking closest to the intersection, where appropriate, to allow for safer crossings. #PublicSafety	💰
4.17	Improve sidewalks to ensure that they are ADA-accessible. #PublicSafety #Infrastructure #EquitableDevelopment	💡
4.18	Create a legislative requirement to build a certain amount of protected bike/scooter lanes per year, until the separated bike network is built out.	💡
4.19	Explicitly make holistic pedestrian safety and accessibility improvements the primary mission of BCDOT. #PublicSafety	💡

Food Access

Overview

Disparities in accessing affordable, nutritious, and culturally appropriate food in Baltimore reflect the City's uneven distribution of resources, history of segregation, limited access to opportunities, and other structural and systemic barriers. These disparities are influenced by multiple factors such as socioeconomic conditions and geographic locations.

In 2021, a Maryland Food Bank survey found that 33% of residents said they were food insecure. This number increased from 27% in 2017. Data also showed that food insecurity among all respondent groups has increased since the COVID-19 pandemic.

Lack of access to nutritious foods

Baltimore's BIPOC (Black, Indigenous, and People of Color) residents have experienced uneven distribution of resources and racist policies. Today, many of Baltimore's Black neighborhoods, the "Black Butterfly", are also Healthy Food Priority Areas, meaning they lack access to nutritious foods.

There are also economic disparities that impact residents' ability to purchase nutritious foods. Many low-income communities face barriers to accessing and buying food. They may have to rely on more affordable and less nutritious options. Community divestment and policy issues also contribute to a lack of food access. This can be in the form of lack of financial investment to support grocery stores or limited or unreliable public transportation making it difficult for those without a vehicle to travel to food retail stores. Zoning and land use policies also impact the availability of healthy food. Some neighborhoods

> **What are food systems?**
>
> Food systems include the food we consume, as well as how food is produced, transported, sold, recovered, and disposed of. Food systems also include the policies, goals, and values that accompany each step of the process. While urban food systems rely on food produced around the world, there are many opportunities to influence what happens within a city
>
> Cities are playing an increasing role in supporting healthy, sustainable, and equitable food systems. Some residents seek access to land and resources to grow their food, while others seek to influence decisions about what food retail is available to them, their ability to nourish their household members with healthy and culturally appropriate food, and to secure resources to maintain food security.
>
> Persistent disinvestment has compromised the ability of many neighborhoods to access these opportunities and achieve these goals. When community members are in a position to define what they need from the food system it builds power; and when institutions listen and respond to these needs, a more equitable system can be achieved.

have more fast-food retailers, convenience stores, dollar stores, and drive-throughs that sell minimal or no fresh produce or other nutritious options because the zoning code does not restrict them outright, or the total number located in a particular area.

Engaging communities and residents

Baltimore City's long-standing food environment analysis, paired with resident feedback, provides insight into the food environment. It highlights where vulnerable populations are concentrated, the barriers residents face in accessing healthy food, and how this changed and was exacerbated by the pandemic.

Farm Alliance Black Butterfly Teaching Farm in Farring-Baybrook Park

ARPA-funded produce boxes

Low community engagement and participation can impact residents' ability to advocate for change in the food system. Engaging community members in decision-making is critical for addressing disparities. Resident Food Equity Advisors (RFEAs) are one way that Baltimore City has engaged the community to advocate for changes to create a more equitable system.

Building food system resilience

Growing food is a form of resilience and emergency response during a pandemic when so many have faced food insecurity or have been cut off from typical sources of fresh food. Urban agriculture and Black-led urban farms provide alternative healthy food options to communities while activating underused green spaces and vacant lots. Ownership is key to getting community buy-in on urban agriculture. Without some form of ownership, there is the constant threat that the land will be taken away. Providing financial resources and support to BIPOC-led urban farms empowers communities and supports community resiliency.

Understanding the Food System

PRODUCTION

Food production includes the growing, raising, and harvesting of fruits and vegetables, grains, animals, and other raw materials for food. Baltimore has diverse food production methods, however, the majority of farming in the region occurs outside of Baltimore.

PROCESSING

Food processing is the transforming of raw ingredients, such as the milling of grain into flour. Processing facilities play a crucial role in Baltimore in getting food from producers to consumers. Often these facilities sort and package food as well as transport food items to distribution centers or retail.

Baltimore Food System

DISTRIBUTION

Food distribution refers to the storage, transport, and delivery of any food product from one place to another. Roads are the main mode of transportation; however, food products may be transported via railways, water, or air.

RETAIL

Food retail involves the sale and distribution of food products to consumers. In Baltimore, food retail includes various options, including grocery stores and supermarkets, small grocery and corner stores, convenience stores, public markets, farmers markets, farm stands, food banks and pantries, and restaurants.

CONSUMPTION

Food access and consumption varies across neighborhoods throughout Baltimore. Due to redlining and an historic lack of investment in Baltimore's Black communities, neighborhoods have varying degrees of access to affordable healthy foods such as fruits and vegetables.
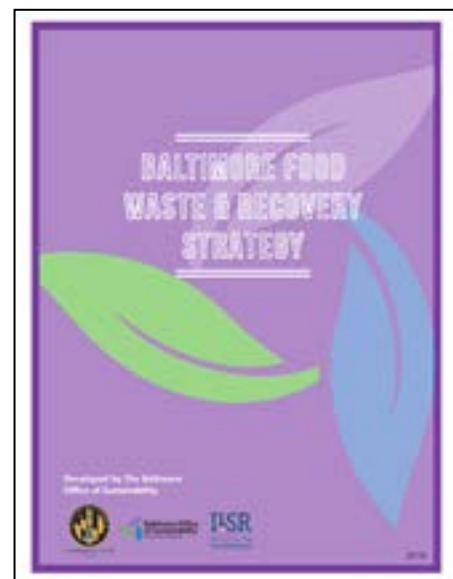
FOOD WASTE MANAGEMENT

How food waste and packaging are handled is important to the resiliency and sustainability of the food system. Food waste can occur at various phases within the food system, from production to consumption.

Current Efforts

Improving Nutritional Security, Food Access, and Food Equity in Baltimore City During and After COVID-19 ($11+ million)

This American Rescue Plan Act (ARPA) funded project aims to shift Baltimore's reliance away from emergency food assistance, and instead support local and regional food procurement and production. In support of these efforts, it has allowed us to continue produce box distributions to ensure residents have consistent access to fresh fruits and vegetables. It has supported increased Online Supplemental Nutrition Assistance Program (SNAP) participation to address inequitable access to home-delivered groceries. The funding from this work has also helped expand nutrition incentives offered at farmers markets and funded an individualized Food Rx (food is medicine) program at MedStar Harbor Hospital. The funding is also helping to train the next generation of BIPOC growers through a farm incubator program run by the Farm Alliance of Baltimore.

> 🔧 Increase awareness and usage of online SNAP. See Goal 1 below.

Food Policy Action Coalition

Established in 2010, Food Policy Action Coalition (PAC) members work actively to improve food access and Baltimore's food system. It has grown from 18 to over 600 members representing nonprofits, universities, farms, businesses, hospitals, and residents to provide opportunities for collaboration and idea-sharing.

FOOD PAC GOALS

1. Food PAC members identify and inform the Department of Planning's (DOP) Food Policy and Planning Division of food policy barriers to collectively address the policy issues from an organizational, City, State, or federal level.

2. The Food Policy and Planning Division informs Food PAC members on City, State, and federal policy implications that impact Baltimore's food environment.

3. Food PAC members collaborate to increase knowledge and break down silos to be more effective in addressing food access and improving the food system.

> ☄ Continue building a diverse network of stakeholders and residents to improve food access in Baltimore. See Goal 2 below.

Resident Food Equity Advisors

The Food Policy and Planning Division created the Resident Food Equity Advisors (RFEA) program in 2017. RFEAs are cohorts of Baltimore City residents who represent community organizations, urban farmers, restaurant owners, corner store employees, public housing sites, and other collaborators. The program was launched to drive equitable food policies through an inclusive, collaborative process. RFEAs' input is used to create a set of policy recommendations. Their recommendations led the City Council to pass an approximately $150,000 annual appropriation for the Healthy Food Priority Area Funds, which support resident-driven projects in Healthy Food Priority Areas.

> ☄ Engage residents in policy creation and support community-led processes that seek to build greater food sovereignty along with participation in, and control of, the local food system. See Goal 2 below.

Resident Food Equity Advisors 2023 Cohort

Related Plans

- **COVID-19 Emergency Food Response Report**
- **Food Systems & Urban Agriculture - The Sustainability Plan**
- **Baltimore City's Food Environment: 2018 Report**
- **COVID-19 Food Environment Brief - Nov 2020**
- **ARPA Proposal Overview: Improving Nutritional Security, Food Access, and Food Equity in Baltimore City During and After COVID-19**

Recommendations

Policy recommendations are divided into three types:

- ✎ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

POLICY RECOMMENDATIONS

#	RECOMMENDATION	TYPE
Goal 1: Use policy and funding to create a more equitable and resilient urban food system by addressing health, economic, and environmental disparities in areas of high food insecurity.		
1.1	Support corner store owners in providing healthy foods and accepting benefits like SNAP and SNAP for Women Infants, and Children (WIC). #EquityFramework	✏️
1.2	Increase awareness and usage of online SNAP. Online SNAP and online grocery shopping provide residents in Healthy Food Priority Areas more choices than a physical grocery store. #EquityFramework #DigitalEquity	✏️
1.3	Assist more small grocers in providing online grocery shopping and accepting online SNAP and e-WIC. #EquityFramework #DigitalEquity	✏️
1.4	Pursue federal and state action to expand and improve SNAP and other food benefits.	✏️
1.5	Pursue federal and state change to expand the reach of food is medicine programs.	✏️
1.6	Support equitable food systems by acknowledging and working to address the power imbalances that exist concerning land ownership, control of resources, and decision-making power. Develop better metrics to measure progress. #EquityFramework	✏️
1.7	Support and fund alternative modes of food access, such as mobile food pantries, with a focus on fresh produce. #EquityFramework #EquitableDevelopment	💰
1.8	Fund cold storage for community organizations and residents in Healthy Food Priority Areas. #EquityFramework #EquitableDevelopment	💰
1.9	Pursue a Staple Foods Ordinance for licensed grocery stores (including corner stores, gas stations, dollar stores, and pharmacies) to ensure that everyone has access to healthy foods no matter where they shop. Pair this with increased funding for inspections to increase compliance. #EquityFramework	💡
1.10	Ensure every hospital in Baltimore City offers a food is medicine program.	💡
Goal 2: Engage residents in food systems education and support community-led work.		

#	RECOMMENDATION	TYPE
2.1	Engage residents in policy creation and support community-led processes that seek to build greater food sovereignty along with participation in, and control of, the local food system. #EquityFramework	✏️
2.2	Develop strategies for encouraging community participation in urban agriculture projects and the purchase of local farm products. #EquityFramework #SmallBusiness	✏️
2.3	Partner with Baltimore City Public Schools' (BCPS) community school coordinators for engagement and outreach to provide food and nutrition education in schools. #EquityFramework	✏️
2.4	Promote residents' familiarity with culturally appropriate nutrition and growing, storing, preparing, consuming, and properly disposing of food, with a focus on fruits and vegetables.	✏️
2.5	Connect urban farmers to education and training opportunities. #SmallBusiness #WorkforceDevelopment	✏️
2.6	Continue building a diverse network of collaborators and residents to improve food access in Baltimore. #EquityFramework	✏️
2.7	Support organizations that educate residents on food apartheid history. #EquityFramework	💰
2.8	Update existing food assistance databases (e.g. CHARMcare) and increase public awareness on how to access them. #DigitalEquity	💰
2.9	Have mobile clinics for nutrition education and assessment. #EquityFramework #EquitableDevelopment	💰
2.10	Leverage existing commercial kitchens in neighborhoods to provide classes for food preparation, including canning and food preservation. #EquityFramework #EquitableDevelopment	💰

Goal 3: Facilitate access to fresh, healthy, and culturally appropriate foods for historically disinvested neighborhoods through urban agriculture.

#	RECOMMENDATION	TYPE
3.1	Protect and support existing urban farms and community gardens by securing land tenure through long-term leases or purchase of property. #EquitableDevelopment	✏️
3.2	Make City-owned vacant lots available to purchase for urban agriculture. #EquitableDevelopment #VacantHousing	✏️
3.3	Reduce all barriers to urban farming, especially for new BIPOC farmers. #EquityFramework #EquitableDevelopment	✏️

#	RECOMMENDATION	TYPE
3.4	Create food forests on City-owned land, including parkland and vacant lots. #OpenSpace #Placemaking #Trees #VacantHousing	💰
3.5	Create paid positions within City government to directly support urban agriculture. #WorkforceDevelopment	💰
3.6	Establish a fund for soil testing and water infrastructure for urban farms and community gardens. #EnvironmentalJustice	💰
3.7	Continue to support the Farm Alliance of Baltimore through land tenure and funding as they train the next generation of BIPOC farmers at the Black Butterfly Teaching Farm in Farring Baybrook Park. #WorkforceDevelopment #SmallBusiness	💰
3.8	Study the viability of a food hub, in partnership with Baltimore Public Markets, that expands access to cold storage; processing space; and preparation capacity for local farmers and producers. #EquitableDevelopment	💰
3.9	Support aggregation and facilitate contract growing opportunities for urban farms so they can sell their products to regional wholesale food distributors and institutions such as school districts, health systems, and universities. This allows urban farms to increase their income, acreage, workforce development, and their commitment to increase healthy food access across Baltimore City. #SmallBusiness #WorkforceDevelopment	💰
3.10	Support the expansion of community-controlled land trusts and co-operatives to give low-income neighborhoods control of their food production. #EquitableDevelopment	💰
3.11	Create a centralized database of urban farms and community gardens so growers can connect and share skills, expertise, and equipment. #WorkforceDevelopment	💰
3.12	Provide long-term land tenure for all existing urban farms and community gardens, with a minimum of 15 years if leasing. #EquitableDevelopment #SmallBusiness	💡

Goal 4: Support and cultivate local food businesses to stimulate the local economy and provide job opportunities.

#	RECOMMENDATION	TYPE
4.1	Support the establishment of food cooperatives that are owned and operated by the community. #EquitableDevelopment	✏️
4.2	Expand procurement and sale of local produce. #SmallBusiness	✏️
4.3	Support the creation and expansion of career pathways in the food sector. #WorkforceDevelopment	✏️

#	RECOMMENDATION	TYPE
4.4	Streamline regulations to support small food businesses. #SmallBusiness	✏️
4.5	Improve healthy food access by focusing on locally sourced produce at Baltimore Public Markets. #SmallBusiness	✏️
4.6	Increase local food sourcing for food businesses, schools, City agencies, and institutions through contract growing partnerships with local urban farms. #SmallBusiness	💰
4.7	Fund and provide technical assistance for community-owned cooperatives. #EquitableDevelopment #SmallBusiness	💰
4.8	Increase funding for operations and marketing of farmers' markets and the Maryland Market Money nutrition incentives program. #EquitableDevelopment #SmallBusiness #Regional	💰
4.9	Increase food recovery as a means to build community empowerment, resilience, and workforce skills, while decreasing food waste and food insecurity. #EnvironmentalJustice #EquitableDevelopment #WorkforceDevelopment	💰
4.10	Establish at least one community-owned food cooperative in each region of Baltimore.	💡

Digital Access and Equity

Overview

Digital Divide Nationally

According to a 2021 report by the Pew Research Center:

- About four in ten adults with incomes below $30,000 a year do not have home broadband services (43%) or a desktop or laptop computer (41%).

- Only 69% of Black adults and 67% of Hispanic adults report owning a desktop or laptop computer, compared to 80% of White adults.

Importance of Digital Equity

There is not a single aspect of modern life untouched by technology. But the benefits of technology are experienced most by those who have access to it, can afford it, and know how to use it. Despite the incredible technological advances of the last two decades, significant numbers of Americans are prevented from "full participation in our society, democracy and economy", because they may lack the resources and knowledge to engage fully with technology.

COVID-19 only served to shine a national spotlight on pre-existing digital inequities. Millions of students pivoted to remote learning, but 14% of U.S. households with school-aged children lacked a wireless subscription, leaving those students struggling to keep up with their peers. When early vaccinations became available, older adults with limited technology skills grappled with complicated, time-consuming reservation portals. Disproportionately, some Black and Hispanic families simply did not have the resources available to spend hours navigating the vaccination reservation systems.

What is digital equity?

Digital equity is is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy. Digital equity is necessary for civic and cultural.

What is digital inclusion?

Digital inclusion requires intentional strategies and investments to reduce and eliminate historical, institutional, and structural barriers to access and use technology. If digital equity is the goal, we will get there through digital inclusion.

What is broadband?

Broadband is another term for high-speed internet. It includes wired, wireless, and mobile service. The term "broadband" refers to the transmission of data over a high-speed internet connection. The FCC defines broadband as a connection with minimum speeds of 100 Mbps download and 20 Mbps upload.

TABLE 11. *Digital Divide in Maryland*

AREA	LACK DIGITAL DEVICES	LACK WIRELINE INTERNET
Baltimore City	26%	41%
Central Maryland Counties	10%	19%
Rural counties (below state avg. income)	19%	34%
Rural Counties (above state avg. income)	11%	22%
Maryland (statewide)	13%	23%
United States	23%	29%

Below state average income counties include Allegany, Caroline, Cecil, Dorchester, Garrett, Queen Anne's, Somerset, Talbot, Washington, Wicomico, and Worcester. Above state average income counties include Calvert, Carroll, Charles, Frederick, Harford, and St. Mary's. Central Maryland counties include Anne Arundel, Baltimore County, Howard, Montgomery, and Prince George's.

As documented in the Maryland Digital Equity Scorecard Index, Baltimore City has fewer areas with high digital equity scores than neighboring jurisdictions in the region. It was created to develop a measure of digital equity in Maryland at the 5-digit ZIP code level. The three indicators are:

1. Whether a household has a wireline internet subscription at home

2. Whether a household is reliant only on a cellular data plan for online connectivity at home

3. Whether a household has either zero or just one computing device for internet access

Internet connections at home are necessary for Baltimoreans to do anything online. However, individuals also need internet-capable devices to access the internet. According to the Abell Foundation, more than 70,000 Baltimoreans have inadequate access to quality computing devices such as a desktop or laptop computer. Households with lower incomes are more likely to have a smartphone instead of a more powerful laptop or desktop computer—meaning they are at a disadvantage when considering their ability to use internet access for telehealth, remote learning, or telework.

Digital Knowledge and Literacy

Digital knowledge occurs when a person has the information and skills necessary to use the available technology in a way that helps them achieve their lifestyle goals. According to a 2018 report by the U.S. Department of Education, digital literacy among U.S. adults generally increases with educational attainment. About two-fifths (41%) of U.S. adults without a high school diploma are not digitally literate compared with 17%

of adults who have a high school diploma but no college degree, and 5% of adults who have a college degree. According to the U.S. Census, an estimated 13.7% of Baltimore residents do not have high school diplomas. This suggests up to 80,000 Baltimoreans may lack digital literacy.

According to the State of Maryland Department of Labor's Adult Education Digital Literacy Framework, the digital skills that Baltimoreans need to successfully navigate the digital ecosystem and bridge the digital divide are in seven domains: productive, technical, civic, communicative, collaborative, computational thinking, and investigative.

Technical support can include one-on-one help delivered in-person, over the phone, or online. It can also encompass supplemental resources, such as video tutorials or printed materials, designed to help all Baltimoreans. Multiple studies have shown that lack of technical support available to users is one of the reasons for lower digital equity outcomes in some communities. These outcomes are worsened when combined with other limiting circumstances (for example, low educational attainment, poverty, non-native English speaker). There are several ways to address this issue. For example, some communities provide technical support services for new internet users via organizations already providing social services in the community. The goal is to provide on-demand support for internet access and adoption.

Current Efforts

Baltimore City's Digital Inclusion Strategy

Baltimore has **published a digital inclusion strategy** with four goals to advance the principles of digital equity and inclusion:

1. **Reliable, High-Speed Internet.** Baltimore City residents will have access to affordable and reliable high-speed broadband through investments in future-proof fiber optic networks, starting with the most underserved communities.

2. **Technology and Devices.** Baltimore City residents will be able to get a modern computing device.

3. **Digital Skills Training.** Baltimore City residents will have access to digital skills training, helping them use computing devices and safely navigate the internet.

4. **Technical Support.** Baltimore City residents will receive technical support, in multiple languages, to master internet access and device use.

The Baltimore City Office of Information and Technology (BCIT) is using multiple key performance indicators (KPIs) to track and monitor progress toward achieving the four goals.

Investment in Public Internet Access

In 2021, the Administration announced a historic $35 million investment of American Rescue Plan Act (ARPA) dollars to close the digital divide in Baltimore City. The first $6 million of those dollars are being used to dramatically expand public internet access. They are helping to expand City fiber to the remaining 22 recreation centers and nine senior centers not already connected to the City's network. These funds are also bringing 100 secure wi-fi hotspots to Baltimore neighborhoods. The City's approach will focus on increasing the opportunities for City residents to have access to the internet at home and on the go.

Govans Branch of the Enoch Pratt Free Library provides free outdoor Wi-Fi to neighbors

🛠 Connect all Baltimore City Rec Centers to the city's network and deploy public Wi-Fi at those centers. See Goal 1 below.

Additional Resources

- **Baltimore City's Digital Inclusion Strategy, 2024-2029**
- **Baltimore City's Digital Equity Framework 2.0, May 2023**

Recommendations

Policy recommendations are divided into three types:

- ✐ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Ensure Baltimore City residents will have access to affordable, reliable high-speed internet (broadband), starting with the communities experiencing the lowest levels of digital equity and inclusion.		
1.1	Identify partners who provide or support digital inclusion work through their projects, programs, or initiatives. Serve as a matchmaker between partners with complementary services and/or missions.	✐
1.2	Provide content and support for educational campaigns among organizations that focus on the Affordable Connectivity Program (ACP) and the Maryland Emergency Broadband Benefit Program (MEBB) (or future programs) as well as for localities, community anchor institutions, and nonprofits that have not previously worked to extend enrollment.	✐
1.3	Encourage Internet Service Providers (ISPs) to partner with local nonprofits to develop ACP and MEBB enrollment drives and initiatives.	✐
1.4	Implement the City's Digital Inclusion Strategy. #EquitableDevelopment	💰
1.5	Expand use of City-owned conduit to incentivize and support private investment.	💰
1.6	Expand our backbone fiber infrastructure and enable best-in-class, fully fiber optic connectivity to eight Housing Authority of Baltimore (HABC) properties.	💰
1.7	Provide funding for community-based organizations and/or libraries to offer ACP enrollment drives for eligible households.	💰
1.8	Pursue alternative low-cost and subsidized service programs to fill gaps if ACP is eliminated.	💰
1.9	Provide outreach and education on programs, plus intake of questions and referrals to help struggling households with step-by-step instructions to sign up for programs.	💰

#	RECOMMENDATION	TYPE
1.10	Partner with digital providers, academic institutions, community members, and policy advocates to plan, collect, and analyze data regarding the digital ecosystem.	💰
1.11	Connect all Baltimore City Rec Centers to the City's network and deploy public Wi-Fi at those centers.	💰
1.12	Work in collaboration with public and private sector partners (for example, other agencies, nonprofit partners, academic institutions, for-profit partners) to leverage anticipated resources to ensure that residents in disinvested communities have quality devices that fit their needs. #EquityFramework #EquitableDevelopment	💰
1.13	Increase the number of providers offering in-home internet services with multiple pricing plans including fast, reliable service at affordable rates.	💰
Goal 2: Ensure every Baltimorean has access to digital skills training and education, through expanded efforts and in partnership with community groups.		
2.1	Implement the City's Digital Inclusion Strategy.	💰
2.2	Provide funding for libraries and nonprofits to offer digital skills training as well as online safety and privacy training, based on standardized and tested curricula that reflect cultural appropriateness.	💰
2.3	Offer additional opportunities for nonprofits and service providers to apply for grant funding through the Digital Equity Fund.	💰
2.4	Create and deploy digital skills and learning standards for Baltimore City through capacity building and funding opportunities. #WorkforceDevelopment	💰
2.5	Collaborate with community-based organizations and other relevant groups to provide customized training for targeted communities. #EquityFramework #EquitableDevelopment #WorkforceDevelopment	💰
2.6	Create tech hubs in communities.	💰
2.7	Provide funding to offer tech support for tech hub and other community digital site users.	💰

#	RECOMMENDATION	TYPE
Goal 3: Ensure every Baltimorean is able to acquire a modern computing device.		
3.1	Implement the City's Digital Inclusion Strategy.	💰
3.2	Partner with the Office of Statewide Broadband, Enoch Pratt Free Library, and other organizations to provide free HP Chromebooks to low-income households.	💰
3.3	Help nonprofits to develop and expand existing programs that provide free devices to lower-income households.	💰
3.4	Work with partners to help eligible households purchase computing devices using the $100 subsidy available under the Affordable Connectivity Program.	💰
3.5	Develop internal capacity or fund 3rd party efforts to create device distribution programs for qualified households and pair these programs with digital skills training and technical support.	💰
Goal 4: Ensure every Baltimorean is able to receive technical support, in multiple languages, to make the best possible use of digital tools.		
4.1	Implement the City's Digital Inclusion Strategy.	💰
4.2	Identify, support, and promote existing resources that provide technical support to residents online and through call centers.	💰

Access to Parks, Open Spaces, and Recreation

Overview

How Accessible are Baltimore's Parks and Recreation Opportunities?

Baltimore City Recreation and Parks (BCRP) mapped a 10-minute walking distance from the City's parks or recreation facilities (BCRP owned and non-BCRP owned) to determine where the public can most readily access parks, open spaces, and recreation activities. This includes the wide range of parks and open spaces discussed above. This mapping exercise found that 85% of residents live within a 10-minute walking distance of a park, open space, or recreation facility. However, the quality of these spaces, along with their locations are not all equal. Social and environmental impediments such as crime, unsafe walking and bicycling conditions, number of amenities, lack of maintenance, and noxious land uses may decrease accessibility and subsequent use of these facilities.

National Comparison

Trust for Public Land's ParkScore® index is the national gold-standard comparison of park systems across the 100 most populated cities in the United States. Published annually, the index measures park systems according to five categories: access, investment, amenities, acreage, and equity. Baltimore is currently ranked #29 nationwide.[47]

What are parks?

Parks are areas of land of varied sizes—often in a natural state or improved with facilities and amenities for rest and recreation—set aside for the public's use and enjoyment. Many of Baltimore's parks include pools, recreation centers, ball and multipurpose fields, tennis and basketball courts, playgrounds, trails, dog and skate parks, and golf courses, among other facilities.

What are open spaces?

Flexible spaces for active or passive use, including community gardens, community-managed parklets, play areas, right-of-ways, medians, former vacant lots, community managed open spaces, inner block parks, etc.

Civic spaces, which may be significant to the City's history or have paved plazas used for events and gatherings.

Trails as well as wooded or forested land that may or may not be accessible to the public.

What is recreation?

Recreation refers to activities and organized programs such as swimming, sports leagues, fitness, arts and crafts, hiking, biking, and kayaking. Recreation programs may also include indoor soccer, ice skating, bowling, roller skating, and nature focused programs. Additionally, BCRP sponsors special events in parks and provides permits to others to use facilities for public and private programming.

As part of the BCRP planning process, BCRP is studying the park systems in peer cities that are roughly similar in population size, park system size, and/or local economy. They are also considering if the city is a good example to learn from based on the issues they face and how they fund, maintain, and activate their park systems.

Importance of Parks, Open Spaces, and Recreation

Parks, open spaces, and recreation activities offer a range of benefits to residents. These benefits include opportunities for increased physical activity, improved mental wellbeing, connections to nature, and opportunities for social interaction. Research has shown that recreational activities in parks and green spaces have a positive impact upon one's physical and mental health, as well as improve opportunities for child play, exercise, and learning. Baltimore residents, like other cities in the U.S., face severe health problems such as obesity, diabetes, and cardiovascular disease. Ensuring access to and use of parks, open spaces, and recreation can help to reduce instances and severity of these health problems.

Youth participate in Camp Baltimore activities.

Senior fitness day programming at Patterson Park

As part of the work to inform BCRP's 2019 Vision Plan, the agency engaged a consultant team to conduct a multi-stage research program to understand City residents' perceptions of the assets BCRP maintains and manages. We found that 94% of citywide survey respondents (2,367 total responses) rated the recreation and parks system in Baltimore as either "extremely" (59%) or "very" (35%) important. Residents also noted that parks and recreation services provide environmental benefits to the City and help to improve the physical and mental health of residents (82% agreed with each of these statements). Additionally, 79% of respondents agreed that the parks and recreation system in Baltimore helps to revitalize the City's neighborhoods and 74% of respondents feel that the system provides educational opportunities. Lastly, the survey found that more than half of respondents agree that Baltimore's parks and recreation system encourages tourism (62%) and prevents crime (58%).

Current Efforts

Comprehensive Plan, Park and Building Conditions Assessment

In 2023-2024, BCRP is undertaking a new equity-driven comprehensive planning effort for the recreation and parks system. Building upon the work to date, this plan known as the BCRP Playbook, will incorporate three key components: A Capital Investment Strategy, Operations Plan, and Funding Plan (for Capital and Operations as well as a Strategy for Agency Revenue Generation and Cost Recovery). These components will inform and support one another as part of an overall 10-year comprehensive vision and plan for recreation and parks programs and facilities.

As part of this effort, BCRP is conducting a detailed assessment of the condition of the assets and amenities within its parkland as well as buildings. This assessment will serve as a basis for planning for day-to-day park maintenance and planning future capital investments. Another focus of the plan is to ensure equitable access and investment in parks, recreational facilities, and activities across the city. This will help to ensure that all residents have opportunities to use quality facilities as well as to participate in recreation activities close to where they live.

> ⚙ Implement the BCRP Playbook. See Goal 1 below.

Capital Improvements

Capital improvements include major repairs, rehabilitation, or replacement of physical assets such as pools, recreation centers, playgrounds, basketball courts, athletic fields, and other park features. Specific capital projects are identified by BCRP and the Department of Planning (DOP) through a variety of means including citywide plans and individual park master plans, user survey, demand data and national research, community or City staff generated plans, and individual suggestions from City agencies and citizens.

Indoor pool at the recently constructed Middle Branch Fitness and Welness Center

The BCRP Playbook will be proposing a new strategy to make equitable, data-driven investments to repair our existing facilities, considering new types of facilities to add to the system, repurposing some of our outdated assets, and ensuring our maintenance and administrative facilities support BCRP's mission and purpose. The Playbook will also include policy recommendations, such as design standards along with a funding strategy for these necessary capital improvements.

> ☄ Invest capital funds in upgrading smaller neighborhood park spaces in areas lacking access to larger citywide parks. See Goal 4 below.

Maintenance and Upkeep

BCRP has been working steadily since 2017 to improve its maintenance of parks and facilities. The Park Maintenance division has historically been understaffed. Since 2019, the division has a full staff of 90 personnel, including Park District Managers, Assistant Managers, maintenance staff, a playground coordinator, a workforce development coordinator, two trail managers, and office support. BCRP reorganized and consolidated its park and building maintenance operations into one division responsible for all facilities. A new turf management division was created specifically to focus on athletic field maintenance. The Parks Maintenance division partners with other organizations and programs on trash pick-up, routine park maintenance activities, and special projects. These projects may include trail reconstruction, planting, and vegetation removal. A new role under consideration as part of the BCRP Playbook may be to support and advise partners on ways to maintain non-City owned park and recreation assets.

> ☄ Create a workforce training division at BCRP as part of the community engagement division and in collaboration with Park Maintenance to teach key park maintenance skills to residents, community associations, prospective employees, and current employees. See Goal 3 below.

Recreation Programming

Recreation programming is coming back in full force after the COVID-19 pandemic and is looking to the future with after school programming, summer camps, and programs for active older adults and for individuals with disabilities. As part of their Playbook, BCRP will be developing a longer-term plan for recreation programming which will guide the agency's investments in staffing, capital rehabilitation and improvements, as well as facility maintenance and upkeep over the next 10 years. The plan will identify spaces for equitable program expansion and innovation in areas such as outdoor recreation, nature education, recreation centers, special events, and competitive sports.

> ☄ Increase regular recreation programming in all park spaces, with special attention to smaller neighborhood park and green spaces in areas lacking larger citywide parks. See Goal 3 below.

Promotion and Communication

While Baltimore City has a wide range of parks, open spaces, facilities, and ongoing activities and events, many residents are not aware of them. In the last few years, BCRP has made a major effort to make the City's parks and recreation facilities more visible. These efforts include upgrades to the website, online registration capabilities,

community outreach, and program guides and promotional. The agency has also worked to create new partnerships with organizations such as the Family League and University of Maryland to provide additional or joint programming. These partners also promote BCRP programs and activities through their own networks. Additional efforts are in the works.

> 🔔 Create a BCRP app that allows residents to search for events/activities by park or facility. See Goal 2 below.

Additional Resources

- **Baltimore City Land Preservation, Parks & Recreation Plan, 2022 - 2027**
- **Park Master Plans** (Solo Gibbs Park, Florence Cummins Park, Chick Webb Recreation Center, City Springs Park and Madison Square Recreation Center and Park, Canton Waterfront Park, Middle Branch Waterfront, Druid Hill Park Vision Plan)
- **Green Network Plan**
- **Greenway Trails Network**

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 🔔 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Implement the BCRP Playbook. #EquityFramework #EnviromentalJustice #Infrastructure #Trees		
1.1	Pass an ordinance to formally adopt the BCRP Playbook as a guide for the Mayor and City Council.	✏️
1.2	Create a structure within BCRP to implement BCRP Playbook recommendations across all BCRP Divisions.	✏️
1.3	Quantify and track the success of the BCRP Playbook over the course of 10 years, with a focus on equity.	✏️
1.4	Implement an asset management system to track routine maintenance activities and plan for future capital investments to ensure equitable delivery of maintenance and investments.	✏️

#	RECOMMENDATION	TYPE
1.5	Commit capital and operational funding to engage residents in implementing the recommendations.	💰
1.6	Create additional sustainable funding sources for capital and operations that are independent of the annual City and State tax revenue approval process.	💰

Goal 2: Improve maintenance of existing neighborhood parks, open spaces and recreational facilities.

#	RECOMMENDATION	TYPE
2.1	Develop a joint BCRP-DHCD approach toward BMORE Beautiful, Adopt-a-Lot and Care-a-Lot programs to further goals for both agencies. #Placemaking	✏️
2.2	Create a public campaign highlighting the value of maintenance workers as well as emphasizing the role of the public in keeping parks' facilities clean. #Infrastructure #Cleanliness	✏️
2.3	Develop a standard for maintenance and fund it. #Infrastructure	💰
2.4	Re-invest in existing infrastructure to ensure amenities meet modern safety, competition, and design standards. #Infrastructure #PublicSafety	💰
2.5	Ensure that facility maintenance costs are allocated annually to address existing and new facilities. #Infrastructure	💰
2.6	Create a workforce training division at BCRP as part of the community engagement division. In collaboration with Park Maintenance, this training division will aim teach key park maintenance skills to residents, community associations, prospective employees, and current employees. #WorkforceDevelopment #Infrastructure	💰
2.7	Create more competitive employment opportunities within BCRP to attract new and retain existing highly and/or technically skilled workers by increasing BCRP compensation and/or creating levels for advancement to allow a better quality of life for BCRP employees. #WorkforceDevelopment	💰
2.8	Create apprenticeship and training programs for multiple BCRP divisions. #WorkforceDevelopment	💰
2.9	Upgrade BCRP maintenance and operation facilities to improve effectiveness and morale. #Infrastructure	💰

Goal 3: Improve programming in neighborhood parks, open spaces, and facilities.

#	RECOMMENDATION	TYPE
3.1	Create a clearer and more straightforward process for Friends-of Groups and City residents to better communicate their concerns. #EquityFramework #EquitableDevelopment	✏️
3.2	Increase regular recreation programming in all park spaces based on community interests, with special attention to smaller neighborhood park and green spaces in areas lacking larger citywide parks. #Placemaking	💰
3.3	Invest capital funds in upgrading smaller neighborhood park spaces in areas lacking access to larger citywide parks. #Infrastructure	💰
3.4	Identify recreational/open space deserts and seek opportunities to acquire land for public parks and facilities based on community needs and interests, as well as BCRP's Playbook recommendations. #EquityFramework #EquitableDevelopment #Infrastructure	💰
3.5	Provide additional park recreational activities to include pickleball programs, children's nature programs, and arts programming.	💰
3.6	Coordinate public health and BCRP goals and strategies to implement joint programming/initiatives. #PublicSafety #ExtremeHeat	💰
Goal 4: Improve strategies for equitable capital investments		
4.1	Continue to upgrade and redesign outdated recreation and aquatic facilities to meet citywide demand based on community needs, site conditions, and BCRP's Playbook recommendations. #EquityFramework #EquitableDevelopment #Infrastructure	✏️
4.2	Secure resources to upgrade existing pools and introduce new spray pads to provide equitable access in areas where the city's heat island is most intense. #EquityFramework #EquitableDevelopment #EnvironmentalJustice #ExtremeHeat #Infrastructure	💰
4.3	Repurpose existing assets and add new assets to meet shifting recreational desires and needs.	💰
4.4	Prioritize preventative maintenance to prolong the life of facilities and reduce facility closures due to deteriorated conditions. #Infrastructure	💰
4.5	Add new destination facilities that serve local communities and create economic development for the City, while working to stabilize and preserve nearby neighborhoods. #Infrastructure #Placemaking #SmallBusiness	💡

#	RECOMMENDATION	TYPE
Goal 5: Improve access to neighborhood parks and open spaces.		
5.1	Simplify the park permitting process to make the application easier to access and fill out and put the permit fees on an income-based sliding scale to ensure equitable access for all residents. #EquityFramework #EquitableDevelopment	✏️
5.2	Create a BCRP app that allows residents to search for events and activities by park or facility. #DigitalEquity	💰
5.3	Reduce physical barriers to parks by partnering with Baltimore City Department of Transportation (BCDOT) and the Mayor's Bicycle Advisory Council to prioritize capital improvements around parks. Improvements may include way finding, street crossings, street lighting, paths from schools to parks, and shared use paths and trails. #EquitableDevelopment #Infrastructure #PublicSafety	💰

Healthy Communities

What are Healthy Communities?

Healthy communities mean leading with the health and safety of the City's residents. It means creating safe, clean, and sustainable places. This will help to ensure that all residents have a comfortable community to live and work in.

How will it show up?

Environmental and climate justice. The City is committed to understanding and addressing environmental injustices. We will focus on and partner with the communities experiencing the most extreme environmental challenges. This will help to protect them against weather events and create opportunities for learning and employment. In addition to supporting these communities directly, we will also engage in broader efforts to address climate change throughout the city.

Neighbors gathered at 26th Street Green pedestrian plaza, Friends of 26th Street Corridor

Trees and forests. We recognize that most of the tree coverage within the city is currently found in higher income neighborhoods. We hope to address that, so that all Baltimoreans can feel the positive physical and mental health benefits of plants and green spaces. To do this, we will plant new trees in partnership with communities and educate residents on trees and other natural resources. We will also work to better maintain the trees of the City and preserve the City's forests and other natural areas.

Neighborhood cleanliness. The cleanliness of a neighborhood has many implications for physical and mental health. As part of our plan, we are committed to helping keep Baltimore clean. To do this, we hope to provide residents with more education on waste disposal and recycling. We also hope

to support communities to keep neighborhoods clean and improve waste removal services and incentives to create a cleaner and greener Baltimore.

Designing for public safety. The safety of Baltimoreans is a top priority for everyone. It is important to consider how the design of neighborhoods and public spaces can impact public safety. To increase public safety, we will use design methods that aim to prevent crime, create and maintain public spaces, and improve traffic safety.

Public health disparities related to extreme heat. Extreme heat and heat-related illness are on the rise around the country. These higher temperatures have a more negative impact on children, older adults, those with chronic diseases, low-income populations, and those who work outdoors. We want to address extreme heat by better preparing the City and individuals. We hope to hire staff to directly respond to and address heat-related issues. We will also update building codes, reduce service interruptions, and provide more options for relief and cooling during extreme heat events.

Environmental and Climate Justice

Overview

What are Frontline Communities?

Frontline communities are communities of color and/or low-income. These neighborhoods often lack basic infrastructure to support residents and will be increasingly vulnerable as our climate deteriorates. These can be Indigenous communities whose resources have been exploited and laborers whose daily work or living environments are polluted or toxic.

EPA uses this term to refer to "...minority, low-income, Tribal and Indigenous populations or communities in the United States that potentially experience disproportionate environmental harms and risks due to exposures or cumulative impacts or greater vulnerability to environmental hazards."

Climate Justice

Climate justice is an all-encompassing term that includes goals to advance environmental justice, a just transition, climate literacy, community resilience, nature-based or natural solutions, and Indigenous climate action for frontline communities. These efforts address the unjust and often disproportionate climate burdens placed on Black, Indigenous, and People of Color (BIPOC) or marginalized communities such as flooding, drought, or exposure to extreme heat.

What Is environmental justice?

According to the Environmental Protection Agency, environmental justice or EJ is the "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies."

Environmental justice communities are those geographic locations, and populations overburdened by the negative public health, social, or economic impacts related to waste or toxic waste exposure, water pollution, diminished air quality, or other adverse health and social effects resulting from land use, or policy decisions. Other terms used often interchangeably with environmental justice community include frontline communities, overburdened communities.

Natural Dye Project at Upton Indigo Farm

Environmental Racism

Environmental racism relates to policies, practices, or directives that differentially affect or disadvantage (whether intended or unintended) individuals, groups, or communities based on race, ethnicity, or color. Land use refers to the human use of land, representing the economic and cultural activities (for example, agricultural, residential, industrial, mining, and recreational uses) that are practiced at a given place. We highlight land-use as a critical public health tool to stop environmental injustices, including toxic dumping. Historically, BIPOC communities have been excluded from and negatively impacted by land-use decisions.

Why do Environmental and Climate Justice Matter?

Disparate health outcomes. Data shows BIPOC, and low-income communities are more likely to live near waste facilities, coal-fired plants, or other polluting industries. This makes these communities and their residents more likely to dwell in areas with poor air quality, fewer trees, less green space or foliage, experience episodes of extreme heat (Urban Heat Island [UHI] effect), and suffer negative health outcomes as a result. BIPOC communities also often lack the resources to further environmental protections in their communities. The EPA has also noted that "Black and African American individuals are 40% more likely than non-Black and non-African American individuals to currently live in areas with the highest projected increases in mortality rates due to climate-driven changes in extreme temperatures." Extreme heat events are silent killers as they can worsen air quality, exacerbate certain chronic conditions including cardiovascular and respiratory diseases, induce acute illnesses such as heat stroke or heat exhaustion, and even alter human behavior. Yet, Baltimore's heat-related health risk is not evenly distributed. Historically underserved, marginalized neighborhoods can experience temperatures 10 or more degrees hotter than other parts of the city. They lack cooling features such as trees, green space, and other vegetation.

Proximity to pollution sources: The waste incinerator in the South Baltimore community of Curtis Bay is one of the City's highest single-point sources of toxic pollution and greenhouse gases (GHGs), responsible for roughly 9.5% of all city emissions. Curtis Bay is more than 40% Black and more than 30% of residents live below the poverty line. Nationally, more than 75% of waste incinerators are in frontline communities. A 2019 report published by the New School revealed that, "...distinct characteristics of garbage incinerators in the United States is that they are often sited in communities of color and low-income communities, also known as environmental justice communities." This reality gives new meaning to the act of throwing away trash, waste, or other unwanted materials, because nothing truly goes away.

Current Efforts

Stormwater, Flooding, and Coastal Communities

Floods are one of the most common climate hazards nationally. Baltimore City has five major watersheds that experience both tidal and riverine flooding. Some data reflects areas with higher proportions of Black residents experience greater flood risk. The lack of permeable surfaces and adequate stormwater runoff infrastructure can also lead to more flooding or increased flood risks. Though flood risks present a major climate challenge, much work is underway to prevent and mitigate flooding threats to life and property damages.

Baltimore City's Floodplain Management Program supports corrective and preventative measures for reducing flood damage, including but not limited to emergency preparedness plans, flood control works, and floodplain management regulations. Floodplain regulations are meant to protect life, health, and property; minimize rescue and relief efforts; minimize business interruptions; minimize damage to public facilities; minimize the occurrence of future flood blight areas; minimize public expenditures for costly flood control projects; and prevent increases in the regional flooding. The Baltimore City floodplain code supersedes both State and federal floodplain regulations, providing a vital mechanism to protecting highly climate-vulnerable communities.

> ⚙ Increase green stormwater infrastructure in flood-prone communities to build climate resilience. See Goal 1 below.

Community Resiliency Hubs Program

As climate risks grow, the City is doing a great deal of work to mitigate those impacts of and help communities adapt to climate change. A key example of climate adaptation in vulnerable communities is the City's Community Resiliency Hub (CRH) Program — an innovative community-driven initiative. Community Resiliency Hubs partner with City agencies (including, the Department of Planning [DOP], the Office of Emergency Management [OEM], and Baltimore City Health Department [BHCD]) to provide essential resources, services, and community support during times of crisis and following disaster events. Baltimore's CRH Program increases community capacity to prepare for, withstand, and respond to natural hazard impacts and emergency situations. Community resiliency hubs are trusted, service-based, and frontline non-profit community organizations (including faith-based). CRHs are organizations with strong leadership, trusted partners and often located-in under-resourced and climate-vulnerable neighborhoods. Many CRH Program partners support a buffet of services ranging from food distribution, serving as 'cooling centers', and meeting energy needs through solar devices and battery back-up power to residents in the event of a power outage.

> ☄ Facilitate a citywide support network for environmental leaders in Baltimore City. See Goal 4 below.

Addressing Waste-Related Environmental Justice Challenges

Baltimore is currently working to pursue waste reduction, waste diversion, and zero waste infrastructure to mitigate the environmental harms associated with our current waste management practices, including incineration and landfills. This includes increasing recycling, advancing food waste reduction and diversion infrastructure, and building a reuse economy in the region. Baltimore's latest Solid Waste Management Plan (SWMP) was adopted in 2023. It guides the City's path to a zero-waste future, centered on an economy which drives climate action. Waste contributes to 1356% of our emissions, but the environmental burdens, exposures, and health impacts of waste-related facilities are not equally shared. South Baltimore residents, families, and children shoulder an unequal, unjust burden as they live closer to waste facilities that pose public health threats. Preventing, diverting, and recirculating the value of waste items in our local economy thus becomes imperative to protecting the health and well-being of frontline communities and all City residents.

Section 1.2 of the SWMP expresses Baltimore's "desire to move toward a circular economy" and "prioritize reduction, reuse, recycling, and composting options wherever possible." The City's Climate Action Plan (CAP) and SWMP use the EPA's definition of a circular economy, which they define as, "keeps materials, products, and services in circulation for as long as possible", and "reduces material use, redesigns materials, products and services to be less resource intensive, and recaptures 'waste' as a resource to manufacture new materials and products."

> ☄ Prioritize actions in current citywide plans that improve urban waste management practices across the city including those outlined in the City's **2023 SolidWaste Management Plan, Disaster Preparedness Plan** and the updated **Climate Action Plan**. See Goal 3 below.

Additional Resources

- **EPA EJ Environmental Justice Screening Mapping Tool**
- **MD EJScreen**
- **ENVIRO ATLAS**

Recommendations

Policy recommendations are divided into three types:

- ✎ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Protect Frontline, Overburdened, and Environmental Justice Communities.		
1.1	Facilitate reuse, repair, and repurpose programs including opportunities for Fix it and Repair Fairs, swap events, reuse trainings, and other waste reduction educational opportunities. #Cleanliness #HistoricPreservation	✎
1.2	Maintain green spaces by providing experience in landscaping and connect those interested to paid green space maintenance roles or volunteer opportunities. #OpenSpace #WorkforceDevelopment	✎
1.3	Work with the Maryland Department of Environment to enhance air quality regulations for communities in closest proximity to or dealing with the greatest environmental burdens from polluting industries, poor air quality, higher levels of particulate matter in the air, and related health outcomes. #EquityFramework	✎
1.4	Reduce noise pollution in communities experiencing higher decibels through the implementation of quiet zones, train barriers, or other ways to mitigate noise. #EquityFramework #Infrastructure #Freight	💰
1.5	Transition away from waste incineration to reduce risk of respiratory diseases and improve air quality, especially for South Baltimore Communities living near waste facilities. #EquityFramework	💰
1.6	Evaluate the problems with the existing Green Stormwater Infrastructure (GSI) process and develop recommendations for changes to the process that would make it easier for voluntary projects to still meet regulatory requirements.	💰
1.7	Secure financing for resilient infrastructure projects. #Infrastructure	💰

#	RECOMMENDATION	TYPE
1.8	Establish institutional and organizational structures that improve the implementation of current plans related to climate mitigation, adaptation, and resilience such as a resilience authority, a department of environmental protection, or other organizational changes.	💰
1.9	Launch a circular economy or zero waste business incubator to support businesses in closing the loop on hard to recycle materials. #SmallBusiness #WorkforceDevelopment	💰
1.10	Increase equitable access to the benefits of nature for Baltimore's children and families – including vegetated, not fully engineered spaces, and/or spaces with flowing water (not just limited the scope of nature to parks). #OpenSpace #EquitableDevelopment	💰
1.11	Increase environmental amenities in areas dealing with the greatest impacts of extreme heat. #ExtremeHeat	💰
1.12	Improve infrastructure to withstand climate change and related risks through the implementation of the City's Federal Emergency Management Agency (FEMA)-regulated Disaster Preparedness & Planning Project (DP3) or other related plans that enhance climate resilience. #Infrastructure	💡
1.13	Increase GSI in flood-prone communities to build climate resilience. #Infrastructure	💡
1.14	Relocate polluting facilities or in locations where the two are immediately adjacent to each other, posing a health risk to residents. #Infrastructure #EquityFramework	💡
1.15	Remove parking minimums for new development projects. #Infrastructure #OpenSpace	💡

Goal 2: Prioritize Climate Careers for frontline Communities.
#WorkforceDevelopment

#	RECOMMENDATION	TYPE
2.1	Deploy hyperlocal teams to maintain green space in areas lacking adequate access to nature, while supporting enhanced access to nature and biodiversity at the community level. #OpenSpace #EquityFramework	💰
2.2	Pass a deconstruction ordinance to reduce waste from the demolition of buildings and foster a well-trained demolition workforce. #Cleanliness #VacantHousing	💰
2.3	Expand reuse programs in areas with the lowest recycling rates and support programs that reduce single-use items which lead to clogged sewers in communities dealing with the negative impacts of litter, trash, and debris. #Cleanliness	💰

#	RECOMMENDATION	TYPE
2.4	Increase pathways to climate careers for early career professionals to foster a climate-ready workforce equipped with the competencies needed to help meet citywide climate goals.	💰
2.5	Raise awareness and increase the quality and/or outcomes of current job training, workforce development, and skill building programs focused on environmental career paths.	💰

Goal 3: Achieve a path to zero waste and a circular economy.

#	RECOMMENDATION	TYPE
3.1	Prioritize actions in current citywide plans that improve urban waste management practices across the city, including those outlined in the 2023 SWMP, DP3, and the updated CAP. #Cleanliness	✏️
3.2	Improve the City's waste management system and source reduction options to reduce the environmental justice impact that waste has on South Baltimore communities, such as Middle Branch, who currently share an unjust burden of waste infrastructure. #Cleanliness #EquityFramework #Infrastructure	💰
3.3	Develop a reuse program to cut down on single-use items and reduce the amount of trash, litter and debris in overburdened communities. #Cleanliness #EquityFramework	💰
3.4	Improve infrastructure to prevent waste from entering waterways, including marine waste and debris. #Cleanliness #Infrastructure	💰
3.5	Ban all organic, recyclable, or reusable materials from City landfills, and simultaneously, place a moratorium on building new landfills and/or waste incinerators for 20 years to prioritize zero waste infrastructure. #Infrastructure	💡
3.6	Retrofit houses and other buildings with techniques used in historic houses to keep houses naturally cooler in summer and warmer in winter. #HistoricPreservation	💡

Goal 4: Enhance environmental & climate literacy through education, research, community empowerment, and increasing autonomy.

#	RECOMMENDATION	TYPE
4.1	Curate experiential learning, research, or other equity-focused projects that allow students at various levels (in other words, high school, college, graduate) to develop awareness of environmental challenges and generate solutions. #EquityFramework	✏️
4.2	Provide ownership and autonomy of data collected through community involvement and payment. #EquitableDevelopment #EquityFramework	✏️

#	RECOMMENDATION	TYPE
4.3	Increase access to outdoor classrooms at Baltimore City Public Schools in areas lacking adequate access to nature, for students to learn about the environment and connect with nature. #OpenSpace	💰
4.4	Facilitate a citywide support network for environmental justice leaders and/or organizations in Baltimore City.	💰
4.5	Require all Baltimore City Public Schools to offer a course on EJ.	💰
4.6	Create a Department of Environmental Protection that brings together DOP's Office of Sustainability with divisions in City agencies that manage waste diversion, energy, forestry, weatherization, environmental inspections, infrastructure, or other climate-critical functions. #EquitableDevelopment #Infrastructure #Cleanliness #Trees #OpenSpace	💡

Trees and Forests

Overview

Trees play a critical role in supporting the well-being of City residents by cooling and cleaning the air, slowing and absorbing stormwater, reducing stress and crime, and strengthening the local economy. As healthy, well-maintained trees can transform the urban environment and improve quality of life, ongoing efforts are focused on the assessment, equitable distribution, and preservation of Baltimore's tree canopy.

> **What is tree canopy?**
>
> Tree canopy is a part of the city that is shaded by trees. The tree canopy includes forested areas, individual trees along streets and in parks, and trees on both public and private lands.
>
> **What is a forest?**
>
> Forests are a large area of land chiefly covered in trees and undergrowth.

The City's tree canopy is measured periodically using aerial imagery and geographical analysis. This is done to figure out a percentage of the city that is covered by trees and forests. This analysis allows us to measure how the canopy has changed over time. In 2018, the Baltimore City Recreation and Parks' (BCRP) Forestry Division conducted a survey of all trees on streets and in developed park areas, resulting in an inventory of over 125,000 trees and approximately 40,000 vacant plantable locations. In 2023, the Forestry Division completed surveys of 1,800 acres (nearly 75%) of forested natural areas in parks to help inform the necessary measures needed to preserve these critical sites.

Baltimore's Tree Canopy

The City's current canopy cover is 28%. The City's goal is to have an overall canopy coverage of 40% by 2037.

Higher tree canopy coverage is correlated with higher income neighborhoods. Low-income communities in densely urbanized parts of Baltimore experience more extreme heat patterns. This is due in large part to having low tree canopy coverage, averaging around 10%. Whereas leafier, higher-income neighborhoods, primarily on the city's outer margins, generally experience cooler summer temperatures thanks in part to a tree canopy coverage that is often 40% or higher.

Since 2016, over 13,000 trees have been planted on streets and in parks by BCRP's TreeBaltimore

Deer at Druid Hill Park

program and its community partners. Organizations like Blue Water Baltimore and Baltimore Tree Trust use the support of TreeBaltimore to plant and give away trees to City residents. Increasing protection of our trees on City streets and property will be critically important.

Approximately 90% of Baltimore's total canopy cover is located on privately owned land. In order to reach canopy coverage goals, planting and protecting trees and forests on private property will be critically important.

Importance of Trees and Forests

Trees and forests are essential to healthy, vibrant communities.

Healthy Communities: Trees heal. Trees have been shown to reduce stress levels, even in the middle of a bustling city. Trees provide edible fruits and nuts, produce oxygen, capture particulate matter, buffer noise, soften hard edges in the built environment, reduce energy usage by providing shade in the summer and a buffer against wind in the winter, and are associated with reduced incidences of crime.

Wyman Park in the fall

Ecosystem Services and Climate Change Mitigation: Researchers have studied how trees support a healthy environment. They help create and preserve healthy soils, and support wildlife. By fostering biodiversity, slowing and absorbing stormwater, and capturing and storing carbon, trees contribute to a natural climate change solution. These benefits are increased when we preserve our forested natural areas.
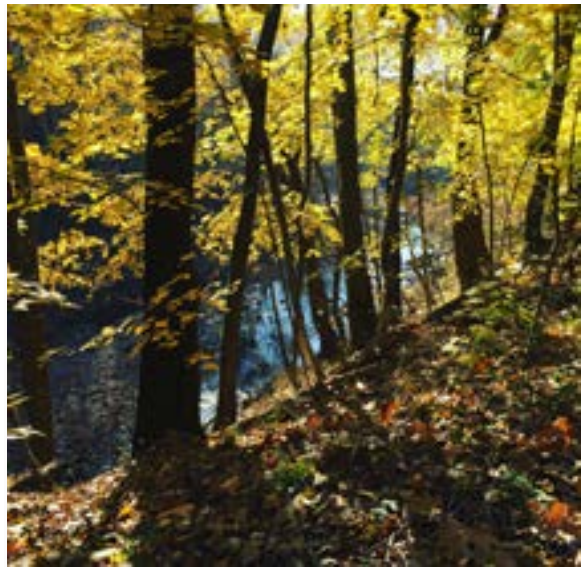
Environmental Justice: Low-income communities in densely urbanized parts of Baltimore experience more extreme heat patterns due in large part to average tree canopy coverages around 10%. While there are exceptions, the residents of densely populated, low-income, low-canopy neighborhoods are predominately African American and/or Spanish-speaking. Residents in the less-densely populated, high-income, high-canopy neighborhoods are predominately White. The closer people are to trees, where they live and work, the greater the benefit they will experience.

Aesthetics: Trees contribute to a more beautiful and livable Baltimore. They can provide a sense of longevity and place. They can soften harsh edges of hard

infrastructure and add beauty with the variation of shapes, textures, and vibrant colors from each tree.

Economic Development and Sustainability: Trees can support economic opportunities through workforce development. Trees can add economic value to properties

Current Efforts

Baltimore City Recreation and Parks Forestry Division works to preserve and conserve natural areas and forested resources. The Division cares for trees in the parks, on the sidewalks, and in the medians (including over 125,000 street trees, a larger inventory of park trees, and 2,400 acres of natural areas), and removes dead or dying trees to ensure public safety. Additionally, BCRP's Forestry Division creates and uses forest management plans, partners with organizations and volunteers to support tree plant-ing, and trains volunteers to care for trees and remove non-native invasive species.

Strong Planting Partnerships

TreeBaltimore supports a diverse array of nonprofits, friends of groups, civic associa-tions, garden clubs, business improvement districts, City agencies, and faith-based communities in planting and caring for trees. Each year, thousands of trees, includ-ing dozens of unique species, are delivered to locations throughout the city in the spring and fall. TreeBaltimore staff provide additional support through planning, troubleshooting, and delivering mulch, trees, and other supplies.

Street trees along North Avenue provide shade.

> 🔧 Gather information on survivability of trees planted on private property through tree giveaways in order to inform an effective planting strategy. See Goal 1 below.

Stewardship, Engagement, and Education

The **TreeKeepers program**, operated by TreeBaltimore, provides in-depth instruction in best practices for tree care and maintenance, including:

1. tree biology and soil science,

2. coordination and leadership,

3. tree planting, and

4. tree pruning to City residents, resulting in a certification.

Upon certification, these volunteers can support and lead tree projects in their neighborhoods. Similarly, certified Weed Warriors are permitted to work in City parks and assist in the management of our natural areas. By becoming proficient in the identification and removal of non-native invasive plants, these volunteers and advocates protect the critical functions and biodiversity found in Baltimore's forests. TreeBaltimore offers two annual family-friendly gathering events, in summer and winter where guests socialize, network, receive program updates, and receive their Weed Warrior and TreeKeeper certifications. Additionally, BCRP delivers Nature-Based Wellness programs designed to bring guests in direct contact with natural environments.

> ☄ Partner with local educators to integrate Tree Keepers' and Weed Warriors concepts into curricula. See Goal 3 below.

Urban Wood Waste Collection

Camp Small, situated on five acres in the Jones Falls Valley, is a pioneering wood-reuse facility. It processes over 9,000 tons of logs, wood chips, and green waste each year. The work of Camp Small leads to the creation of many value-added products like kiln-dried lumber, raised garden bed kits, outdoor furniture, split firewood, mulch, and compost. In doing so, it reduces landfill crowding and creates a revenue stream that can support tree planting and job training programs.

> ☄ Hire additional staff at Camp Small to process more wood and keep up with demand. See Goal 2.

Prioritization and Planning

In 2013, local researchers and TreeBaltimore staff assessed opportunities to increase Baltimore's tree canopy as identified by key groups. The top goals for the tree canopy were decided by considering diverse environmental, social, health, and cultural priorities. Then, neighborhood maps were created for each participating organization. These maps showed the high, medium, and low priority areas for planting, according to their chosen criteria. At the core of this effort is increasing accessibility to spatial data and tools, and transparency of projects that are in specific neighborhoods. In 2018, TreeBaltimore finished the citywide survey of street and park trees, and located potential tree planting locations.

> ☄ Update the prioritization map to target areas with extreme heat. Allow tree planting partners to customize and utilize this tool. See Goal 1.

Additional Resources

- **Baltimore Sustainability Plan**
- **Green Network Plan**
- **US Forest Service Baltimore Urban Field Station**

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Increase the tree canopy by planting more trees, focusing on areas experiencing extreme heat. #ExtremeHeat		
1.1	Revisit original TreeBaltimore plan and update with attainable goals, with a focus on increasing the tree canopy in areas experiencing extreme heat. #ExtremeHeat #EnvironmentalJustice	✏️
1.2	Implement revised TreeBaltimore plan, including on private property (maintenance, policies. Connect City's goals to State and federal goals.	💰
1.3	Develop a workforce program for tree planting and maintenance with partner organizations. Help with job placement at end of the program. Expand City green jobs to help provide opportunities. #WorkforceDevelopment	💰
1.4	Offer financial incentives (such as tax breaks) for people and communities that help maintain street trees.	💰
1.5	Update the tree planting prioritization map to target areas with extreme heat. Allow tree planting partners to customize and use this tool. #ExtremeHeat #EnvironmentalJustice #EquityFramework	💰
1.6	Use vacant and under-used City property, including vacant lots, to contribute to tree canopy creation, forest preservation, and stormwater management. #VacantHousing #EnvironmentalJustice	💰
1.7	Establish City-run nursery that grows a variety of tree species and sizes, sourced from local seed stocks.	💰

#	RECOMMENDATION	TYPE
1.8	Remove pavement from underused lots and areas, especially large parking lots, and replace with healthy soil and greenery. For private property, identify and/or create incentives, in addition to the stormwater fee credits and grant programs, that property owners could receive for implementing such a project. #Infrastructure	💰
1.9	Identify parking lots that are underutilized, both on public and private property, and work towards removing pavement and replacing with green space and/or trees. #Infrastructure	💰
1.10	Ensure trees are replaced during the following growing season after removal and that warranty replacements occur on a seasonal basis.	💰
1.11	Partner with organizations to provide training similar to TreeKeepers and Weed Warriors. #WorkforceDevelopment	💰
1.12	Investigate innovative financing structures for tree protection and afforestation.	💰
1.13	Establish City-run nursery with capacity to provide trees for City, community, and non-profit planting efforts. Establish our own seed selection.	💡
1.14	Plant and maintain 10,000 trees per year in historically disinvested neighborhoods. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	💡
1.15	Use vacant lots to create new forest patches that reduce heat island in neighborhoods with extreme heat. #VacantHousing #ExtremeHeat #EnvironmentalJustice	💡
1.16	Establish new department to oversee tree and forestry work that would be funded sufficiently enough to properly maintain and expand tree planting and forest restoration and expansion. #WorkforceDevelopment	💡
Goal 2: Improve survival rate of trees that are planted.		
2.1	Develop new tree pit policies, including tree pit dimensions, soil specifications, and policies for adding new tree pits or expanding tree pits. #Infrastructure	✏️
2.2	Use tree inventory to help track which types of trees have better survival rates, particularly in areas with difficult growing conditions.	✏️

#	RECOMMENDATION	TYPE
2.3	Update Street Tree list based on research about tree survival rates, including identifying species that should be prioritized for planting to diversify the street tree inventory.	✏️
2.4	Train all City agencies on applicable standards, specs, and regulations about trees.	✏️
2.5	Streamline the process for current mulch deliveries for street and park tree events to improve soil quality to increase the viability of newly planted trees.	✏️
2.6	Implement new tree pit policies.	💰
2.7	Improve tree health and lifespan by improving growing conditions, including increased soil volumes, better soil, and improved tree pit and tree trench design, especially in street rights-of-way.	💰
2.8	Improve tree health and lifespan by structurally pruning all young, newly planted trees.	💰
2.9	Provide weeding, mulching, watering, and proactive pruning (both structural and maintenance) of all street trees and tree pits throughout the city.	💰
2.10	Gather information on survivability of trees planted on private property through tree giveaways.	💰
2.11	Hire a Department of Housing and Community Development (DHCD) inspector to help with planting inspections (for Forest Conservation, Critical Area, Landscape Manual, street trees, etc.). #WorkforceDevelopment	💰
2.12	Implement a deer management program to improve health of deer populations, while reducing deer impacts on planted trees and natural regeneration in forested natural areas.	💰
2.13	Hire dedicated staff to deliver mulch to drop off locations around the city, community gardens, parks with impacted soils, etc. #WorkforceDevelopment	💰
2.14	Advertise availability of mulch widely.	💰

Goal 3: Reduce the loss of existing healthy trees.

#	RECOMMENDATION	TYPE
3.1	Pass tree ordinance that regulates the removal of large trees on private properties that are not covered under the Forest Conservation Act or otherwise regulated.	✏️

#	RECOMMENDATION	TYPE
3.2	Amend the parking requirements within the zoning code to mitigate the impact on the tree canopy. #LandUse	✏️
3.3	Offer increased tax breaks for creating permanent protection of existing forested land on private property.	💰
3.4	Hire dedicated staff to address environmental violations. Train staff to understand tree laws. Provide staff in Forestry or DOP authority to give citations or stop work. #WorkforceDevelopment #EnvironmentalJustice	💰
Goal 4: Preserve and enhance the City's forests and other natural areas.		
4.1	Develop policies and procedures for identifying, reviewing, and approving Stormwater Management (SWM) mitigation projects for parkland and public green space. Make sure all relevant agency staff are included when deciding what types of projects to do on park property to avoid issues once design efforts have begun. #LandUse	✏️
4.2	Create new zoning category or overlay for natural areas and forested areas outside of the Critical Area. #LandUse	✏️
4.3	Explore mechanisms to protect forests on City-owned land (legislative, regulatory, etc.). Decide which forests to prioritize for protection.	✏️
4.4	Create inter-agency review process prior to clearing or selling public green space.	✏️
4.5	Provide technical assistance to organizations such as Baltimore Green Space that are preserving green space.	✏️
4.6	Evaluate stormwater mitigation requirements to reduce loss of forest.	✏️
4.7	If tree work is on the edge of a natural area, spread wood chips on ground nearby rather than bringing back to Camp Small.	✏️
4.8	Develop Forest Management Plans (FMP) for all City parkland natural areas that focus on generating strategies to maximize ecological function and habitat value. #OpenSpace	💰
4.9	Renew and/or reevaluate all Forest Management Plans on 5-year cycles.	💰
4.10	Actively monitor and/or manage forests according to FMP recommendations.	💰

#	RECOMMENDATION	TYPE
4.11	Provide review authority to Forestry for projects impacting all publicly owned land with forested areas.	💰
4.12	Collaborate with neighbors, religious centers, and schools adjacent to forest patches in historically underserved and affluent neighborhoods to develop community forestry programs, alongside dedicated professional management of the forest by the City (on an as-needed basis). #EquityFramework #EquitableDevelopment	💰
4.13	Provide resources to community organizations to take the lead on tree maintenance, such as funding for tool rentals. #Equity-Framework #EquitableDevelopment	💰
4.14	Increase staff and contractual capacity to maintain existing trees, including weeding, mulching, proactive pruning, watering, and replanting. #WorkforceDevelopment	💰
4.15	Add mulch or wood chips to natural areas that have poor soil or lack a duff layer. Conduct soil profile rebuilding and add mulch or wood chips to park areas that are compacted. Set up community mulch piles that can be replenished as needed.	💰
4.16	Create more robust sawmill operations with more kilns and saw.	💰
4.17	Create more robust mulch production operation with horizontal grinder.	💰
4.18	Hire more staff at Camp Small to process more wood and keep up with demand. #WorkforceDevelopment	💰
4.19	Create biochar at Camp Small as a source to improve soils for tree planting as well as for SWM projects.	💰
4.20	Develop FMP for all City forested natural areas that focus on generating strategies to maximize ecological function and habitat value. #OpenSpace	💡
4.21	Provide tax breaks to properties that are forested and will not be developed. #OpenSpace	💡
4.22	Create additional Camp Small hubs in strategic locations around the city to improve ease of access. #EquitableDevelopment	💡
Goal 5: Foster public appreciation for trees, forests, and natural resources.		
5.1	Continue to support Baltimore City Public Schools environmental education with events such as Arbor Day and forest therapy programs.	✏️

#	RECOMMENDATION	TYPE
5.2	Continue to have tree giveaways at various events and partner with DPW Grow Center.	✏️
5.3	Update TreeBaltimore website and BCRP Forestry website to include up-to-date resources on tree planting and canopy goals.	✏️
5.4	Investigate mechanisms and funding to remove hazardous trees on private property.	✏️
5.5	Partner with local educators to integrate Tree Keepers' and Weed Warriors concepts into curricula.	💰
5.6	Provide signage throughout the city to promote our trees and forests and engage or inform residents. Signs could be specific to tree identification or could explain what a forest or natural area is.	💰
5.7	Expand existing programs with more giveaways and tabling events where we can educate the public about trees.	💰
5.8	Explore more ways to educate the public about the environment that goes beyond the traditional conservation education in an effort to reach more people.	💰
5.9	Develop multilingual and multicultural educational materials #EquityFramework	💰
5.10	Increase tree maintenance and response time to requests for tree maintenance.	💰

Neighborhood Cleanliness

Overview

Neighborhood cleanliness refers to the level of tidiness and sanitation within our communities. Neighborhood cleanliness includes:

- **Litter and waste management.** The proper disposal of trash and recycling and managing litter and illegal dumping in public spaces.

- **Maintenance of public areas.** Regular cleaning and upkeep of streets, sidewalks, parks, and other communal spaces to ensure they are free from debris, trash, and other forms of pollution.

- **Sanitation.** The availability and maintenance of sanitation facilities such as public restrooms, public waste bins, and drainage systems to prevent the accumulation of waste and the spread of diseases.

- **Environmental considerations.** Managing solid waste properly to prevent air and water pollution including recycling and reusing products to reduce the need to extract Earth's natural resources and promoting clean, green public spaces.

- **Illegal dumping.** Dumping at corner cans, in parks, in alleys, in yards of homes, or in lots of building. It is a persistent issue in communities across the U.S., including Baltimore City.

A Healthy Harbor Starts Here mural reminds residents to keep trash out of the stormwater systems.

Why Does Neighborhood Cleanliness Matter?

Neighborhood cleanliness significantly impacts the quality of life for residents and the overall well-being of communities across Baltimore City:

1. **Healthier Environment:** Clean neighborhoods are associated with lower levels of pollution, reduced transmission of diseases, and improved air and water quality. This can lead to better physical health outcomes for residents,

including lower rates of respiratory illnesses and other health conditions related to environmental hazards.

2. **Increased Property Values:** Clean and well-maintained neighborhoods are often more attractive to potential homebuyers and renters. As a result, property values tend to be higher in areas where cleanliness is prioritized. This can have positive economic effects for local economies, including the housing market.

3. **Enhanced Safety:** Clean neighborhoods are typically safer environments for residents. Well-lit streets, clear sidewalks, and maintained public spaces can deter criminal activity and promote a sense of security among residents. Additionally, reduced clutter and debris can help prevent accidents and injuries. Community Pride and Engagement: When residents take pride in their neighborhood's cleanliness, it fosters a sense of community pride and ownership. People are more likely to engage in community activities, volunteer for clean-up efforts, and work together to address local issues. This sense of cohesion can strengthen social ties and create a more supportive and connected community.

Public trash and recycling receptacles in use.

4. **Improved Mental Well-being:** Living in a clean and aesthetically pleasing environment can have positive effects on mental health and overall well-being. Access to green spaces and well-maintained surroundings can reduce stress, anxiety, and depression levels among residents.

5. **Environmental Sustainability:** Neighborhood cleanliness is linked to environmentally sustainable practices such as recycling, waste reduction, and conservation efforts. By promoting these behaviors, clean neighborhoods contribute to broader environmental goals, such as reducing carbon emissions and preserving natural resources for future generations.

Overall, neighborhood cleanliness is essential for creating vibrant, healthy, and thriving communities where residents can live, work, and play comfortably. By prioritizing cleanliness and investing in maintenance efforts, communities can reap numerous social, economic, and environmental benefits.

Current Efforts

Clean Corps

Neighborhood cleanliness is one of the most frequently cited problems by the citizens of Baltimore. In response to the COVID-19 epidemic and the backlog of neighborhood

cleaning requests that accumulated during that period, the Clean Corps program was created as a multi-agency Mayoral initiative led by the Department of Planning (DOP) and including the Department of Public Works (DPW), Department of Housing and Community Development (DHCD), and the Office of Employment Development (OED). This program provides neighborhood cleaning services to some of the most distressed communities in the city, particularly those experiencing high levels of population loss and vacant housing.

Clean Corps uses ARPA funds to allow Baltimore-based nonprofits to hire unemployed and underemployed residents to maintain the cleanliness of targeted alleys, vacant lots, street fronts, public trashcans, and tree pits in their neighborhoods.

In the first year, Clean Corps non-profit grantee partners:

- Spent over $3.6M cleaning underinvested neighborhoods experiencing challenges like illegal dumping.
- Employed and trained more than 140 unemployed and under-employed workers from Clean Corps target neighborhoods.
- Performed over 13,500 lot and alley cleanings contributing to the livability of neighborhoods for current and future residents.
- Removed over 800 tons of trash from Clean Corps neighborhoods.

In 2024, the Department of Planning (DOP) expanded Clean Corps to ten additional neighborhoods. This 'regional 'model creates new teams that will address targeted hotspots identified by community leadership, providing 1-2 days of service in each neighborhood per week. Several positions on the regional teams were filled through a partnership with the Mayor's Office of Neighborhood Services (MONSE) and Youth Advocacy Program (YAP), an organization working with young people who are at risk or involved in the juvenile justice system. This new model allows Clean Corps to broaden its impact and prioritizes mobility and rapid response to existing and emerging cleanliness issues.

The public can follow the progress online via **the Clean Corps Service Dashboard.**

Street, Sidewalk, and Alley Cleaning

Illegal dumping sites are found either through proactive site visits or through a citizen complaint issued through the 311-reporting service. The 311 Request System holds records of citizen-filed dumping reports and includes photos and details about each incident. In legal terms, the disposal of any waste in an area not designated for such disposal is considered "illegal dumping." Baltimore addresses illegal dumping through investigations and citations, debris removal, and education and outreach. In FY23, there were 94,633 closed service requests across eight categories related to illegal dumping: Illegal Dumping, Dirty Alley, Dirty Street, Cleaning, Park Cans, Water Way Cleaning, Public Trash Can, and Special Investigations Unit Clean Up.

Serious illegal dumping complaints are referred to DHCD to investigate and issue a citation, if appropriate. Otherwise, the complaint will be referred directly to DPW, to be cleaned without an investigation. DPW removes trash and debris from streets, sidewalks, and alleys in response to 311 tickets and proactively through site visits to common dumping areas.

Community Clean-Ups

The Mayor's Annual Spring and Fall Cleanups are multi-agency, city-wide events, spearheaded by the Bureau of Solid Waste within DPW. These events encourage residents to clean up their communities. The Bureau offers bags, roll-off dumpsters, and same-day bag collection to participating community organizations and businesses. Cleanup participants are eligible to receive credit on their stormwater bills.

Mixed Refuse Collection

Residential mixed refuse collection is provided by DPW's Bureau of Solid Waste to over 210,000 homes. Since July 2009, regular mixed refuse collection services are provided once a week by the City to each location served, Tuesday through Friday with Saturday being a make-up day for missed holiday collections. The maximum waste volume limit of mixed refuse per household per week is 96 gallons. Additionally, DPW collects all mixed refuse generated at City parks, City litter baskets, and City buildings.

Curbside Recycling

DPW provides curbside single stream recycling (SSR) collection once a week, Tuesday through Friday, to each single-family residence. There is no maximum amount of recyclable material that can be collected from each residence. Materials accepted in the SSR collection program include aluminum and steel/tin cans, cardboard, glass containers, mixed paper, and plastic bottles and jars. A full listing of acceptable and unacceptable materials is available **at the DPW recycling page.**

Residential Drop-Off Centers

City residents may drop off waste and recycling for free at the residential drop-off centers located at Quarantine Road Landfill or Northwest Transfer Station as well as three other full-service residential drop-off centers—Western Sanitation Yard (Reedbird Avenue Drop-off Center), Eastern Sanitation Yard (Bowleys Lane Drop-off Center), and Sisson Street Drop-off Center. These facilities provide additional disposal capabilities to City residents and accept bulk trash, commingled recycling, rigid plastics, scrap metal, scrap tires, appliances, waste oil and antifreeze, electronics, and oyster shells on a year-round basis.

Small Hauler Program

The Small Hauler Program enables small commercial waste haulers who engage in the collection, transportation, or disposal of solid waste to apply for a City permit to dispose of loads at Northwest Transfer Station and Quarantine Road Landfill. Those in the program pay a disposal fee of $20 per load up to 7,000 pounds and $3.38 per

100 pounds above 7,000 pounds. The program is designed to make it easier and more affordable for small haulers to properly dispose of trash to improve their efficiency and reduce instances of illegal dumping.

Mechanical Street and Sidewalk Sweeping

The City operates a fleet of mechanical street sweepers in addition to human sidewalk sweepers to collect litter and dirt from the main streets and sidewalks in Baltimore. Mechanical sweepers operate 74 routes on a weekly basis, while sidewalk sweepers and all terrain ride on vacuum sweepers operate daily, primarily within the business district and gateway areas. About 9,000 tons of dirt and debris is collected by street and sidewalk sweepers annually.

Street sweeping crews

Public Education and Outreach

The City provides information about waste disposal and recycling programs, what materials can be recycled, locations of residential drop-off centers, disposal of household hazardous waste (HHW), and source reduction initiatives on **the DPW website** and on DPW's social media outlets (Facebook, Instagram, LinkedIn, Nextdoor, and Twitter). Waste reduction and reuse is promoted at City-organized spring and summer festivals and at special events throughout the year. DPW also places recycling memos and information in monthly newsletters sent to all residents.

Recycling receptacle

Additionally, The DPW Office of Communications and Strategic Alliances provides educational outreach to encourage residents to take part in preventing and reporting illegal dumping. This office provides useful information through the DPW website, social media, the annual DPW calendar, and informational brochures and flyers. In 2012, DPW created several positions for community liaisons to provide regular outreach to community groups and non-profits through educational presentations, to participate in public meetings and cultural events, and to work with local schools. Community Liaisons are assigned by City Council District, so they get to know the community leaders, the residents, and the unique issues in the assigned area.

Recommendations

Policy recommendations are divided into three types:

- ✎ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Provide more education about recycling and littering.		
1.1	Educate the public about services that can be requested through 311 and services that are accessed in other ways.	✎
1.2	Educate the public about recycling, including why it is important, what the City's recycling goal is, how products are recycled, etc. Address the myth that recycling is pointless because everything ends up in the trash.	✎
1.3	Work with neighborhood and community associations to provide education to new homeowners and renters on cleanliness expectations, including trash and recycling pickup days, where and how to dispose of bulk trash, how to participate in cleanliness efforts, etc. #EquityFramework	✎
1.4	Increase grass roots efforts to reach out to citizens by partnering with non-profit organizations that are trusted messengers within neighborhoods. #EquityFramework	✎
1.5	Have a unified message regarding recycling, littering, and illegal dumping across agencies including DPW, Department of General Services (DGS), and Baltimore City Recreation and Parks (BCRP).	✎
1.6	Partner with the Housing Authority of Baltimore City (HABC) to educate public housing residents about recycling and trash disposal.	✎
1.7	Provide a copy of Clean Guide to new homebuyers.	✎
1.8	Use recycling brand ambassadors to educate and drive recycling.	💰
1.9	Educate businesses about recycling and trash handling. #SmallBusiness	💰
1.10	Work with summer programs like Youthworks to build a sense of pride and ownership in the neighborhood, starting with youth. #EquityFramework	💰

#	RECOMMENDATION	TYPE
1.11	Empower young people to develop messaging around recycling and littering. #EquityFramework	💰
1.12	Hire a third party, such as community group, that is better equipped to reach and educate the public. #EquityFramework	💰
Goal 2: Support community efforts to keep neighborhoods clean.		
2.1	Provide dumpsters to areas proportional to the number of Adopt-a-Lots within the community.	✏️
2.2	Increase dumpster days from 4 to 6 days.	✏️
2.3	Offer stipends to residents to clean up neighborhoods or organize recycling and/or composting campaigns in their neighborhoods. #EquityFramework #EquitableDevelopment	💰
2.4	Adequately resource programs that do neighborhood clean-ups. #EquityFramework	💰
2.5	Host a clean street/clean block contest.	💰
2.6	Increase bulk trash pickup.	💰
2.7	Install more dumping cameras for automatic enforcement.	💰
2.8	Implement stronger consequences for illegal dumping, such as revoking license.	💰
2.9	Install public trash bins near food establishments.	💰
2.10	Put neighborhood cans in the center of the block rather than on corners since people use the corners for dumping.	💰
2.11	Replicate Downtown Partnership cleanup program in other neighborhoods.	💰
Goal 3: Create a cleaner, greener city.		
3.1	Send sanitation notifications, including for illegal dumping, to both owner and to the physical property.	✏️
3.2	Implement standard operating procedure for return of garbage cans to their appropriate location.	✏️

#	RECOMMENDATION	TYPE
3.3	Install more City trash cans, particularly at high traffic bus stops. #Infrastructure	💰
3.4	Leverage technology where available. (for example, solar trash compactors).	💰
3.5	Consider a more serious bag ban – both plastic and paper.	💰
3.6	Create a commission to monitor the City's cleanliness and allocate appropriate staffing.	💰
3.7	Focus street cleaning on main thoroughfares and gateways.	💰
3.8	Implement a bottle tax to fund DPW recycling and cleaning efforts.	💡
3.9	Implement a bottle deposit to encourage recycling.	💡
3.10	Create incentives that drive less waste.	💡
3.11	Provide public restrooms to cut down on people using the bathroom in public spaces. #Infrastructure	💡

Designing for Public Safety

Overview

Crime Prevention Through Environmental Design (CPTED) works by taking away criminal opportunities. It does this by showing would-be offenders that the neighborhood is cared for and by building relationships among neighbors to strengthen social and cultural norms against crime.

It is a multidisciplinary approach for reducing multiple forms of crime, with an aim to reduce victimization by deterring offender decisions that produce criminal acts. It also addresses the social environment by building a sense of community space in areas, thereby reducing the motivation to commit crimes. More importantly, it is one of the most resilient crime prevention theories of the modern era. The book, "Crime Prevention Through Environmental Design," authored by criminologist C. Ray Jeffery, in 1971, gave CPTED its official name.

> **What is Designing for Public Safety?**
>
> Crime Prevention Through Environmental Design, otherwise known as defensible space, alters the environment of blocks, neighborhoods, or even entire cities to prevent and reduce crime. The way we build, re-build, and maintain our communities affects the behavior of people and influences livability.

Key concepts

Natural Surveillance makes it more likely that criminals will be seen. This method includes eyes on the street as well as the proper placement of physical features, activities, and people to maximize visibility. This includes design elements like lighting public spaces at night. It also involves establishing a sense of social cohesion through neighborhood watches and building on community culture by bringing people together to create a sense of common purpose. This can be accomplished through art and music festivals or other neighborhood events that help form strong bonds within the community.

Natural Access Control is the physical guidance of people coming and going from a space. The use of the proper placement of entrances, exits, fencing, landscaping, roadway patterns, and

A jogger along the waterfront

lighting. This also includes decreasing criminal activity of by denying access to potential targets.

Territorial Reinforcement is the use of physical attributes to express ownership. These include fences, pavement treatment, art, signage, and landscaping that help define public space. This principle is largely about creating a sense of ownership, where intruders are more easily identified. This applies to both residential and commercial spaces.

Well Maintained Spaces help deter criminal activity. Businesses should be well maintained, both outside and within. This maintenance allows for the continued use of space that expresses ownership. However, maintaining a space requires vigilant management practices that sustain territoriality, access, and surveillance.

Why does Designing for Public Safety matter?

1. **Health and Safety:** Personal and communal safety is a fundamental right that should be enjoyed by all residents. Compared to all other reporting cities in the state of Maryland, Baltimore City has the highest violent crime rate.

2. **Trauma:** Violent crime not only causes harm to victims but can also lead to stress and trauma in communities. Violence is a public health issue that requires a holistic public safety approach, including supportive services for survivors of crime, their families, and communities.

Mayor Scott and Governor Moore at community walk on Erdman Ave., May 2024

3. **Equity:** Public safety is an issue that matters to all Baltimore City residents. However, not all neighborhoods are equally impacted by incidents of crime. Rates of violent crime are higher in historically disinvested and overpoliced neighborhoods.

4. **Retaining and attracting residents:** Baltimore City has continued to decrease in population over several decades. When deciding where to live, public safety is typically a high priority for citizens. Maintaining safe neighborhoods is necessary for retaining and attracting residents now and over time.

5. **Public safety is interdisciplinary:** Many people believe that public safety is the sole responsibility of the police, fire, and other emergency responders. They play a key role; however, every local government department has a part in partnering with Baltimore's communities to keep the City safe.

Current Efforts

Crime Prevention Through Environmental Design Pilot

Efforts are currently underway to develop a Pilot CPTED Study in the Boyd Booth Community. This area has been chosen for the pilot due to the occurrence of open-air crimes and will include a targeted focus around the new Rachael Wilson Memorial Park and Playground. The aim of this pilot is to make this area safer for residents, children, and visitors. Current work has involved reaching out to the Boyd Booth Community and area collaborators to involve them in this effort. Next steps include enhancing or establishing partnerships with select City agencies, including the Mayor's Office of Neighborhood Safety and Engagement, Housing Authority of Baltimore City , Baltimore Police Department, and Baltimore City Department of Transportation. As part of this pilot, we will be continuing to explore blight elimination, traffic patterns and calming, anti-loitering signage, surveillance measures, maintenance, police patrols, and increasing the social presence of the community to create and maintain a sense of ownership.

> 🔭 Provide CPTED information, briefs, and training as needed to collaborators. See Goal 1 below.

Trauma-Informed Training and Technical Assistance

The **Office of Youth and Trauma Services Training and Technical Assistance Center**, within Baltimore City Health Department, delivers training and technical assistance throughout Baltimore City. Their office provides in-person organizational trainings and workshops, virtual learning networks, technical assistance materials, and links to other resources supported by the federal government.

> 🔭 As appropriate, collaborate with other City, State and federal agencies, neighborhood groups, youth, businesses, faith-based organizations, non-profits, local philanthropy, design professionals, etc. See Goal 1 below.

Demolition

The Baltimore Department of Housing and Community Development partners with communities and public safety agencies to target demolition to locations that will help improve public safety.

> 🔭 Demolish vacant buildings that are attracting crime. See Goal 1 below.

Additional Resources

- **Violence Prevention Plan** (MONSE)
- **BPD Community Policing Plan**
- **Baltimore Police Crime Plan**

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Promote the principles of Crime Prevention Through Environmental Design as a citywide initiative across relevant City, State, and federal agencies and with local leaders, including community collaborators and City Council.		
1.1	As appropriate, collaborate with other City, State and federal agencies, neighborhood groups, youth, businesses, faith-based organizations, non-profits, local philanthropy, design professionals, etc. on promoting CPTED. #EquityFramework	✏️
1.2	Provide community leaders with a checklist to do neighborhood assessments and share a list of CPTED principles with neighborhood groups. #EquityFramework	✏️
1.3	Share success stories and best practices with community and other collaborators.	✏️
1.4	Encourage more regular neighborhood walkers (for example, dog walkers or exercise groups) and give them a contact to report suspicious activity.	✏️
1.5	Educate residents on best practices to increase their safety at home, such as keeping their porch lights on or using motion sensor lights.	✏️
1.6	Provide CPTED information, briefs, and training as needed to collaborators.	💰
1.7	Address high weeds, etc. through mutual aid and community resources, when possible, rather than punitive measures, such as code enforcement.	💰

#	RECOMMENDATION	TYPE
1.8	Support neighborhood-based clean and green (paid) teams to help older adults and others who need assistance #Cleanliness	💰
1.9	Enforce requirements for businesses to keep tidy exteriors. #Cleanliness	💰
1.10	Activate spaces to deter crime. #Placemaking	💰
1.11	Provide guidance on corner store design to minimize crime activity outside of stores.	💰
1.12	Demolish vacant buildings that are attracting crime. #VacantHousing	💰
1.13	Paint boards on vacant houses. #VacantHousing	💰
1.14	Explore automatic lighting for vacant buildings. #VacantHousing	💰
Goal 2: Create and maintain attractive public spaces to deter crime.		
2.1	Support community-led gating of green spaces and alleys. #Placemaking	✏️
2.2	Partner with public artists and community groups to install a series of placemaking art projects in locations where high rates of illegal dumping occur. #Placemaking #Cleanliness	✏️
2.3	Minimize tall shrubbery to improve sight lines.	✏️
2.4	Install safety measures in public spaces, such as fences, and make them aesthetically welcoming.	💰
2.5	Create a maintenance plan to be implemented by the City in partnership with communities.	💰
2.6	Claim green spaces following demolition by cleaning them and maintaining them, including through the Care-A-Lot program. #Cleanliness	💰
2.7	Explore environmentally responsible lighting, such as solar powered lighting at bus stops. #EnvironmentalJustice #Infrastructure	💰
2.8	Increase funding for projects that improve lighting levels in public areas.	💰

#	RECOMMENDATION	TYPE
2.9	Install more lighting at the pedestrian scale.	💰
2.10	Expand tree trimming to prioritize locations where trees block street lighting. #Trees	💰

Goal 3: Improve traffic safety. #TransportationEquity

#	RECOMMENDATION	TYPE
3.1	Right-size roads.	💰
3.2	Install more traffic cameras.	💰
3.3	Implement more bike lanes, traffic circles, speed humps, and other traffic calming and complete streets efforts to slowdown traffic. #Infrastructure	💰
3.4	Use placemaking to slow down traffic. #Placemaking	💰
3.5	Improve pedestrian safety through safer crosswalks, signals, signage, etc.	💰
3.6	Examine placement of traffic signals.	💰
3.7	Create a safe space for dirt bikes. #EquityFramework	💰

Goal 4: Assess and utilize zoning and land use to impact public safety. #LandUse

#	RECOMMENDATION	TYPE
4.1	Use zoning to require green spaces in new developments and design green spaces using CPTED principles. #OpenSpace	✏️
4.2	Conduct an assessment in partnership with residents to understand the impact of zoning and land use on safety. #EquityFramework	💰
4.3	Increase density to provide more natural surveillance (more people=more eyes on the street, which is a deterrent to crime).	💰
4.4	Reduce density of liquor stores and methadone clinics in neigh-borhoods. Provide guidance on good neighbor standards and community collaboration.	💰
4.5	Increase destinations and transit within walking distance. #TransportationEquity	💰

#	RECOMMENDATION	TYPE
4.6	Expand mixed-use zoning/developments to encourage more activity.	💰
4.7	Increase communication between businesses and community. #EquityFramework	💰

Public Health Disparities Related to Extreme Heat

Overview

Heat-related illness is defined by the CDC as follows: "heat-related illnesses, like heat stroke or heat exhaustion, happen when the body is not able to properly cool itself. While the body normally cools itself by sweating, during extreme heat, this might not be enough. In these cases, a person's body temperature rises faster than it can cool itself down. This can cause damage to the brain and other vital organs".

What is an Urban Heat Island?

Urban heat islands occur when cities replace natural land cover with dense concentrations of pavement, buildings, and other surfaces that absorb and retain heat. Highly developed urban areas can experience temperatures that are 15 to 20 degrees warmer than surrounding, vegetated areas. This effect increases energy costs, air pollution levels, and heat-related illness and mortality.

How Can Extreme Heat Impact Public Health?

Extreme heat events can be dangerous to health, in severe cases causing

What is extreme heat?

Extreme heat is a result of increasing carbon dioxide (CO_2) in the Earth's atmosphere that traps heat and leads to unusually hot days each year. The Centers for Disease Control and Prevention (CDC) defines extreme heat as "summertime temperatures that are much hotter and/or humid than average." Humid and muggy conditions can make it seem hotter than it really is.

What is extreme temperature?

Extreme temperature includes both heat and cold events, which can have a significant impact on human health, commercial/agricultural businesses, and effects on infrastructure. Extreme temperature events can also lead to severe health impacts such as frostbite or heat exhaustion, which can be detrimental to some socially vulnerable populations. What constitutes "extreme cold" or "extreme heat" can vary across different areas of the country based on the population's experience. A plot showing annual average temperature of Baltimore City is included in this section.

death or permanent disability if emergency treatment is not given in time. Extreme heat events result in increased hospital admissions for heat-related illness, as well as cardiovascular and respiratory disorders. Extreme heat events often affect the most vulnerable populations first. Young children, older adults, people with chronic diseases, low-income populations, and outdoor workers all have a higher risk for heat-related illness.

Nationally, up to 1,200 lives are lost annually due to extreme heat events. Cities, like Baltimore, have seen large increases in death rates during heat waves.

Current Efforts

Code Red Extreme Heat Program

When an extreme heat event is anticipated to be a high-risk health concern for residents, Baltimore City's Health Commissioner declares a **Code Red Extreme Heat Alert**. This declaration is made when the forecasted heat index, a measure of air temperature and relative humidity that indicates how hot it feels outside, is predicted to be greater than or equal to 105°F.

Children run through sprinklers to cool off during Camp Baltimore activities with BCRP

A Code Red declaration activates:

- Enhanced public messaging on heat risks and outreach to vulnerable populations
- Opening of public cooling centers
- Distribution of cold water to vulnerable populations

Throughout the Heat Season:

- Baltimore City Health Department conducts daily weather monitoring
- Mayor's Office of Children & Family Success promotes and assists eligible residents with energy assistance applications.
- Baltimore City Health Department promotes information sheets with tips and facts on preventing heat-related illness customized for different target audiences.

> 🔎 Identify additional cooling centers to serve homeless, seniors, youth, etc. See Goal 5 below.

Resiliency Hubs

Baltimore's Community Resiliency Hub (CRH) Program is an innovative and impactful community-centered initiative that increases community capacity to prepare for, withstand, and respond to natural hazard impacts and emergency situations. The goal of this program is to better connect frontline community organizations with focused support and resources. This way, in the event of a natural disaster or emergency, there is an improved emergency response and recovery services more readily get to

under-resourced neighborhoods and their most vulnerable residents. The program is a partnership between service-based community organizations in Baltimore's most climate-vulnerable neighborhoods and the Office of Sustainability, Office of Emergency Management (OEM), and BCHD. The Office of Sustainability is the lead agency that is responsible for growing and managing the CRH Program as a key strategy of Baltimore's Disaster Preparedness and Planning Project (DP3).

> 💡 Provide resources, such as fans and air-conditioners, for people to stay cool at home. See Goal 5 below.

Recommendations

Policy recommendations are divided into three types:

- ✏️ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Hire heat mitigation officer to oversee heat mitigation strategies.		
1.1	Recruit, hire, and retain a heat mitigation officer to oversee heat mitigation strategies. #WorkforceDevelopment #EquityFramework	💰
Goal 2: Use an equity lens to implement measures to make neighborhoods more comfortable at the pedestrian level during extreme heat.		
2.1	Prioritize the location of street trees based on equity and extreme heat in partnership with neighborhood residents. #Trees #EquityFramework #EquitableDevelopment #EnvironmentalJustice	✏️
2.2	Increase street tree maintenance in extreme heat areas to encourage faster growth and a larger canopy. #Trees #EquityFramework #EquitableDevelopment #EnvironmentalJustice	✏️
2.3	Prioritize new green spaces and parks based on equity and extreme heat. #OpenSpace #EquityFramework #EnvironmentalJustice	✏️
2.4	Prioritize extreme heat as part of plan to increase the City's vegetation and tree canopy. #Trees	✏️
2.5	Incorporate extreme heat considerations into the City's landscape manual and design review.	✏️

#	RECOMMENDATION	TYPE
2.6	Facilitate the sharing of strategies and best practices amongst community organizations around cooling and extreme heat.	✏️
2.7	Incorporate shading elements into new bus shelter designs. #TransportationEquity	✏️
2.8	Develop Green Area Ratio standards for high density areas, particularly downtown and transit-oriented development (TOD). #LandUse #TransportationEquity	💰
2.9	Create urban forests, in partnership with neighborhood residents, within the city, particularly in areas with extreme temperatures while minimizing displacement and maximizing benefits and use. #Trees #EquityFramework #EquitableDevelopment #EnvironmentalJustice	💰
2.10	Consider heat impacts in retrofitting and designing city infrastructure. Consider less heat absorbent materials at ground level, such as pervious surfaces instead of impervious surfaces where appropriate or concrete or cool paint instead of dark asphalt. Increase the use of white, cool roofs, or cool paint on surfaces such as roadways, parking lots, and playgrounds. #Infrastructure	💰
2.11	Restore display fountains in parks and other civic spaces. #OpenSpace #Placemaking	💰
2.12	Incorporate additional shade or cooling techniques into bus shelters, starting in the city's five hottest neighborhoods. #TransportationEquity	💰
2.13	Develop a toolkit and materials for strategies and best practices regarding cooling and extreme heat for community organizations and businesses.	💰
2.14	Incentivize low-emission modes of transportation in Baltimore City.	💰
2.15	Explore daylighting ghost rivers and streams.	💡
2.16	Provide all City residents with access to a green space or park within a 1/2 mile of their home. #OpenSpace	💡
2.17	Provide all City residents with recreational water access within a mile of their home. #OpenSpace	💡

Goal 3: Implement projects to make homes and other buildings, such as schools and senior centers, more reliably comfortable during extreme heat.

#	RECOMMENDATION	TYPE
3.1	Update building codes and landscaping laws to promote or require green roofs and white roofs as well as strategically located shade trees. #EquitableDevelopment	✏️
3.2	Require or incentivize landlords to provide energy efficiency improvements and/or air conditioning. #EquitableDevelopment	✏️
3.3	Partner with resiliency hubs, community development corporations, neighborhood associations, and others to promote using window film and other window coverings to help with energy efficiency.	✏️
3.4	Promote cooling retrofits as a part of renovations completed using historic preservation tax credits. #HistoricPreservation	✏️
3.5	Incorporate energy efficient retrofits into renovation grants offered by the City. Would require increasing the maximum grant amount per house. #EquitableDevelopment	💰
3.6	Put thermostats in public housing units so that inhabitants, especially older adults and people with disabilities, can control the temperature in their units. #EquitableDevelopment	💰

Goal 4: Decrease the number of people who could experience an interruption of service on days where the heat index is over 105 degrees.

#	RECOMMENDATION	TYPE
4.1	Improve processes for getting help with BGE bill. Streamline assistance between CAP center and Fuel Fund.	✏️
4.2	Broaden eligibility for getting help with BGE bill from what to what and why.	💰
4.3	Continue and expand BGE's Peak Rewards program to reduce the amount of electricity used during periods of peak demand. City should promote to help give credibility.	💰
4.4	Increase proactive tree maintenance to increase the development of the canopy and reduce the risk of damaging power lines or houses. #Trees	💰
4.5	Increase the number of City buildings with back-up power sources.	💰
4.6	Institute rule about not cutting electricity during extreme heat. This would be similar to the rule about not cutting electricity during winter.	💡
4.7	Provide backup power sources for vulnerable populations, particularly senior housing. #EquityFramework	💡

#	RECOMMENDATION	TYPE
Goal 5: Address immediate need for relief during extreme heat events, especially for older adults.		
5.1	Establish additional cooling centers to improve access, particularly for populations at high-risk of heat related illness in the hottest parts of the city. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	💰
5.2	Provide cooling resources such as fans and air-conditioners, and window film to residents at highest risk of heat-related illness. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	💰
5.3	Develop a program to pair vulnerable residents, particularly older adults and people with disabilities, with others to help support them in emergencies. #EquityFramework #EnvironmentalJustice	💰
5.4	Develop a network of public water fountains and misting stations in parks and other public spaces. #Infrastructure #EnvironmentalJustice	💰
5.5	Extend operating hours for City-owned and managed pools and recreation centers during Code Red extreme heat declarations to improve access to cooling resources. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	💰
5.6	Identify and operate cooling centers within ½ mile of all residents living in areas with low car ownership rates. #TransportationEquity #EnvironmentalJustice #Infrastructure	💡
5.7	In addition to designated cooling centers, renovate all City libraries and recreation centers to serve as secondary cooling centers. #Infrastructure #EquitableDevelopment	💡

Inclusive Economy

What is an Inclusive Economy?

Inclusive economy means building Baltimore's workforce in a way that honors the culture and diversity of the City. Building an inclusive economy in Baltimore will include a variety of efforts. All of which will help us to boost the local economy for everyone and create a stronger Baltimore.

Open Works makerspace in Greenmount West

How Will It Show Up?

Small Business Ecosystem and Neighborhood Retail. Small businesses provide a wide range of services and supports to the City. They help create a thriving and strong community. We want to continue supporting locally and minority-owned small businesses. To do so, we will focus on developing retail stores in neighborhoods that meet the needs and interests of the neighborhood.

Workforce Development. Preparing residents to work will help people and the City thrive in the long-term. Workforce development can help residents gain job-related skills and knowledge. It can also help connect residents with employers. All of which can assist residents in earning family-supporting wages. To support the development of our workforce, we will increase access to (1) high-quality job training, (2) jobs with family-supporting wages, and (3) workforce services. We will also engage the City's younger residents to prepare Baltimore City Public School students for post-secondary education and employment.

Freight Movement. As a port city, freight movement is common in Baltimore. We see boats, trains, and trucks moving all sorts of freight in and out of the city. The movement of these goods comes with benefits and challenges. As we look to bring in more freight, we want to do so in a responsible way. As freight movement increases, we aim to (1) repair and maintain key public infrastructure, (2) better manage traffic, (3) provide more jobs, and (4) address the environmental impacts.

Small Business Ecosystem and Neighborhood Retail

Overview

A small business ecosystem is a network of capital, services, and supports that every enterprise needs to get on its feet and grow. These ecosystems are critical to fostering opportunity and long-term resiliency for all entrepreneurs who confront entrenched inequities, including people of color, women, immigrants and refugees, and people with lower incomes and wealth. Business development organizations, small-business lenders to community advocates, and government representatives are all members of this system.

BALTIMORE HAS A HIGH VOLUME OF SMALL BUSINESSES

Of Baltimore's 12,500 business establishments, 94% (11,700) are small firms with fewer than fifty employees; and 6,550 (52%) of these businesses have fewer than five employees. This does not count the 39,600 sole proprietors—businesses with no employees—that call Baltimore home.

Sparky Cleaners in Howard Park business district

JOB GROWTH HAS BEEN LARGELY DEPENDENT ON LARGE COMPANIES AND INSTITUTIONS

While small businesses dominate in number, they are not growing at a pace sufficient to drive growth. From 2010 until the first quarter of 2020, when COVID-19 hit the economy, 97% of net new jobs were created by employers with more than 500 employees. This is a clear indicator that we are not tapping fully into the City's entrepreneurial spirit and creating jobs. In striking contrast to Baltimore, according to the U.S. Small Business Administration, small companies account for 64 % of new jobs created in the United States.

BIPOC (BLACK, INDIGENOUS, AND PEOPLE OF COLOR)-OWNED BUSINESSES ACCOUNT FOR A SMALL SHARE OF BUSINESS REVENUE

While census data indicates that well over half of Baltimore's privately held businesses are BIPOC-owned, these businesses generate a small share of Baltimore City business revenue. Black- and Brown-owned businesses account for only 12% of Baltimore City's total business revenue. These revenue figures will continue to be tracked annually through the Baltimore Together metrics.

Neighborhood Retail Along Corridors

Baltimore's neighborhood retail is primarily located along commercial corridors, as clusters of businesses where the presence of stores build on each other. Smaller neighborhood commercial corridors rely on the collective assembly of small business-es to stabilize economic activity. These retail corridors can serve as strong community assets as they stabilize and grow, fueling subsequent transformational development in adjacent communities.

A 2020 analysis by Baltimore Development Corporation (BDC) used on-the-ground assessments by physically walking the corridors and conducting inventories. Criteria such as the concentration of retail and service establishments, walkability based on commercial property density, surrounding residential population, and public transit usage were considered to identify 76 distinct commercial corridors across the city. These areas are vital to community health and vibrancy, and each have attributes making them unique. Despite our changing economy, neighborhood retail areas are still where many people purchase goods and services or find employment.

An often-overlooked aspect is that many of our corridors intersect multiple neighbor-hoods rather than being confined to just one. Serving as vital links between our 250 neighborhoods, these corridors offer opportunities to foster equitable and sustainable growth, potentially enhancing the well-being and even perceptions of multiple com-munities simultaneously.

More importantly, they are hubs of local wealth building, community collaboration, and the celebration and preservation of culture. Focusing efforts on learning about and understanding each community can set us on the path to improve community resilience through sustainable and equitable economic development practices.

What Challenges Do Baltimore's Neighborhood Retail Districts Face?

Snug Books in the Hamilton-Lauraville Main Street.

Baltimore City's neighborhood retail districts face a wide variety of challenges. Some challenges are universal, like online com-merce competition; some are geographically specific, like declining population; and some specific to each individual business, like technical issues with their website.

We understand that there are critical bur-dens on communities, such as under-used or vacant properties, a lack of equitable transit options, community perceptions of safety, and aging infrastructure. These documented issues are understood on a macro-level, and several initiatives aim to remedy them.

There are no currently centralized data sources that can inform policy makers about specific, and often unique, challenges that each individual business faces, nor are there current data sources that can provide per-block information about the environmental conditions that impact retail health. Without a strategy to meet the community where they are, collect information about the blocks and the businesses within them, it becomes challenging to provide prescriptive aid to the communities and track the impact that these programs have over time.

Importance of Small Businesses and Neighborhood Retail

Small business and neighborhood retail are what makes our neighborhoods special places to live and visit, as well as providing critical opportunities to develop individual and collective prosperity.

1. **Owning a Small Business is a Wealth Building Opportunity.** Local ownership means building local wealth. #WorkforceDevelopment

2. **Resilient Local Economy.** Locally owned small businesses create a more resilient economy. #WorkforceDevelopment

3. **A Key to Sustaining a Strong and Equitable Small Business Ecosystem in Baltimore is to Provide More Support for BIPOC-Owned Businesses.** These entrepreneurs give back to their communities through donations of time, money, and services and often play key leadership and mentorship roles that invite other workers of color into the world of self-employment and business ownership. #EquityFramework

4. **Supporting and Growing Immigrant Entrepreneurs is Key to the Vitality of the Local Economy.** According to the New American Economy, in 2017, there were 23,885 immigrant entrepreneurs in Baltimore. That is more than an 18% increase from 2016. Immigrants are also 57% more likely to be entrepreneurs when compared to U.S.-born residents.

5. **Community Vibrancy.** Local neighborhood retail is a vital resource to any community, and this is especially true in dense urban areas. Forming connections between small businesses and the residents that live near them is essential for the businesses' longevity and to maintain and improve community vibrancy and resiliency. New York City's LISC guide for commercial corridors says it best: "When a neighborhood commercial district is working well, it's doing a lot of things at once. It's generating wealth for small business owners, providing jobs for locals, creating civic space to express community culture, and offering goods and services needed by residents, workers and visitors." #PlaceMaking

6. **Unique Destinations.** In Baltimore, when we visit a commercial corridor, especially those that have well-established identities like Hampden, Harford Road, Pennsylvania Ave, and Highlandtown, we can appreciate their unique qualities that bring people together. To maintain the vibrancy, repair any lost sense of community, and aid in the development of upcoming corridors, we must support the corridors through a myriad of strategies and tactics. These

strategies, while not limited to this listing, could evolve into placemaking efforts, attracting new businesses, to meet community needs, connecting businesses to resources and capital, implementing zoning changes, updating policies, or a combination thereof, aimed at fostering vibrant and sustainable communities. #PlaceMaking

Current Efforts

Supporting and Attracting Entrepreneurs

The Baltimore BASE (Business Assistance and Support for Equity) Network provides grants, technical assistance, and collaborative partnerships to aid BIPOC-owned small businesses in Baltimore City's pandemic-related recovery efforts and is planning to continue with assistance post-COVID 19. #EquityFramework

Incubator Programs led by people of color: Innovation Works, Baltimore Creatives Acceleration Network, the Baltimore Small Business Resource Center, and Conscious Venture Labs. Some of these organizations have youth entrepreneur mentoring underway. #EquityFramework

Other Business Assistance: Morgan State's Baltimore Means Business, SBRC (Small Business Resource Center), the 0-100 Accelerator, Goldman Sachs 10,000 Small Business Program, Inner City Capital Connections (ICCC).

Neighborhood access to entrepreneurial resources is available at branches of the Enoch Pratt Library which is expanding its services to connect to the BASE network of support organizations. #EquitableDevelopment

UpSurge Baltimore is a privately funded effort focused on supporting and attracting startups, particularly those that promote diversity through their values, teams, or technologies. UpSurge brought Techstars, an international startup accelerator, to Baltimore in 2021 to focus on a newly dubbed "equi-tech" sector.

> 📣 Grow the **"One Stop"** portal (Baltimore City SourceLink) to improve the information available on the City's website for small businesses. See Goal 2 below.

Lending Resources

The Maryland Department of Housing and Community Development (State DHCD) is providing a loss reserve to the loan fund of Baltimore Business Lending, the small business lending arm of Baltimore Community Lending.

BDC is exploring the development of a loan loss reserve or using DHCD's program that could be capitalized by local banks and foundations and managed by local Community Development Financial Institutions (CDFI) and other nonprofits.

BDC is working with R3 Score, a Baltimore-based Black-owned technology company, to pilot alternative underwriting processes that do not solely rely on the use of a credit score to determine creditworthiness.

> ☄ Align resources from Small Business Resource Center, Main Streets and BDC to increase support for small businesses. See Goal 2 below.

COVID-19 Recovery

- Small Business Task Force, a public-private partnership supported by BDC, to coordinate the City of Baltimore's resources and assist small businesses with resources and guidelines.

- Small Business Assistance Fund to provide grants to help businesses cope with the economic fallout from the pandemic. Over $19 million was awarded in 1,567 small grants, with 62% going to BIPOC businesses, 54% to women-owned businesses, and 64% to businesses owned by a Baltimore City resident.

- BDC and Made In Baltimore established a PPE fund that made grants to local firms to help local businesses switch over to make critically needed personal protective equipment.

- BDC and Neighborhood Design Center (NDC) led Design for Distancing: Re-opening Baltimore Together, a tactical urban design initiative intended to help small businesses reopen without compromising public health.

Baltimore BASE Network

BDC and the Mayor's Office of Minority- and Women-Owned Businesses worked with the Baltimore Small Business Support Fund to administer a network of business assistance organizations. Now called Baltimore BASE (Business Assistance and Support for Equity) Network, they support businesses and non-profit leaders as they complete applications for federal and state programs, as well as philanthropic financial assistance programs. 2,000 businesses have received technical assistance from several local organizations.

Lexington Market celebrated a grand reopening of the new building in 2023.

While the BASE Network's American Rescue Plan Act (ARPA) granting process has had its hurdles, over 470 small businesses were granted over $8.5 million through two rounds of funding. BASE Network funding and support has reached 88% BIPOC and 78% women business owners. Additionally, this Network has set a new bar for philanthropic, non-profit, public, and private collaboration over the past three years, previously unseen in Baltimore City. Over the next three years, the BASE Network's

strategic activities will center around systems development, advocacy, data-gathering, storytelling, resource mobilization, and improving internal organizational structure and efficiency.

> 🔧 Align resources from Small Business Resource Center, Main Streets and BDC to increase support for small businesses. See Goal 2 below.

Baltimore Together

Baltimore Together, Baltimore's comprehensive economic strategic plan, identifies the following strategies for neighborhood invest-ment:

- Commercial corridors: develop Commercial Corridor Needs assessment (CNA) mapping tool to measure 'vitality'

- Evaluate the Main Streets, Retail Business District License, LINCs, and other City retail programs

- Evaluate effectiveness of business incentives in commercial corridors, design and adopt new toolkit

- Connect merchants' associations to retail programs

Baltimore Together engages the entire community in its work, detailing ninety-nine activities in an Implementation Matrix to foster an inclusive econo-my. Tracking progress across seven outlined goals ensures accountability. While signif-icant strides have been made, substantial ongoing efforts are needed. The **updated implementation matrix** incorporates partner feedback, inviting contributions for inclusivity and completeness.

The Creative Industries workgroup in Baltimore Together, which includes many of the BASE Network Partners, will continue brainstorming and advising on growing and attracting new creative businesses and investments in the City.

> 🔧 Implement the Baltimore Together Action Plan, including a citywide retail access strategy. See Goal 1 below.

Community Engagement and Data

Baltimore Development Corporation has launched a three-part analysis, influenced by New York City's LISC Guide for Commercial Corridor Needs Assessment. This analysis aims to collect environmental data about our corridors, analyze what factors

correlate with growing and declining areas, and collaborate with business owners and the communities at large. The first step will be to work with community-based organizations to map and inventory the corridors through census data, "boots on the ground" fieldwork, and surveying. This data will then be analyzed, and the results will be shared in a series of publicly available, interactive dashboards that can be used to learn about these areas and better understand the strengths and potential opportunities of each corridor.

This effort is designed to be iterative, where BDC has started with a small collection of corridors to test methods and strategies, then expand efforts across the city with the help of various community organizations. The insights gleaned from BDC's analysis will be instrumental in informing and refining existing strategies, enabling BDC and the corresponding community-based organizational partners to craft targeted recommendations that directly address community concerns.

> 🔍 Analyze the mix of businesses in an area to identify whether community needs are being met by neighborhood businesses. See Goal 3 below.

Strengthen the Local Retail Industry

- The Façade Improvement Program (one of two **Property Improvement Grants** offered by BDC) has been revised to widen access. BDC expanded NO Match FIGs, offering up to $25K in non-matching grants from U.S Department of Housing and Urban Development (HUD) funds. BDC also introduced a new grant, the Outdoor Spaces Grant, to aid businesses in outdoor feature installations.

- **Design for Distancing** is a program launched by BDC during COVID-19 that paired designers with commercial districts to reconfigure the public right-of-way to support outdoor dining, queuing, sales, and social distancing. Installations have been successful in boosting the sales of small business and creating new urban spaces enjoyed by patrons. As a result, there are requests to create permanent parklets and outdoor dining areas in the public right-of-way. Downtown Partnership's Alley Revitalization program aims to create similar results. #Placemaking

- The Chicago Trend Corporation acquired the Walbrook Junction Shopping Center in West Baltimore. TREND launched a successful crowdfunding campaign to allow Black entrepreneurs and residents with as little as $1,000 to co-own the asset. The concept is that community ownership will lead to better outcomes. TREND also negotiated a contract to acquire

the 316,474 square foot Edmondson Village Shopping Center along Route 40, offering the same community-ownership opportunities.

- The Downtown Partnership's BOOST program provided up to $50,000 in grant support to Black-owned small retail businesses to expand in downtown store-fronts and accelerate the growth of businesses historically excluded from traditional lending programs. #EquitableDevelopment

- The long-running Baltimore Main Streets program has eight active Main Street districts.

- The creation of permanently affordable commercial space is a new idea being explored nationally. Many local establishments were forced to close during the pandemic because they could not pay rent. These closures have a larger impact on the surrounding neighborhood.

- The Central Baltimore Partnership is considering the use of grants or flexible capital to subsidize the cost of retail tenant improvements in vacant storefront spaces.

> 💡 Identify funds to incentivize tenant improvements and increase the use of grant programs for them. See Goal 3 below.

Additional Resources:

- **Baltimore Together**
- **Baltimore Together 2023 Progress Report**
- **Baltimore Together: Implementation Matrix**

Recommendations

Policy recommendations are divided into three types:

- 🖊 Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Implement Baltimore Together Action Plan, including a citywide retail access strategy.		
1.1	Continue to identify sources of funds to support the network of small business support system and help to make them accessible to all small business owners. #EquitableDevelopment	🖊

#	RECOMMENDATION	TYPE
1.2	Coordinate with community partners, such as community development corporations, Merchant Associations, and Main Streets in selected districts to continue BDC's city-wide Commercial Corridor Analysis. Based on community partner interest, and capacity, BDC is crafting a workplan to accommodate various stages of community partner readiness and capacity. #EquityFramework	✏️

Goal 2: Support small businesses.

#	RECOMMENDATION	TYPE
2.1	Schedule annual City agency 'back to basics' walk-throughs in commercial areas to identify and resolve issues (in other words, cross walks, trash cans). #PublicSafety #Cleanliness #EquityFramework	✏️
2.2	Continue funding for the BASE Network, which will partner with existing members, external organizations, City agencies, and state bodies in order to provide business education to small business owners including topics like HR and administrative functions, legal, landlord-tenant negotiations, accounting, marketing and more.	✏️
2.3	Align resources from Small Business Resource Center, Main Streets, and BDC to increase support for small businesses in commercial corridors.	✏️
2.4	Align, coordinate, and bring more financial capital into small business ecosystem and make sure it is dispersed in an equitable manner. #EquitableDevelopment	✏️
2.5	Provide better and more accessible advertisement of City procurement opportunities for small businesses. #WorkforceDevelopment	💰
2.6	Create and equitably market a small grant program for small businesses to access during emergencies, ensuring there is an ease of access to all communities and demographics. #EquitableDevelopment	💰
2.7	Grow the "One Stop" portal to improve the information available on the City's website for small businesses.	💰
2.8	Improve the physical environment for small businesses. Implement solutions identified in annual City agency 'back to basics' walk-throughs in commercial areas (in other words, lighting, streetscape). #Infrastructure #EquityFramework	💰
2.9	Incorporate mechanisms for supporting businesses in building an online presence and adapting for any needs to shift towards e-commerce. #DigitalEquity	💰

#	RECOMMENDATION	TYPE
Goal 3: Foster thriving neighborhood retail establishments and retail districts, with a focus on equity. #EquitableDevelopment #EquityFramework		
3.1	Encourage retail curb appeal improvements, such as signage and awnings, and creative placemaking. #Placemaking	✏️
3.2	Analyze the mix of businesses in an area to identify whether community needs are being met by neighborhood businesses.	✏️
3.3	Develop and provide more information and resources about business organizations—what they are, why they are important, how to create them, such as the "Maryland Entrepreneur Hub" or "Source Link."	✏️
3.4	Use Baltimore Together plan to track specific metrics/goals by race (e.g. increase Black male employment by x%).	✏️
3.5	Redevelop our direct assistance toolkit to better address business needs and the equitable distribution of resources.	💰
3.6	Identify funds to incentivize tenant improvements and increase the use of grant programs for them.	💰
3.7	Encourage more business and commercial property ownership by underrepresented demographics with a focus on disinvested communities in collaboration with the BASE Network, Small Business Resource Center, and Main Streets.	💰
3.8	Support social entrepreneurship. Social entrepreneurship's aim is to generate social value and change while also being financially viable. It combines the entrepreneurial spirit with a focus on creating positive societal impact, seeking solutions to problems such as poverty, inequality, or environmental degradation through creative and sustainable business models. Supporting and partnering with organizations like Innovation Works (IW), Baltimore Creatives-Acceleration Network (BCAN), and CLLCTIVLY enables positive impact and solutions.	💰
3.9	Support co-op and employee-owned business structures.	💰
3.10	Encourage and enhance incentives for private investment in neighborhood business districts based on expressed community needs and ensure investment represent an equitable cross section of the community where the investment takes place.	💰
3.11	Encourage and incentivize businesses to make voluntary upgrades for reasonable accommodation or reasonable modifications in relation to public accessibility.	💰

#	RECOMMENDATION	TYPE
3.12	Better collaboration and information sharing between City agencies to address 311 and 211 needs and services.	💰

Goal 4: Ensure retail complements the community and provides a variety of quality affordable retail that meets it's needs. #EquitableDevelopment

#	RECOMMENDATION	TYPE
4.1	Consider the unique needs of each community and involve community-based associations and organizations in the development and implementation of a comprehensive retail access strategy. (BDC is piloting a program to address this strategy.) #EquityFramework	✏️
4.2	Conduct retail mapping to establish what type of retail is located where and where there are concentrations of certain types of retail.	✏️
4.3	A thriving commercial corridor should offer convenient access to a comprehensive range of commercial necessities, including food, goods, services, and accessible transportation options to reach them. Develop strategies to provide and encourage a diversified variety and improved quality of retail, rather than relying solely on liquor stores, dollar stores, smoke shops, etc. Each corridor requires inventorying current retail offerings, studying market gaps, and aligning with community objectives.	✏️
4.4	Completion of an analysis of a specific commercial corridor is necessary to determine gaps in business mix and identify which business needs to be/ can be attracted.	✏️
4.5	Seek to attract businesses that match the neighborhood's needs and develop marketing material for distribution based on analysis and community input. #EquityFramework	💰
4.6	Provide resources and assistance to community business groups to support revitalization efforts.	💰
4.7	Seek to increase diversity of type of retail establishments within a retail district (example: avoid multiple liquor stores in the same retail district).	💰
4.8	Address zoning and land-use regulations to meet the diversity of businesses we want to see throughout communities. #LandUse	💰

Goal 5: Utilize small businesses and neighborhood retail as an economic and community development tool.

#	RECOMMENDATION	TYPE
5.1	Support Urban Design and Architecture Panel (DAAP)/ Commission for Historical and Architectural Preservation (CHAP), Building Code in promoting quality across all development and structures in an area (both residential and commercial). Business assistance incentive tools/ disposition of real estate will be contingent on completion of quality development. #Infrastructure	✏️
5.2	Examine existing incentives and penalties/enforcement associated with vacant commercial property while taking the activities of property owner/landlord into account and recommend changes to decrease the prevalence of these properties. #VacantHousing	✏️
5.3	Identify groups of vacant or underutilized properties that could be optimized or redeveloped for commercial/retail use based on community needs. #VacantHousing #EquityFramework	✏️
5.4	Align the creation of strategically placed business incubators with existing programs, such as Baltimore Main Street, The Innovation Works and Miller Center Accelerator, BCAN's Scale Your Passion Fellowship and other similar business supportive programming.	✏️
5.5	Encourage and support locally owned business.	✏️
5.6	Grow and support local business ownership. Alignment, coordination, and access to more financial capital must be brought into the small business ecosystem such as a developing loan loss reserve, alternative underwriting processes, non-debt forms of capital and provide information via multiple platforms and organizations.	💰
5.7	Implement policies to facilitate business growth. Evaluate effectiveness of business development incentives, design and adopt new toolkit; expand permitted zones for light-manufacturing uses.; explore the creation of permanent affordable commercial space. #LandUse	💰
5.8	Collaborate across City agencies to develop policies to make it easier for businesses to create vibrancy. Implement strategies proposed in Baltimore's Sustainability Plan. #Placemaking #EnvironmentalJustice	💰
5.9	Collaborate with existing and new banks in the community to finance small business and retail (re)development. Consider targeting loans in areas aligned with existing Neighborhood Impact Investment Fund (NIIF) Areas.	💰

Workforce Development

Overview

Workforce development in Baltimore City

- Prior to the COVID-19 pandemic, unemployment in Baltimore City was 4.6%. It increased to 10.5% in April 2020 and was 4.0% in May 2022.

- Unemployment for the City's Black residents is two times that of White residents.

- Unemployment for those without a high school diploma is 9.4 times that of college graduates.

- 14% of residents have less than a high school diploma, 47% have a high school diploma, and 39% have a college degree.

- 27% of households have no access to a private vehicle.

- 55% of workers who are City residents work outside the City.

- 20% of residents live in poverty.

- 38% of households don't earn enough to meet basic needs.

> **What is workforce development?**
>
> Workforce development provides individuals a set of services to maximize their access to employment and career pathways with family-supporting wages. Services include occupational training, apprenticeships, subsidized work, supportive services, and transportation assistance. Workforce development also provides businesses with the diverse human capital they need to thrive and grow

Civic Works' Center for Green Careers offers job training in solar panel installation.

Note: Data are the most recent available, from 2019-2022. Sources include U.S. Census Bureau, Baltimore Neighborhood Indicators Alliance, and United Way of Central Maryland.

Regional and National Comparison

Unadjusted unemployment rate, May 2023

- Baltimore City: 3.0%
- Anne Arundel County: 1.9%
- Baltimore County: 2.3%
- Carroll County: 1.8%
- Harford County: 1.5%
- Howard County: 1.8%
- Maryland: 2.2%
- National: 3.4%
- Washington, D.C.: 4.9%
- Philadelphia, PA: 4.5%
- St. Louis, MO: 3.4%

Hiring fair at War Memorial Building. Courtesy MOED

Importance of Workforce Development

Many of the other policy issues being explored in the comprehensive plan, such as food insecurity and affordable housing, are minimized if residents have financial stability through living wages.

1. **Financial Stability:** Workforce development programs can help alleviate financial hardship and address income inequality by providing access to jobs that pay enough to help households meet their basic needs. These jobs enable families to pay their rent, put food on the table, build wealth, and enjoy financial and emotional stability.

2. **Healthier Families and Neighborhoods:** Financial hardship and poverty can negatively affect the cognitive, social, and emotional development of children and the well-being of parents. Conversely, improved financial stability leads to healthier children, families, and neighborhoods.61

3. **Neighborhood Safety and Violence Reduction:** One of the root causes of the violence the City is currently experiencing is financial hardship and associated household instability. Greater access to job opportunities would alleviate financial hardship and could reduce violence.

4. **Economic Engine:** For Baltimore to grow and to retain and attract businesses, we need to offer a competitive workforce. Residents need quality education, post-secondary options, and occupational training to provide the skills required to meet businesses' needs.

Current Efforts

Coordinated Workforce System

The Mayor's Office of Employment Development (MOED) is working to create a citywide coordinated workforce system that better aligns the resources of City government, community colleges, employers, nonprofits, and funders, with the goal of making it easier for jobseekers to access career pathways and for employers to identify and hire talent.

Deidre Webb, Manager of Financial Empowerment Center, at a community event in Baltimore City.

> ✦ Promote Baltimore Data Bridge (WIDS) for information about job opportunities and data tracking of workforce development inputs, outputs, and outcomes. See Goal 3 below.

MOED Career Centers for Youth and Adults

Engaging approximately 30,000 residents annually, MOED provides a range of workforce services across the City that includes three career centers, six community job hubs, and two Youth Opportunity centers. Services include career navigation, job placement assistance, transportation assistance, benefits assistance, referral to occupational training, child support assistance, GED programs, disability services, and digital literacy.

> ✦ Increase the number of City-supported training slots for residents to develop skills demanded by high-growth industries. See Goal 1 below.

American Rescue Plan Act (ARPA) Strategy

MOED's strategy for the COVID-19 economic recovery prioritizes unemployed or underemployed residents disproportionately impacted by the pandemic. The strategy – which aims to serve over 8,500 individuals through 2024 – includes occupational training in high-demand fields (**TrainUp** and **Grads2Careers**), subsidized work for youth and adults (**YouthWorks** and **Hire Up**), apprenticeships, and wage subsidies for small, minority- and woman-owned businesses. Support services include free behavioral health services and legal services for program participants, as well as adult education. The strategy broadens reach through neighborhood-based recruitment and service provision.

> ✦ Establish a dedicated source of funding for MOED to continue to provide needed workforce development when the ARPA funds run out. See Goal 1 below.

Business Services

MOED's Employer Services Division helps Baltimore City businesses meet their hiring needs. It also aims to correct the bias, unconscious or conscious, that employers may have against unemployed residents. MOED's team markets local talent to employers and develops opportunities leading to positions with family-supporting wages. Key strategies include industry sector partnerships and targeted recruitment events.

> Support existing small businesses in increasing their revenue through business service education to ultimately increase their wages to their staff. See Goal 2 below.

Local Hiring Monitoring

Baltimore City requires that 51% of all new hires be Baltimore residents for City contracts over $300,000 and City-subsidized projects over $5 million. MOED monitors all contracts to maximize local hiring.

> Use tax incentives to encourage local hiring and to expand the number of businesses that are paying a living wage to their entry-level workers. See Goal 2 below.

Recommendations

Policy recommendations are divided into three types:

- 🖉 Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Increase access to high quality job training.		
1.1	Continue to use Workforce Innovation and Opportunity Act (WIOA) and other special grant funding to offer City-supported training to residents in the skills demanded by high-growth industries, with a special focus on young adults, citizens who have been in the criminal justice system, and those affected by the opioid epidemic. #EquityFramework	🖉
1.2	Educate training providers on the needs of participants, including financial literacy and opportunities to "earn as you learn." #EquityFramework	🖉

#	RECOMMENDATION	TYPE
1.3	Explore existing work and employment training models in other cities and counties for best practices that could potentially be replicated and adapted by MOED.	✏️
1.4	Provide training, recruitment events, and other avenues of accessing workforce services in the evening for those who already have a day job but are looking for a better position and in easy-to-access locations. #EquityFramework	✏️
1.5	Advocate for training for incarcerated individuals "behind the fence" so they are prepared to enter the workforce upon release. #EquityFramework	✏️
1.6	Promote the Senior Community Service Employment Program (CSEP) in the One Stop Career Centers to increase employment and training opportunities for seniors in Baltimore City. #Equity-Framework #EquitableDevelopment	✏️
1.7	Increase the number of City-supported training slots for residents to develop skills demanded by high-growth industries.	💰
1.8	Establish a dedicated source of funding for MOED to continue to provide needed workforce development when the ARPA funds run out.	💰
1.9	Provide training programs with the resources to offer paid learning opportunities.	💰
1.10	Implement best practices from other cities and counties for Work Experience models which offer career exploration opportunities to target populations. #Regional	💰
1.11	Coordinate with Career & Technology Education (CTE) programs to enroll individuals in the prison system in their apprenticeship/ internship program as a part of their work release, and guarantee employment upon release. #EquityFramework	💰
1.12	Include opportunities for residents to obtain their HS diploma or equivalent as part of training programs.	💰
1.13	Maintain or increase the number of training slots funded through ARPA to continue to offer training to residents, including refugees and immigrants, who want to grow their income and build wealth. #EquityFramework	💡

Goal 2: Increase residents' access to jobs with family supporting wages and career growth. #EquitableDevelopment #EquityFramework

#	RECOMMENDATION	TYPE
2.1	Examine where there are workforce shortages in Baltimore City and select training providers to meet the needs of these local employers.	✏️
2.2	Encourage employers to invest in employees through apprenticeships.	✏️
2.3	Review models for employer subsidy programs that increase the number of employees hired at a livable wage.	✏️
2.4	Provide customized training in partnership with employers to link those seeking employment to a career path meeting both individual and employers' needs.	💰
2.5	Assess future workforce opportunities to make sure that Baltimore City is training workers for jobs that will be available in the future. Research what jobs are likely to be in high demand in the next 10 years or more, including AI (artificial intelligence) and STEM (science, technology, engineering, and math) focused jobs.	💰
2.6	Support existing small businesses in increasing their revenue through business service education to ultimately increase their wages to their staff. #SmallBusiness	💰
2.7	Use tax incentives to encourage local hiring and to expand the number of businesses that are paying a living wage to their entry-level workers.	💡
2.8	Support shrinking the gap between state minimum wage and livable wage.	💡
Goal 3: Improve access to workforce services.		
3.1	Market Baltimore Data Bridge (WIDS) as source for information about job opportunities and data tracking of workforce development inputs, outputs, and outcomes. #EquitableDevelopment #DigitalEquity	✏️
3.2	Promote the City's expungements/pardons programs that MOED, Maryland Volunteer Lawyers Service and Maryland Legal Aid provide to re-entry citizens. #EquityFramework	✏️
3.3	Tailor GED classes to what students need help with. #EquityFramework	✏️
3.4	Streamline the process to access centralized workforce and wraparound services. #EquitableDevelopment	✏️

#	RECOMMENDATION	TYPE
3.5	Including community residents, host a forum with employers and workforce providers to create a true partnership. #EquityFramework	✏️
3.6	Expand the number of community job hubs and mobile career navigator model to other areas of the city. #Infrastructure #EquitableDevelopment	💰
3.7	Establish reliable funding source for wraparound support services to include adult education, behavioral and mental health support, and financial empowerment counseling.	💰
3.8	Provide education on how child support rules impact income. #EquityFramework	💰
3.9	Pursue expungements/pardons for returning citizens. #EquityFramework	💰
3.10	Identify and train existing community organizations (including faith-based institutions) on what workforce services are available so they can be ambassadors for these programs and provide this information to their residents.	💰
3.11	Partner with organizations who can provide childcare and food security for residents who are looking for a job or training opportunity. #FoodAccess #EquitableDevelopment	💰
3.12	Work to expand digital access to workforce services. #DigitalEquity	💰
3.13	Educate caseworkers and other resource providers about apprenticeships and temporary employment opportunities to help clients in crisis earn income as they prepare for permanent employment.	💰
3.14	Provide a caseworker to all residents below the federal poverty line who will coordinate workforce development resources, such as career assessment, job training, etc., as well as other resources, such as housing, transportation, childcare, health care, etc. #EquityFramework #EquitableDevelopment	💡

Goal 4: Ensure that Baltimore City School students are ready for postsecondary college/career path.

4.1	Work with nonprofits, anchor institutions, and City government to create externships and job shadowing opportunities to expose Baltimore City's youth to various industries to allow them to explore different careers.	✏️

#	RECOMMENDATION	TYPE
4.2	Continue to strengthen CTE-based partnerships for high school graduates who are not going to college to offer opportunities for training and employment. #EquityFramework	💰
4.3	Provide youth with job shadowing and career exploration activities to increase exposure to positive possibilities for a career.	💰
4.4	Expand CTE courses for high school students in traditional or alternative schools which lead to industry recognized credentials at graduation.	💰
4.5	Collaborate with schools to create work-based opportunities such as creative arts (MD Arts Council), apprenticeships, etc.	💰
4.6	Replicate Youth Build model throughout the city.	💰
4.7	Hire career coach at each high school to provide tailored career advisory sessions to 11th and 12th graders.	💡

Freight Movement

Overview

Increasing Freight Movement

The Port of Baltimore in recent years has retooled to accommodate larger ships enabling an increase in the number of loads. This generates additional revenue and jobs. However, this also creates congestion and roadway stress due to the increased number of loads and weight.

Impacts of Freight Movement

Within the City of Baltimore, Baltimore City Department of Transportation (BCDOT) is responsible for maintaining 2,000 miles of roadways and 800 miles of alleys. Freight traffic on these roadways and alleys can cause disruptions to neighborhoods with increased noise, air pollution, and vibrations. Using designated truck routes is the BCDOT's way to reduce community impacts. However, due to reduced revenues and access to capital, BCDOT has had to defer maintenance on several freight routes. Some routes are no longer in a state of good repair, which causes truck traffic to seek alternative routes.

> **What is freight?**
>
> Freight is perishable and non-perishable goods. The movement of freight is crucial to maintaining a healthy economy and people receiving the necessary goods to maintain a comfortable lifestyle. The movement of freight may take several forms, including by ground, water, rail, and air. As a port city, Baltimore has an important relationship with the movement of freight.

Container ship at the Seagirt Marine Terminal, Port of Baltimore

Truck Route Map

In 2012, BCDOT created a "Truck Route" map to assist truck drivers with moving loads through the city. The Baltimore City Official Truck Routes Map specifies "Through Routes" (Red) and "Local Routes" (blue), and the nearest intersections that will accommodate (geometry) freight vehicles. This helps truckers maneuver city streets safely and efficiently. The map also identifies "Restricted Routes" (green), which prohibit freight vehicles between the hours of 7:00 p.m. and 7:00 a.m.

Importance of Investments in Freight Movement

- **Creates lots of jobs, most of which do not require higher education.** The port generates about 15,330 direct jobs, with 140,000 jobs overall linked to port activities. The port is an employment powerhouse offering residents with varying educational backgrounds opportunities to provide a family with a stable living wage and access the resources to meet their needs.

- **Growing number of jobs.** With the expansion of the Howard Street Tunnel to allow for double stacked containers, the port's business is expected to grow by about 160,000 containers a year. This may lead to the creation of approximately 6,550 construction jobs and 7,300 other positions.

- **Growing number of union jobs.** In the last forty years, the number of unionized workers has risen from 700 members to almost 2,000 members.

- **Higher than average wages.** The average salary for people with direct jobs at the port is 9.5% higher than the average annual wage in Maryland.

- **Truck traffic traversing residential communities has been a long-standing community complaint.** As truck traffic has increased over the years, nearby residents have born the burden of noise and pollution, as well as repeatedly voiced concerns about pedestrian safety and environmental impacts. To date, the growing success of the port has had an inverse relationship to residents' sense of stability and quality of life.

- **Growing congestion.** Demand for freight delivery in Maryland is expected to double by 2035. Given current levels of congestion, the doubling of freight traffic on the region's infrastructure will create additional challenges for freight movement, travel in general, and the quality of life for residents.

Current Efforts

Capital Improvement Projects

The following current infrastructure projects support freight movement:

- Rehabilitation of the Broening Highway over Colgate Bridge.

- Reconstruction/Milling overlay Holabird and Keith Avenue.

- Frederick Douglass Tunnel

- Howard Street Tunnel

MDOT Maryland Statewide Freight Plan

> "The **Maryland Statewide Freight Plan** provides a comprehensive overview of the State's current and long-range freight system performance and outlines the public and private investments and policies needed to ensure the efficient movement of freight."

Moving People and Goods Safely and Efficiently, BMC

> "Moving people and goods safely and efficiently is one of the basic functions of a multimodal transportation system. Staying safe while using the transportation system is a fundamental concern of everyone. Following a significant decrease in the number of traffic fatalities in the mid-1990s, Maryland and the Baltimore region have experienced increases in recent years. This upswing in traffic fatalities reinforces the importance of placing safety as a priority in designing and constructing transportation facilities."

Read the brochure.

Frederick Douglass Tunnel

> "The Frederick Douglass Tunnel is the centerpiece of the B&P Tunnel Replacement Program. The two new tubes, serving MARC and Amtrak customers, will be named in honor of Frederick Douglass. At nearly 150 years old, it is the oldest tunnel Amtrak inherited and a single point of failure for MARC's busiest line (the Penn Line) and the Northeast Corridor. The B&P Tunnel must be replaced to meet the needs of the $9 million MARC and Amtrak customers who rely on it annually. The B&P Tunnel Replacement Program will modernize and transform a four-mile section of the Northeast Corridor. It includes two new high-capacity tubes for electrified passenger trains, new roadway and railroad bridges, new rail systems and track, and a new ADA-accessible West Baltimore MARC station."

Learn more about the program.

Howard Street Tunnel Expansion

The Howard Street Tunnel (HST) expansion project will facilitate double-stack freight transportation on the CSX I-95 Rail Corridor. Double stacking, which involves the stacking and transportation of two shipping containers on top of each other on a train, will provide more cost-effective transportation of freight by rail, when compared to highway trucks. Estimated to cost $466m, the HST project is expected to generate more than 13,000 jobs, including 6,550 construction jobs and 7,300 permanent positions.

Learn more about the project.

Recommendations

Policy recommendations are divided into three types:

- ✎ Actions that can be implemented with existing resources
- 💰 Actions that require additional resources
- 💡 "Big ideas"

#	RECOMMENDATION	TYPE
Goal 1: Achieve and maintain a state of good repair for public infrastructure used for freight movement. #Infrastructure		
1.1	Work with State and Freight Movement Task Force on infrastructure for port and roads. #Regional	✎
1.2	Prioritize truck route repairs on evacuation and snow emergency routes first, the hierarchy identified in the official Truck Routes Map, asset condition, safety, volume of trucks and other traffic, congestion/delays, and environmental justice. #PublicSafety #EnvironmentalJustice	💰
1.3	Prioritize resurfacing and reconstruction of the following truck routes: Keith Avenue, Frankfurst Avenue, Haven Street, Hanover Street Bridge, and Annapolis Road. Identify additional funding sources, such as Infrastructure Investment and Jobs Act (IIJA), toll credits ($10 million from state), partnerships with the port and other businesses, I-83 speed camera revenue, local EV tax, and additional state resources. Identify federal grants and programs that specifically target truck and freight movement.	💰
1.4	Hold trucking companies responsible for damage to roadway infrastructure that they may cause due to excessive wear along truck routes and/or in industrial areas. #TransportationEquity	💰
1.5	Consider infrastructure needed for autonomous vehicles, such as signal modernization.	💰
1.6	Reclassify certain routes that serve the port and other regional purposes as state assets. #Regional	💡
Goal 2: Maintain and enhance Baltimore's competitive advantage, but not at the expense of residents. Reduce and mitigate conflicts between freight movement and other transportation modes and land uses.		
2.1	Identify and communicate what Complete Streets look like on freight and truck routes. #Infrastructure	✎

#	RECOMMENDATION	TYPE
2.2	Update the Official Truck Routes Map of 2012. Changes to routes and their designation should reflect land use changes as shown in the future land use map. #LandUse	💰
2.3	Use infrastructure to prevent trucks turning onto residential streets (for example, bump outs, bollards). #PublicSafety	💰
2.4	Analyze citywide truck traffic data to inform truck routes, proposed land use map, and other data sources. #LandUse	💰
2.5	Work with various partners to encourage truck drivers to follow truck routes. Partners may include Port of Baltimore, The Baltimore Industrial Group, terminal operators, GPS companies, and federal partners.	💰
2.6	Consider expanding the use of truck enforcement cameras and pursue legislation that would allow that. #TransportationEquity	💰
2.7	Clarify and communicate the process to update the truck route map.	💰
2.8	Use the Proposed Land Use map to develop Complete Streets typologies map that includes freight movement. #LandUse	💰
2.9	Consider how to address increased home delivery and implications of autonomous vehicles.	💰
2.10	Consider freight movement and warehousing when planning redevelopment of State Center. #LandUse #Infrastructure	💰
2.11	Improve aesthetics and safety of rail corridors. #PublicSafety #Placemaking	💰
2.12	Establish communication with all CSX train lines to address community concerns. Create an office of resident advocacy and develop resources for people who are having issues. #PublicSafety #EquityFramework	💰
2.13	Define schedules for freight movement to limit trucks and deliveries to certain days of the week and/or times of day for certain locations.	💰

Goal 3: Connect Baltimore City residents to freight movement jobs.
#WorkforceDevelopment

#	RECOMMENDATION	TYPE
3.1	Identify and advertise freight movement related job opportunities to marginalized groups.	✏️
3.2	Provide training to marginalized groups for freight movement industry job opportunities.	💰

#	RECOMMENDATION	TYPE
3.3	Provide better transit connections to freight related jobs. Utilize Trade Point Atlantic as a model for effective job connections. Transit connections need to accommodate 24-hour shift work, not typical rush hour schedule. #TransportationEquity	💰

Goal 4: Address environmental impacts of freight movement. #EnvironmentalJustice

#	RECOMMENDATION	TYPE
4.1	Offer incentives in pilot area for limited home delivery.	💰
4.2	Research why people do not buy locally and get goods delivered instead. #SmallBusiness	💰
4.3	Shift at least 60% of freight trips that are less than 200 miles in and through Baltimore to electric vehicles by 2025. Partner with private industry and other government agencies to increase charging infrastructure to support shifting to electric vehicles for trips under 200 miles. #TransportationEquity #LandUse #Infrastructure	💡
4.4	Reduce miles that freight travels by truck by developing mini-distribution centers and e-bike distribution. #Infrastructure	💡
4.5	Reduce miles that freight travels by truck by creating more goods locally. #TransportationEquity #Infrastructure	💡
4.6	Increase standards for storage (local) and transport (state) of hazardous materials. #PublicSafety	💡

Plans Shaping the City

Overview

About City- and Community-Managed Plans

The City of Baltimore is preparing for steady growth over the next decade and beyond. As such, it will be critically important to monitor and implement the existing planning efforts and initiatives that are reshaping our great city. As we move forward, we must continue using and developing an equitable approach to planning.

City-Managed Plans

Per the City Charter Article VII, § 72, the Baltimore City Planning Commission is responsible for preparing and updating plans showing the physical development of the City. This mandate is largely met through a variety of citywide initiatives and plans.

In addition to citywide initiatives, Department of Planning (DOP) staff are currently engaged in the following planning initiatives with a neighborhood focusFreight Movement. As a port city, freight movement is common in Baltimore. We see boats, trains, and trucks moving all sorts of freight in and out of the city. The movement of these goods comes with benefits and challenges. As we look to bring in more freight, we want to do so in a responsible way. As freight movement increases, we aim to (1) repair and maintain key public infrastructure, (2) better manage traffic, (3) provide more jobs, and (4) address the environmental impacts.

LINCS. Leveraging Investments in Neighborhood Corridors (LINCS) is an interagency partnership to revitalize key corridors that connect neighborhoods and communities throughout the city. The goal of this initiative is to enhance the aesthetics and economic vitality of these gateways, while seeking to improve quality of life for the residents that live there.

INSPIRE. The 21st Century Schools program has invested nearly $1 billion in Baltimore City school facilities, modernizing or replacing public schools citywide. To leverage this unprecedented investment, DOP launched a program called INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence). This program focuses on the neighborhoods immediately surrounding each of the

modernized schools that are part of the 21st Century Schools program. The INSPIRE program will eventually create 24 INSPIRE plans that will include recommendations for how to improve the surrounding neighborhood environment and improve the quality of life for students, their families, and all neighborhood residents. By focusing on a small geographic area, INSPIRE plans can include recommendations for specific, actionable public investments in the surrounding neighborhood.

Baltimore Green Network. Abandoned buildings and vacant properties plague many Baltimore City neighborhoods. Vacants make communities less safe, lower property values, and diminish quality of life. Baltimore Green Network (BGN) works to reimagine these vacant and abandoned properties and transform them into community assets. The goal of BGN is to turn vacant properties into parks, gardens, urban farms, open space, and future development sites to benefit residents, promote economic development, and make Baltimore communities more connected and sustainable.

Focus Areas. The Department of Planning is partnering with other City agencies on a number of special initiatives, such as Reimagine Middle Branch, West Baltimore United, and Brooklyn and Curtis Bay.

TABLE 12. *City-Managed Plans since 2006*

Numbers correspond to City-Managed Plans map.

#	TITLE	YEAR ADOPTED
Community Master Plans		
34	Port Covington Master Plan	2016
31	South Baltimore Gateway Master Plan	2015
24	Mount Vernon Master Plan	2013
8	Greater Rosemont & Mondawmin Area Master Plan	2012
23	Seton Hill Master Plan	2012
21	Greenmount West Master Plan	2010
36	Cherry Hill Community Master Plan	2008
32	Key Highway Waterfront Master Plan	2008
18	West Baltimore MARC Station Master Plan	2008
14	Edmondson Village Master Plan	2007
22	Coldstream Homestead Montebello Community Area Master Plan	2006
26	Madison Square Area Master Plan	2006
3	Park Heights Master Plan	2006
17	Pen Lucy Area Master Plan	2006
11	Penn North Area Master Plan	2006
INSPIRE Plans		
13	Govans ES INSPIRE Plan	2023
37	John Ruhrah EMS INSPIRE Plan	2023
25	REACH! Partnership + Harford Heights Building INSPIRE Plan	2023
15	Mary E. Rodman ES INSPIRE Plan	2021
4	Forest Park and Calvin Rodwell School INSPIRE Plan	2018
38	Patterson HS and Claremont MHS INSPIRE Plan	2018

#	TITLE	YEAR ADOPTED
35	Arundel Elementary and Cherry Hill EMS INSPIRE Plan	2017
16	Dorothy I. Height ES INSPIRE Plan	2017
20	Frederick ES INSPIRE Plan	2017
10	Lyndhurst EMS INSPIRE Plan	2017
2	Pimlico EMS INSPIRE Plan	2017
7	Robert Poole/ACCE and Independence INSPIRE Plan	2017
30	Fort Worthington EMS INSPIRE Plan	2016
Other Adopted City Plans		
33	Reimagine Middle Branch	2023
27	Perkins Somerset Oldtown (PSO) Transformation Plan	2022
39	Revitalization Plan for the communities of Broening Manor, Graceland Park, Medford and O'Donnell Heights	2020
19	Irvington: A Country Town in the City	2016
6	Liberty Heights Corridor Assessment	2015
29	Baltimore Inner Harbor 2.0	2013
12	Revitalizing the York Road Corridor	2013
5	Dolfield Avenue Revitalization	2012
28	Harford Road Corridor Study	2008
9	York Road Community Strategic Neighborhood Action Plan	2006
1	Northwest Community Planning Forum	2005
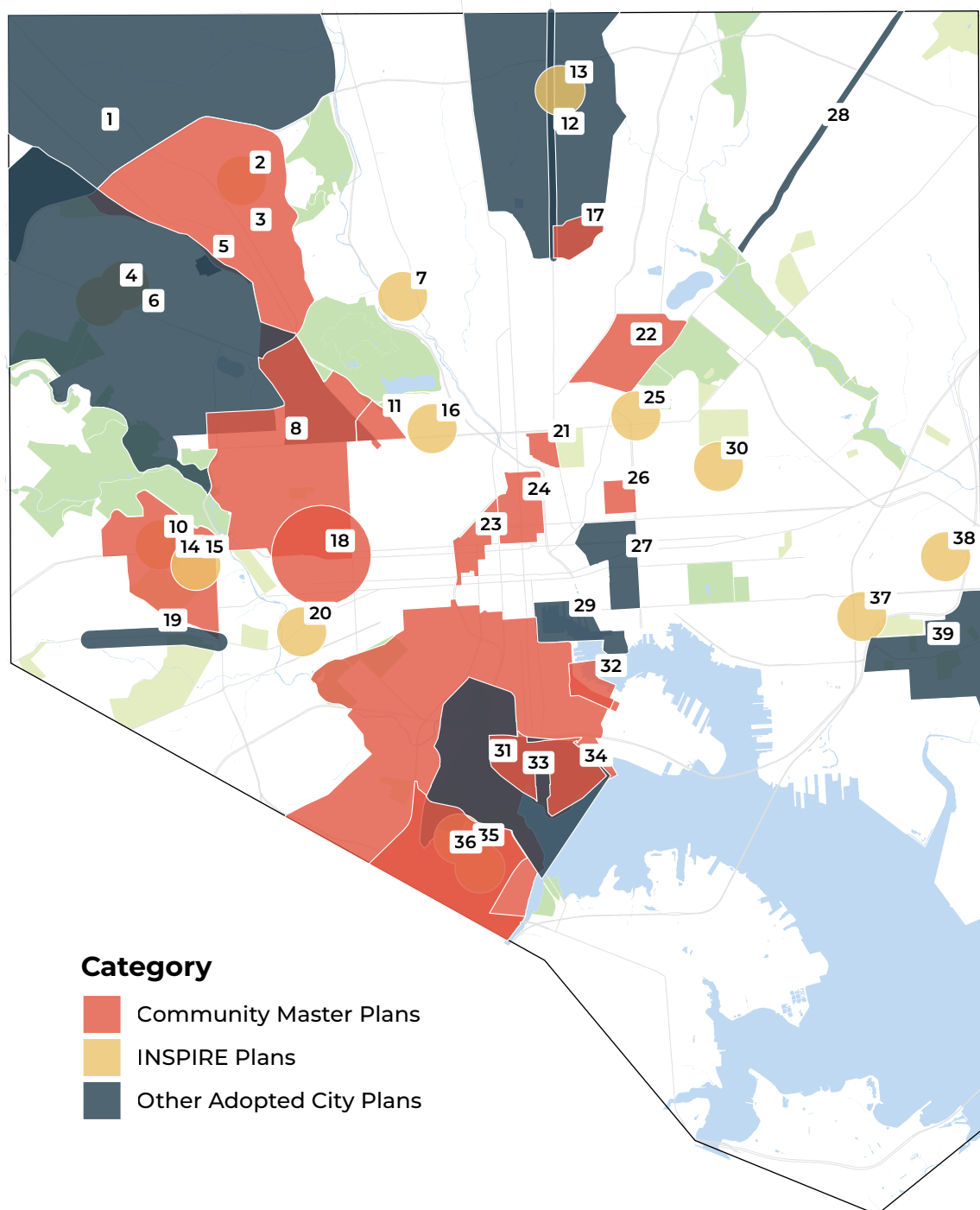
Map 18. City-Managed Plans by Category

Category

- Community Master Plans
- INSPIRE Plans
- Other Adopted City Plans

Community-Managed Plans

Many communities initiate their own planning processes that result in a neighbor-hood master plan or other planning document. Planning Department staff often play an advisory role in the development of these independent neighborhood plans. Communities seeking to have their plan recognized by the Planning Commission and receive an official acceptance letter must meet the **Community-managed Plans Procedures & Guidelines** (2018).

Covers from recent city- and community-managed plans

The acceptance letter recognizes and supports the goals, direction, and major concepts expressed by the plan, but does not obligate the City to support every recommendation or fund/implement recommended projects.

TABLE 13. *Community-Managed Plans*

#	PLAN	YEAR COMPLETED
13	Baltimore Highlands Community Plan	2022
7	Johnston Square Vision Plan	2020
2	Matthew Henson/Easterwood Vision Plan	2020
5	Historic Upton Neighborhood: 2026 Master Plan	2018
11	Jonestown Vision Plan	2018
10	East Baltimore Revitalization Project	2017
4	Remington Neighborhood Plan	2017
6	Southwest Partnership Vision Plan	2015
3	York Road Corridor Vision & Action Plan	2015
1	Greater Roland Park Master Plan	2011
8	Downtown Open Space Master Plan	2010
9	Oldtown Redevelopment Plan	2010
12	Monument-McElderry-Fayette Area Plan	2007

Community-managed plans prior to 2018 may have been approved or adopted by the Planning Commission. Since 2018, such plans are accepted by the Commission but not adopted.
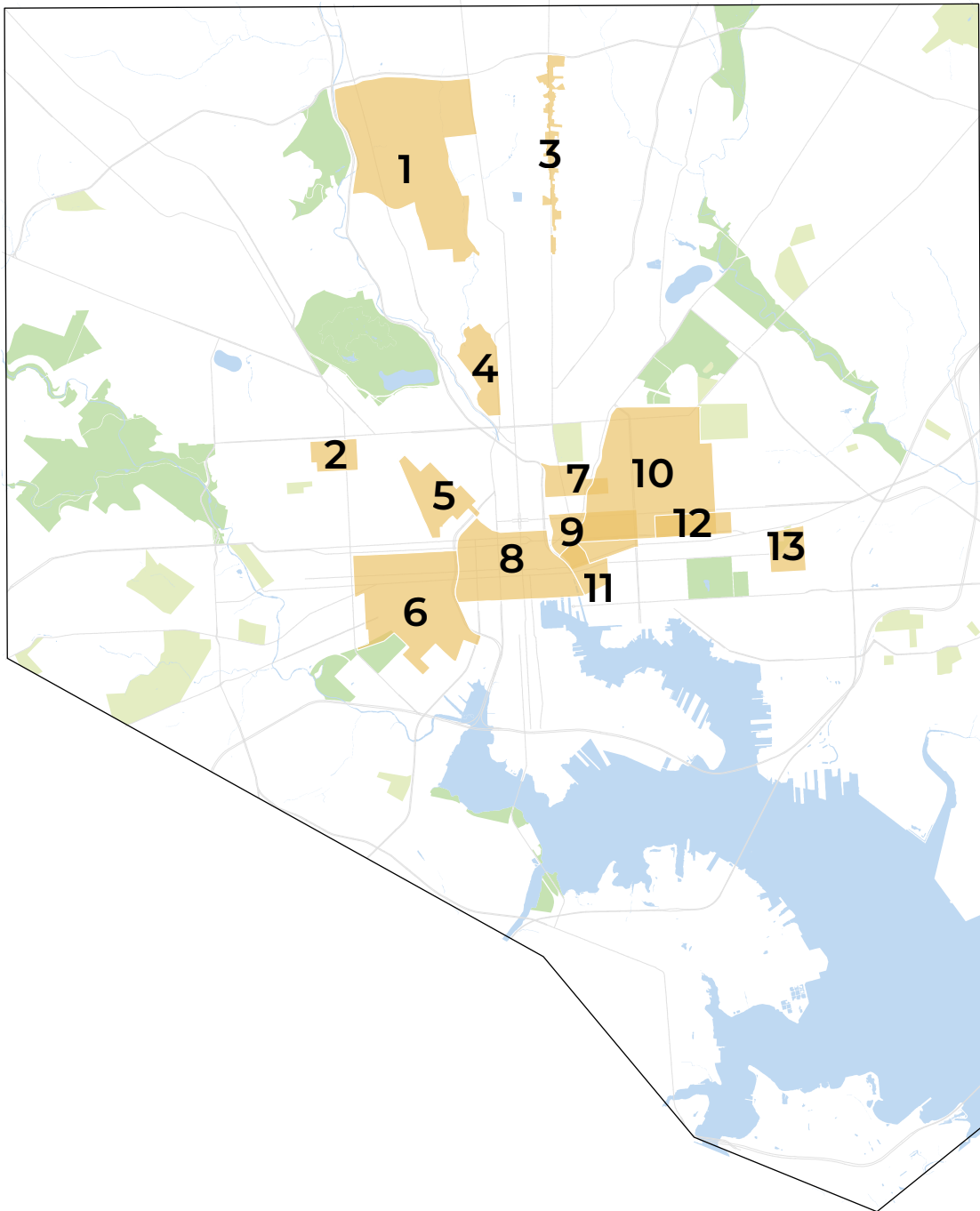
Map 19. Community-Managed Plans

Featured Plans

The Baltimore City Planning Commission has adopted or accepted more than fifty area plans over the past decade. These area plans are expected to shape the City into the future.

The following sections highlight a selection of these plans that are likely to have a major impact on the City's development. These feature plans are orgnized into three sections:

- Citywide Plans
- Area Focused Plans
- Impact Investment Area Strategies

Park
Heights

Coldstream Homestead
Montebello

East Baltimore
Midway

Broadway
East

West North Avenue

Johnston
Square

West

EBDI

Perkins Somerset
Oldtown

West Baltimore United

Southwest
Partnership

Downtown/
Central

Middle Branch
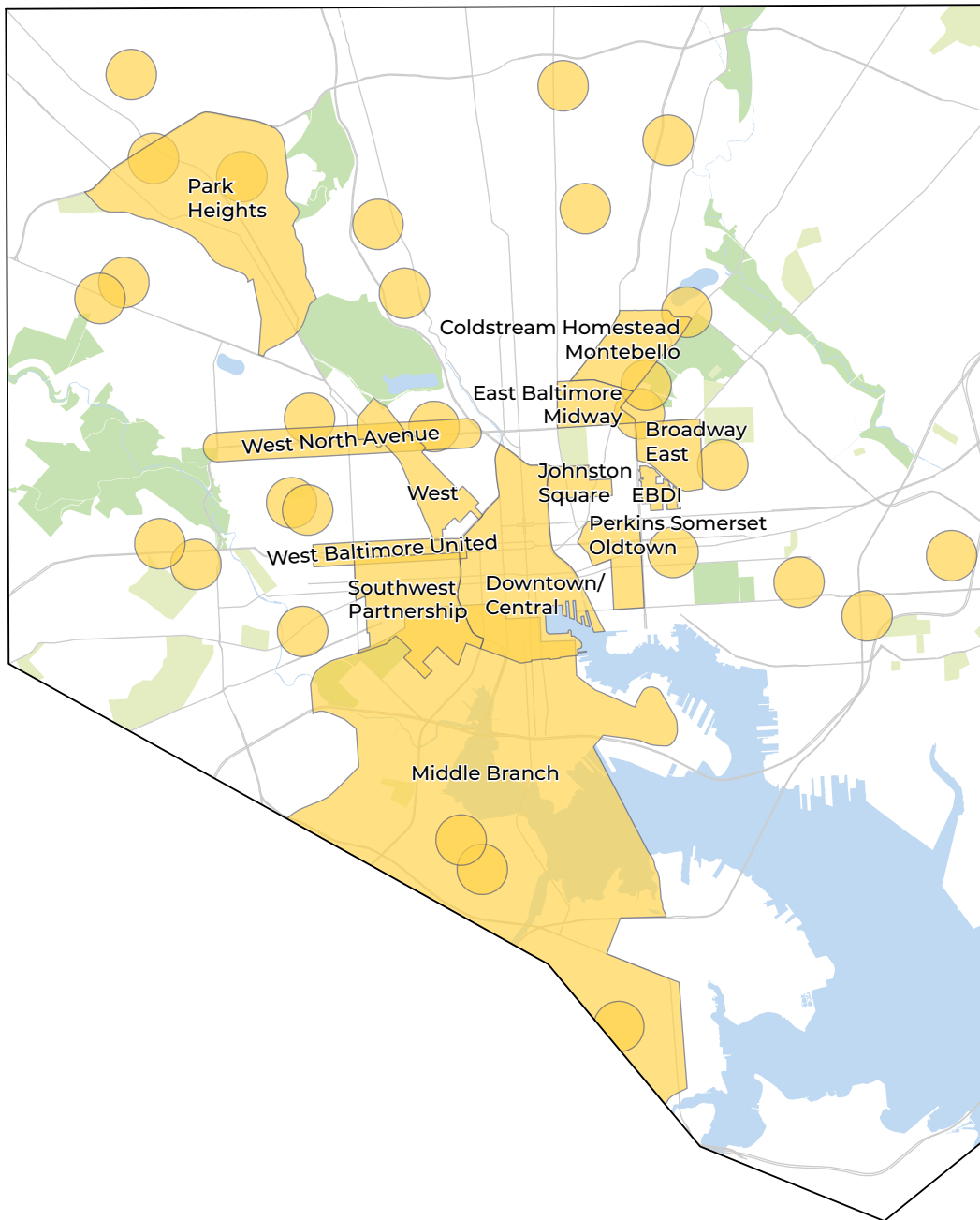
Map 20. Featured planning areas

Citywide Plans

Baltimore Greenway Trails Network

The Baltimore Green Network Plan recommends creating a system of "Greenway Trails" to connect residents to destinations within and beyond their immediate neighborhoods. The plan envisions a holistic, citywide system of green "nodes" – places to rest and recreate – and the "corridors" that connect neighborhoods with parks and other green spaces, schools, employment, and goods and services. The centerpiece is a 35-mile loop that will integrate Baltimore's existing stream valley trails (Gwynns Falls/Middle Branch Trail, Jones Falls Trail, and Herring Run Trail) and the Inner Harbor Promenade by constructing new trail segments between these assets.

The Greenway Trail Network focus areas, currently in various stages of planning, will provide key connections and "close the loop" between Baltimore's existing trails. These focus areas are:

NORTHERN SEGMENTS

Gwynns Falls/Leakin Park to Druid Hill Park: From the Gwynns Falls Trail to the Jones Falls Trail at Druid Hill Park (a preferred route alternative for this segment is not yet selected);

Druid Hill Park to Lake Montebello: From Druid Hill Park through Wyman Park and Johns Hopkins Homewood Campus; follow East 33rd Street to the walking and bicycle path at Lake Montebello.

EASTERN SEGMENTS

BGE Trail: From the southeastern end of the Herring Run Trail, following BGE's electrical transmission corridor to East Federal Street near Erdman Avenue;

Norfolk Southern Railroad Corridor Trail: From the BGE trailhead near East Federal Street and Erdman Avenue, following this former railroad line just east of Haven Street south to where it crosses Haven at Dillon Street, to

the Crossroads at Canton mixed-use development to Conkling and Boston Streets;

Boston Street Connector: Following Boston Street from Conkling Street to South Ellwood Avenue, where it will enter Canton Waterfront Park and join the Inner Harbor Promenade.

MIDDLE BRANCH

Port Covington / Baltimore Peninsula: Following the waterline around the peninsula from Tidewater Street, through Rye Street Park, the Under Armour Headquarters Campus, Locke Landing development project, and West Covington Park;

Westport: Clare Street from Annapolis Road to the waterfront, and along a new trail front the new One Westport development project, connecting to Middle Branch Trail in Middle Branch Park;

Baybrook Connector: Improved connections from Medstar Harbor Hospital and Reedbird Park along Hanover Street through Brooklyn, and on Belle Grove Road in Anne Arundel County to the Nursery Road light rail station.

Masonville Cove Connector: A spur along Frankfurst Avenue from Hanover Street to the Masonville Cove urban wildlife refuge and environmental education center.

In addition to these major segments, the network will grow over time with the addition of smaller loops, links, and spurs, helping to create a healthier and more equitable Baltimore by making it easier for residents to reach the places they wish to go. The trail segments will provide a safe and easy alternative to automobile travel via "shared-use paths" that accommodate a variety of users moving at different speeds. At slower speeds, the trails welcome walkers, joggers, families pushing strollers, older adults, or people who use mobility devices. By having adequate widths and, wherever possible, separating lower- and higher-speed users, the trails will be comfortable for people moving at a leisurely pace and for others riding on bicycles or scooters, or training for a marathon.

The Greenway Trails initiative benefits from widespread support, led in part by the Baltimore Greenway Coalition and spearheaded by Rails-to-Trails Conservancy (RTC), a national not-for-profit that adopted Baltimore for support under its Trail Nation program. Since 2016, RTC participated in over 100 community meetings, led more than 20 community tours, and tabled at community events across Baltimore to promote Greenway Trails. In addition, RTC has secured grants on its own, collaborated with the City to fund the design and construction of key segments of the trail network, and assisted with purchasing properties and acquiring easements to complete the network.

Legend

Parks & Open Space

Existing Greenway Trail

Proposed Greenway Trail

Focus Areas

Eastern Segments

Northern Segments

*route alignment from Gwynns Falls Trail to
Druid Hill Park currently under review

Middle Branch
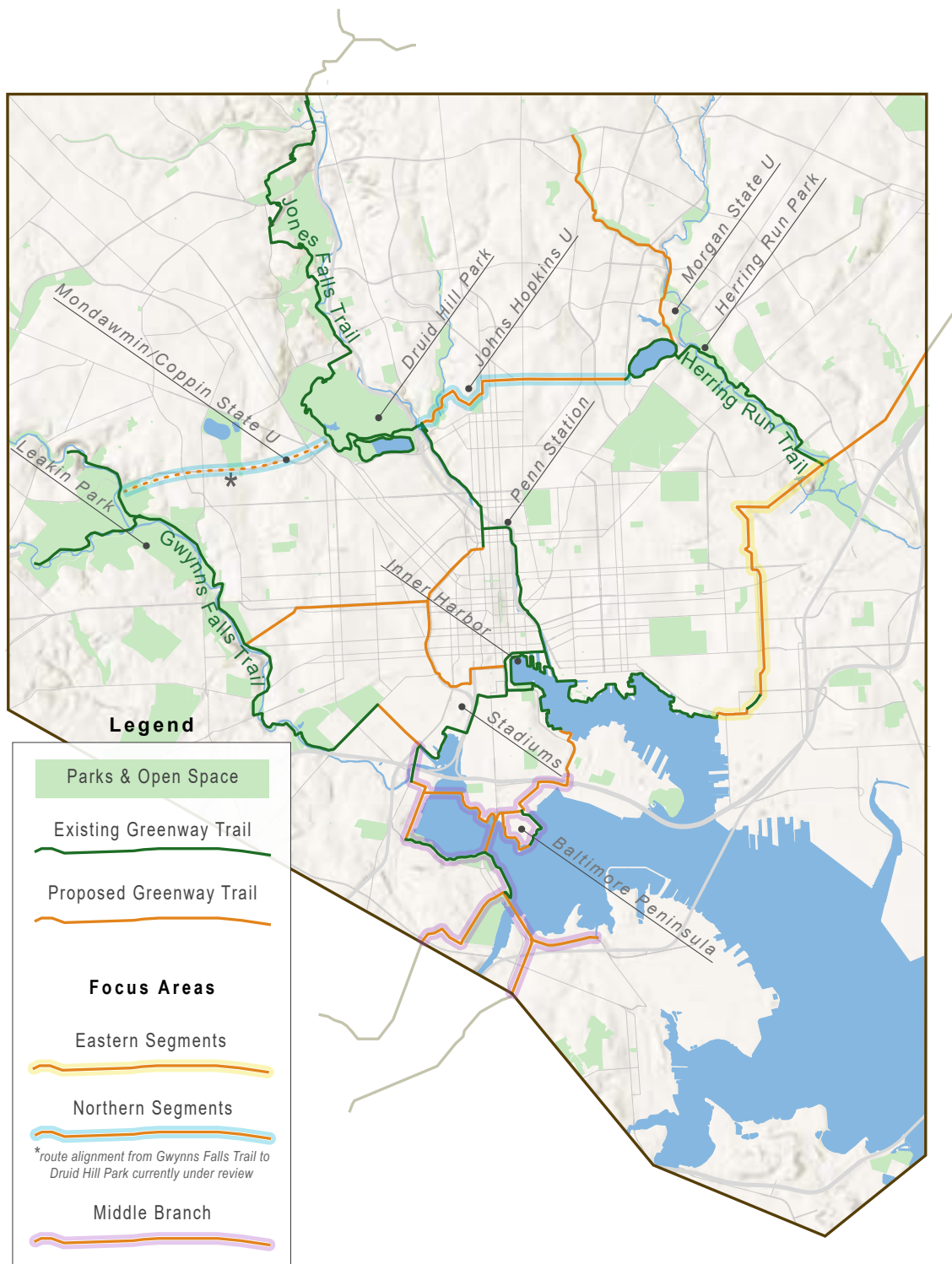
Map 21. Baltimore Greenway Trails Network

INSPIRE

Overview

Nearly $1 billion has been invested to renovate or replace more than two dozen public schools in Baltimore City through the 21st Century School Buildings Program. To leverage this investment, and to enhance the connection between the schools and the surrounding neighborhoods, the Department of Planning (DOP) launched the **INSPIRE Program** (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence).

This program focuses on developing action plans for the quarter- to half-mile radius surrounding each school building. INSPIRE is rooted in the idea that stronger schools lead to stronger neighborhoods, and stronger neighborhoods lead to stronger schools.

Students and volumnteer taking a walking bus to school

Scope of Plans

INSPIRE area plans have been, or will be, completed for the quarter- to half-mile radius around twenty-four different school buildings. INSPIRE plans include recommendations for how to improve the surrounding neighborhood environment and improve quality of life for students, their families, and all neighborhood residents. The process also includes improving priority walking routes by making sure sidewalks are ADA compliant, refreshing crosswalks, and implementing other improvements to increase pedestrian safety and accessibility.

Planning Process

The INSPIRE planning process for each school is facilitat[ed] engagement are conducted with community members including individuals from the schools and neighborho[od] organizations. The recommended actions for the plan a[re] in conjunction with other agencies and community par[tners]

Status of Plans

Since the start of the INSPIRE program, fourteen INSPIRE area plans have been adopted by the Planning Commission. Completion and adoption of the remaining ten area plans is expected over the next two to thee years.

Key Highlights

INSPIRE AREA	HIGHLIGHTS
ACCE and Independent High School	Plan adopted September 2017; selected community project entailed updates to Roosevelt Park
Arlington Elementary School	Plan adopted October 2018; selected community project included the development of the Arlington Community Garden
Arundel Elementary School and Cherry Hill Elementary/Middle School	Plan adopted March 2017; selected community project was transforming a vacant lot at Cherry Hill and Seabury into an accessible and landscaped pathway
Bay Brook Elementary/Middle School	Plan adopted June 2019; selected community project was transforming wooded area around Farring Baybrook Park into a safe walking route
Dorothy I. Height Elementary School	Plan adopted January 2017; selected community project was improvements to German Park
Forest Park High School and Calvin M. Rodwell Elementary/Middle School	Plan adopted February 2018; selected community project was enhancements to the Fordney Lane Pedestrian Pathway
Fort Worthington Elementary/Middle School	Plan adopted November 2016; selected community project was the installation of a community garden
Frederick Elementary School	Plan adopted January 2017; selected community project was curating a student walking path
Govans Elementary School	Plan adopted December 2023; selected community project was an Art @ Work mural completed in 2019

INSPIRE AREA	HIGHLIGHTS
John Ruhrah Elementary/ Middle School	Plan adopted June 2023; selected community project was the installation of new benches and trash bins at Umbra Street Park
Mary E. Rodman Elementary School	Plan adopted November 2021; selected community project was the installation of the Allendale Community Playground
Patterson High School	Plan adopted March 2018; selected community project was the creation of a new community garden at Joseph Lee Park
Pimlico Elementary/Middle School	Plan adopted November 2017; selected community project was the creation of a new community open space and creation of a ground mural at Thorndale Ave. and Pimlico Rd.
Wildwood Elementary/ Middle School	Plan adopted March 2017; selected community project was the creation of a flowering butterfly garden at Gelston Park dedicated to honor local veterans.

In addition to the above accomplishments, approximately $4.5 million has been invested into improvements to designated Primary Walking Routes.

Work has included refreshing crosswalks, bringing sidewalks into ADA compliance, planting of street trees, and the clearing of debris and street clutter. This all helps give students enhanced access to safe walking routes between school, residences, and other community destinations.
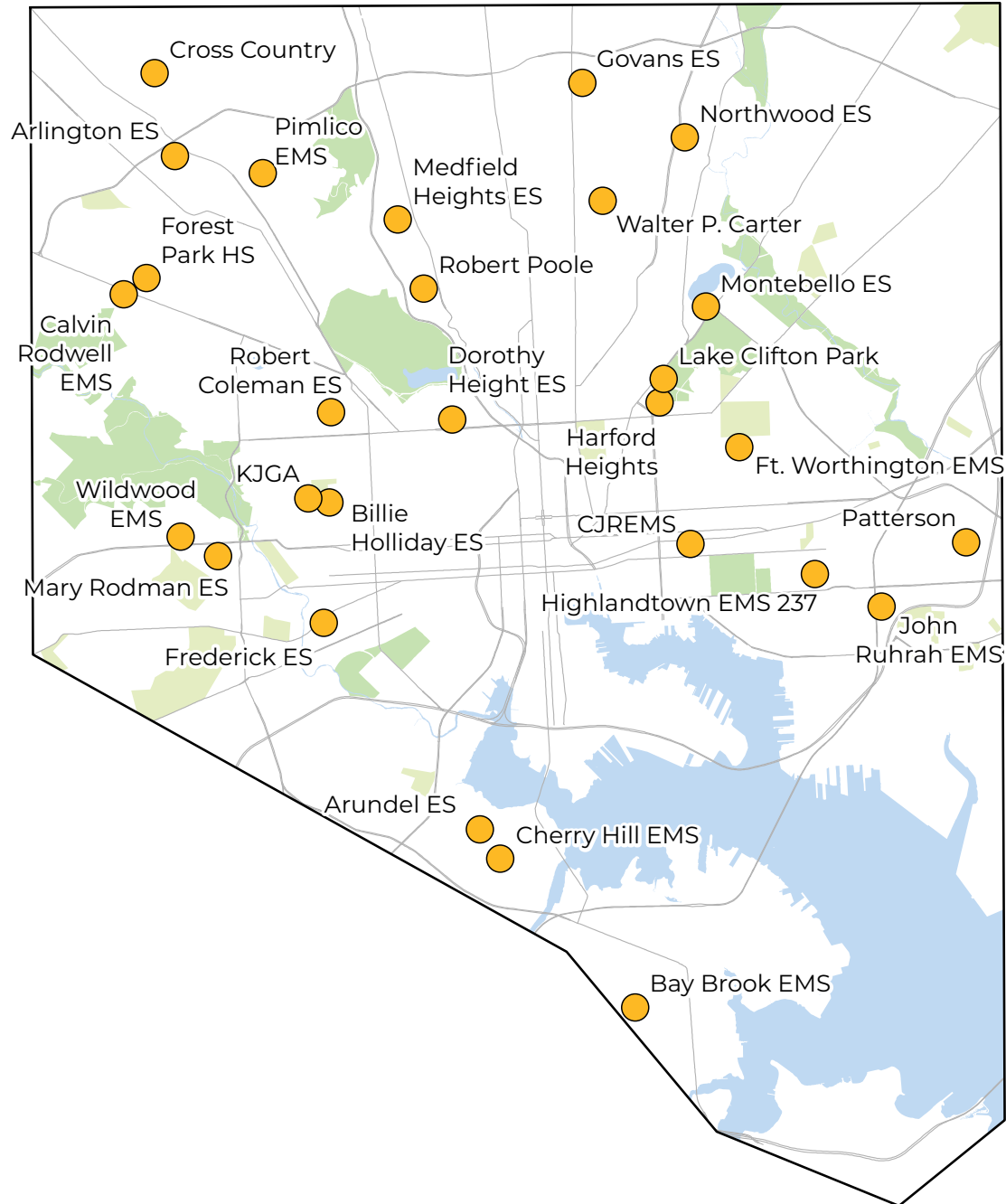
Map 22. School buildings renovated/replaced through the 21st Century School Program

The quarter- to half-mile area around each 21st Century School Building is an INSPIRE Planning area with dedicated funding for walking route improvements and other projects.

Area Focused Plans

Downtown

Overview

Downtown Baltimore is the economic core of the city. Home to a large number of workplaces and cultural institutions, Downtown Baltimore is also the fastest-growing residential neighborhood in the City. Its success is intertwined with the success of the greater City and region.

Like many city centers across the world, Downtown Baltimore is at a critical moment where it must reimagine how it can attract residents, visitors, and office workers and maintain relevancy in a post-COVID world.

Economic Driver. Downtown is an important economic engine within the region. Over 25% of city businesses and 33.5% of city jobs are located Downtown. This is a slight increase from previous years, an increase expected to continue as employers are turning to a hybrid work model and state agencies are relocating to various Downtown locations. The Downtown Partnership of Baltimore's economic data found that Baltimore's Downtown has the thirteenth largest total employment in the U.S., with approximately 126,000 jobs in Downtown.

Cultural Center. Cultural institutions and assets are plentiful downtown. These include museums, universities, sports venues, theaters, and more. To support these institutions, which help to create Baltimore's identity, the city needs to identify strategies that will connect and amplify the various assets and create comfortable pedestrian routes between them.

Transit Hub. Transit connections are critical to a functioning Downtown. Baltimore's Downtown is one of the most connected locations within the state, with two MARC stations, Amtrak, numerous bus routes, and existing light rail and metro routes. Further investment is in the pipeline, including

investment in the Howard Street light rail corridor, and the return of the Red Line.

Unique Spaces. Unique and welcoming spaces are a critical element to any downtown to make residents and visitors comfortable. Presently, spaces such as Rash Field and Mount Vernon Place provide unique attractions to a wide range of users, but more attention is needed in the areas surrounding many of the City's assets to allow users more comfort visiting and exploring beyond these locations.

Scope of Plan

The plan for Downtown or Central Baltimore is an ongoing effort led by the Planning Department. It is intended to collect ideas, goals, and actions from the wide variety of existing plans that target the Downtown area and add to them with current information and ideology.

The area identified in the scope extends beyond what is typically considered Downtown, going north to Penn Station and deliberately extending the boundaries a block or two beyond the major roads that isolate Downtown: Martin Luther King Jr. Boulevard, Howard Street, the Jones Falls Expressway, President Street, and Conway Street.

Planning Process

With the large amount of investment occurring in the Downtown area, the Planning Department identified that it was critical to connect the many plans and projects that impact the area. Beginning in fall 2023, Planning staff began considering how best to begin this process. Staff collaborated with The American Institute of Architects (AIA) Baltimore to complete a public charette that included stakeholders, residents, and professionals (architects, landscape architects, planners, engineers, etc.). During the charrette small multi-disciplinary groups defined goals for smaller areas of Downtown and

The Baltimore City Planning Department and AIA Baltimore co-hosted a public charrette in January 2024 to seek input on the future of Downtown Baltimore.

provided design and policy recommendations. Groups then pinned their work up to receive feedback from the larger group. This day long charrette was followed by an open, public session where additional stakeholders were invited to comment on the recommendations proposed.

POTENTIAL FUTURE DEVELOPMENT

EXISTING ASSET

EXISTING BUILDING

STREET TREES

MULTI-MODAL STREET

STREETS OF FOCUS

PUBLIC PARK / PLAZA

HARBOR PROMENADE

METRO / LIGHT RAIL

Planning staff then collected this information and presented it to the Planning Commission and Urban Design and Architecture Advisory Panel (UDAAP) to receive feedback.

Status of Plan

The plan is in process with the first effort prepared for the Comprehensive Plan. A larger document will be completed in the future.

Key Highlights

The plan is divided into two sections that identify overarching goals. Each of these goals has short- and long-term actions.

Current Efforts

- **Downtown Rise Action Plan.** Created by the City along with partners such as Downtown Partnership of Baltimore, Baltimore Development Corporation, Greater Baltimore Committee, Waterfront Partnership, Live Baltimore and others, this blueprint for Downtown has four focus areas: 1. Public Safety and Cleanliness; 2. Community and Economic Development; 3. Arts Culture, Entertainment, and Placemaking; and 4. Infrastructure Development.

- **Downtown Partnership of Baltimore.** Clean and Green Initiative - Supported by a State Capital Grant of $10 million the Clean and Green Initiative includes streetscape improvements to Eutaw and Baltimore Streets, transit stop improvements at the Lexington Market Metro Station, the Lexington Market Bus Stop and the Charles Center Metro Station, and a renovation and expansion of the Liberty Dog Run.

View of the 400 block of Howard Street. The Downtown Rise Action Plan helps to support redevelopment efforts like this block by focusing on immediate actions such as safety and cleanliness.

Ongoing and Recently Completed Development

- **Harborplace.** In partnership with the city, MCB Development has created a master plan for the Inner Harbor. The master plan has started its review at UDAAP and will be further reviewed by both UDAAP and the Planning Commission. The plan includes closing the Calvert Street spur separating McKeldin Square

from the Inner Harbor and the redesign of the Promenade to respond to climate change. The plan also includes new construction with commercial and residential opportunities.

- **Compass Project.** Westside Partners, LLC is in the development process for an entire city block on the Westside, formerly known as the Superblock. This redevelopment is located in a CHAP district and will retain the vast majority of the historic facades, intermingled with dynamic new construction. This mixed-use project will include residential, commercial, office, and hotel space.

- **Stadium Investments.** Both the Ravens and Orioles management have recently agreed to long-term contracts with the state, which will result in large-scale investment in both stadiums.

- **Penn Station.** Penn Station Partners and Amtrak are completing a rehabilitation of the existing Penn Station along with a new station to the north. Intended as part of a larger plan, the project and the new Frederick Douglass Tunnel, will drastically improve MARC and Amtrak service in the city.

Planning for many transformative development projects and the Red Line is ongoing, with crucial decisions in the next few years. These planning efforts will have ramifications for the street grid and future traffic patterns, placemaking and improved pedestrian connections. The Department of Planning will work with the Downtown and Waterfront Partnerships to manage ongoing planning efforts for the downtown area, with regular opportunities for public participation.

Additional Resources

- **Downtown RISE**
- **UDAAP Presentation for Downtown Charette**
- Community Planner: Caitlin Audette: **caitlin.audette@baltimorecity.gov**

East Baltimore Development Initiative

Overview

The East Baltimore Development Initiative (EBDI) originated in 2002 as part of the revitalization of 88 acres of the Middle East community located in east Baltimore. The purpose of the plan is to guide redevelopment of a vibrant mixed-use community including office, hotel, commercial, and residential development immediately adjacent to Johns Hopkins University and Hospital. The Master Plan area is bounded to the northeast by passenger rail tracks, to the east by North Patterson Park Ave, to the south by Madison St, and to the west N. Broadway St.

Scope of Plan

The EBDI Master Plan breaks the plan area into 32 parcels ordered alphabetically (A-Z) and alphabetically-numerically (AA, A1, J2, etc.) The plan describes the type of development envisioned for each parcel and the respective square footage or unit count it is intended to add to the development area.

Planning Process

The process of creating the EBDI Master Plan began in 2002 when the project to acquire and demolish hundreds of existing homes, relocate the remaining residents, and redevelop the area was announced. In the intervening years, hundreds of community meetings have been held to communicate news of the project and engage residents (new and legacy) in planning and visioning efforts for the new community. Community engagement continues through various committee meetings hosted by the East Baltimore Development Inc., also referred to as EBDI.

Status of Plan

The redevelopment is still in progress as construction continues across various parcels. The plan itself is complete.

Key Highlights

463 Housing Units Created to Date

- For sale: 186
- For rent: 277

726,000 sq. ft. of Commercial space

- Office/Lab Space: 680,000 sq. ft.
- Retail: 41,000 sq. ft.
- Hotel: 194 rooms
- Eager Park: 5.5 acres of park space

390 Housing Units Under Construction

- For sale: 135
- For rent: 255

Completed projects on 20 of the 32 parcels

- 4 active project parcels
- 8 projects in pre-construction

1 new school

- Henderson Hopkins School

Transportation Improvements

- $2.3 million in grant funding from Maryland Congressional Delegation for improving street scaping, lighting, repaving, and sidewalk repair

Perkins Somerset Oldtown Transformation Plan

Overview

The Perkins Somerset Oldtown (PSO) Transformation Plan leverages a $30 million Choice Neighborhoods Implementation Grant from the U.S. Department of Housing and Urban Development (HUD). It will support the revitalization of a 244 acre footprint in East Baltimore that has experienced decades of disinvestment. The PSO footprint encompasses several neighborhoods including: Oldtown, Washington Hill, Upper Fells Point, Fells Point, Little Italy, Jonestown, Harbor East, Harbor Point, and Pleasant View Gardens.

Perkins - Somerset - OldTown
TRANSFORMATION

Scope of Plan

The heart of the **PSO Transformation Plan** is creating a modern and thriving mixed-use community. This will be done by replacing 629 obsolete public housing units at Perkins Homes and redeveloping the former Somerset Homes site with over 1,350 units of mixed-income rental housing. The plan also calls for new neighborhood retail at the Oldtown Mall, a new City Springs Elementary/Middle School, two new parks, and an upgraded and an expanded Chick Webb Recreation Center. Additionally, a new full-service grocery store will be located at the former Somerset Homes site.

Planning Process

The Housing Authority of Baltimore City (HABC) convened over 170 meetings with public housing residents, merchants, community leaders, and surrounding residents to obtain input into the redevelopment plan's priorities including new housing types that would be built at Perkins and Somerset, recreational facilities, accessibility, and economic development.
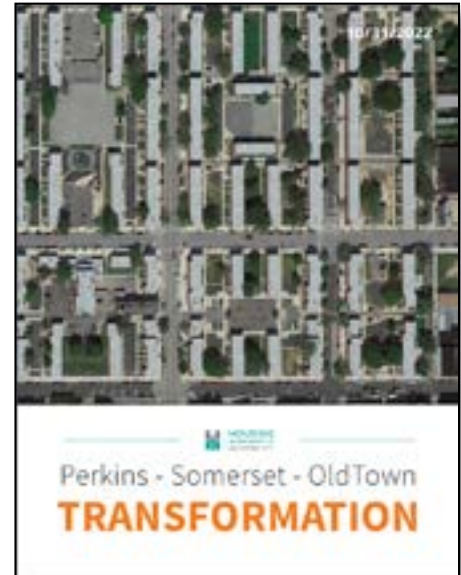
New rowhomes in Perkins

Status of Plan

PHASE	STATUS
Somerset 1	Completed (Fully occupied)
Somerset 2	Completed (Leasing underway)
Somerset 3	Completed (Leasing underway)
Perkins 1	Under construction
Perkins 2	Under construction
Perkins 3	Under construction
Chick Webb Rec Center	Under construction
City Springs Park and Pool	Planning and design
North Central Park	Construction start planned for 2024
South Central Park	Planning and design
Grocery Store	Lidl to open in 2026 and will be part of Somerset Phase 4 housing, known as the Blake

Key Highlights

Chick Webb Recreation Center: Located at 1401 East Monument Street, the Chick Webb Recreation Center, was the first recreation center and pool built for African Americans in segregated East Baltimore. It is named after the jazz drummer and bandleader, William Henry "Chick" Webb, who grew up close to where the center was built. As part of the PSO Transformation Plan, the City is investing close to $20 million to upgrade the existing facility and pool, and build a new, 2-story 15,980 gross square-foot addition.

Lidl Grocery Store: A 31,000 square foot full-service grocery story will be located on the ground floor of The Blake (Somerset 4). The grocer will have surface

parking adjacent to the building as well as parking on the first level of the building for customers.

City Springs Elementary/Middle School: A new City Springs Elementary/Middle School will be built at 1601 East Lombard Street at the site of the former Lombard Middle School. It is expected to be complete for the 2027-28 school year.

City Springs Park and Pool: The Department of Recreation and Parks is redesigning City Springs Pool and Park, located at 1600 East Baltimore Street. The redesign will include an expanded pool and enhanced recreation equipment and access.

C-3 Proposed Overall Site Plan
PERKINS SOMERSET OLDTOWN
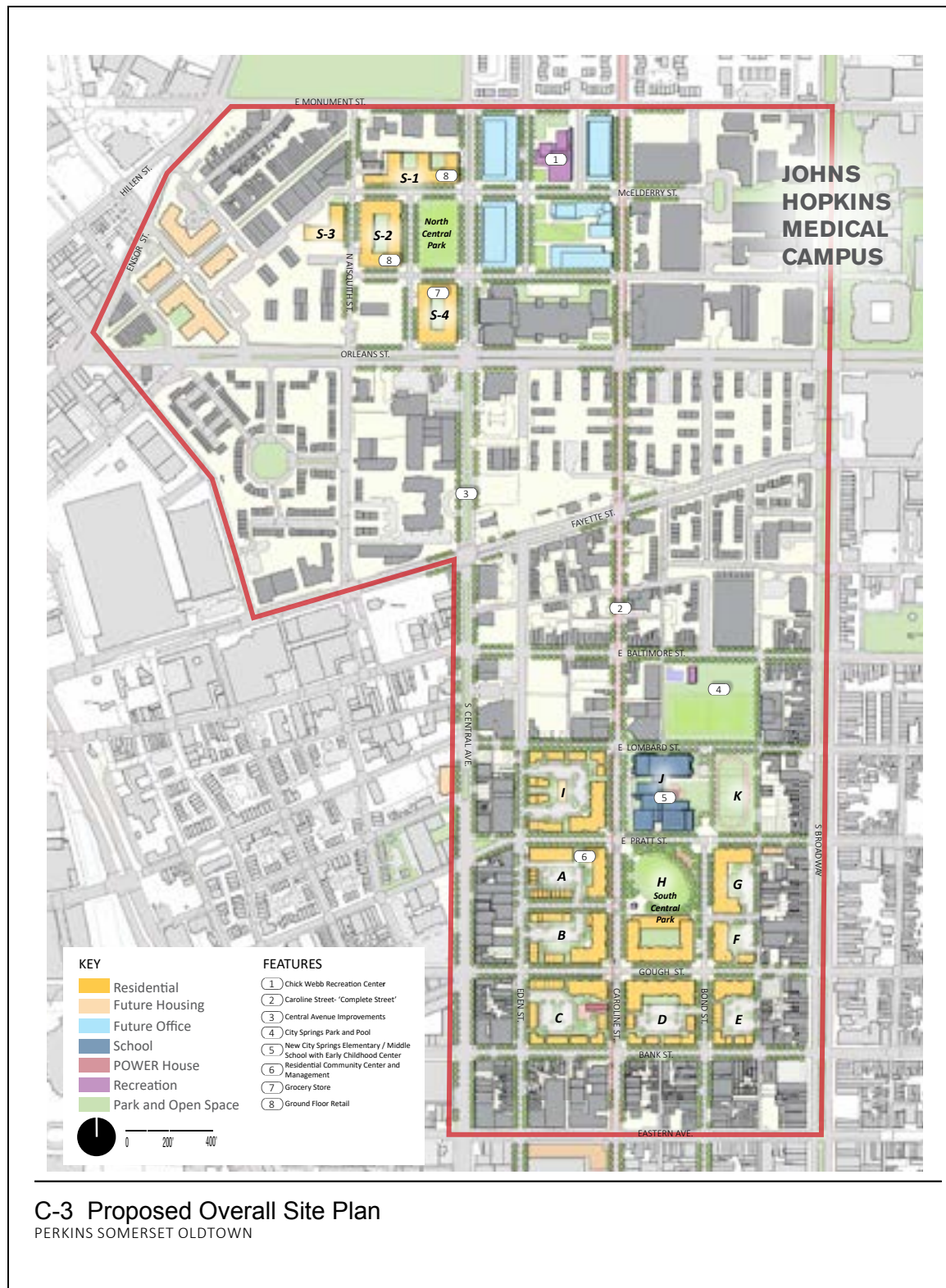
View of U.S. Route 40 looking east toward downtown Baltimore

Reconnecting West Baltimore

Overview

In 2023, Baltimore City was awarded a federal planning grant through the Reconnecting Communities Pilot Program to help advance overdue improvements in West Baltimore. The planning study, called West Baltimore United or **Reconnecting Communities in West Baltimore**, will assess existing conditions, opportunities, and constraints, including constructability, multimodal traffic circulation, market demand, and project financing for a 1.4-mile segment of U.S. Route 40 commonly referred to as the "Highway to Nowhere" by many residents.

The Highway to Nowhere is a remnant of past efforts to connect Interstate 70 with Interstates 83 and 95 around Baltimore's Central Business District. However, those highway connections were never completed. Ultimately, the strong community advocacy of the neighborhoods prevailed; but not before the West Baltimore section of Route 40 was constructed, thus earning the local moniker the "Highway to Nowhere". The construction resulted in the demolition of 971 homes and 62 businesses, and the displacement of about 1,500 residents, many of whom were Black.

Roughly fifty years later, the road is still a physical and symbolic barrier to progress. It divides large swaths of West Baltimore that were once connected. This 1.4-mile-long trench serves limited value to the transportation network, is a safety hazard with large grade separations and high-speed traffic, and is an eyesore dominating the landscape.

The West Baltimore United study will dive deeper into advanced planning elements beyond visioning and ideas collected in previous planning studies. This study will build from the foundation of earlier work to identify and set in motion a process to finally deliver on promises made in the past.

Scope of Plan

The initial planning will include a feasibility study for the possible futures of the highway segment bounded by Franklin Street to the north, Greene Street to the east, Mulberry Street to the south, and the West Baltimore MARC Station to the west. The planning study is intended to inform future pursuits of federal capital grants for construction.

Planning Process

The planning process is in its early stages. The planning study will also establish a robust public engagement process to refine the overall vision and goals and establish performance measures for selecting a preferred concept that can be advanced into design and construction. We hope you stay involved and share your input as we progress.

Status of Plan

Work groups will begin in earnest in early 2024, and the planning process is scheduled to be completed by the 2025 cycle of grant applications.

Key Highlights

Following the project framework, the planning study will achieve the following merit criteria:

- Reduce inequities by redressing historic discriminatory and divisive infrastructure.

- Encourage increased housing supply by investing in communities experiencing high-vacancy and housing disrepair and integrating opportunities for new housing infill development.

- Improve economic strength and global competitiveness by improving access to jobs and opportunities with complete street and public transit infrastructure,

and by integrating opportunities to develop new employment centers in West Baltimore.

- Address climate and sustainability by prioritizing active transportation and integrating green infrastructure.

- Advance technological innovation by providing job training opportunities as part of the planning study and by integrating plans for intelligent transportation and the latest wifi and internet technologies into new development.

The following recommendations will be included in the final plan:

- Quality infill development should result in livable urban neighborhoods.

- Public transit and traffic calming can create a more walkable, livable neighborhood.

- Establish density at the terminal points (downtown to the east and the West Baltimore MARC station at the east) to realize envisioned transit-oriented development (TOD) opportunities.

- Greening efforts should create multiple shared spaces for diverse populations to enjoy.

- Prioritize existing residents and those who have been displaced in the past.

- Include opportunities of active transportation.

- Reconnect the neighborhoods in a meaningful way to repair the historic fabric.

- New development should bring access to opportunities and economic development.

- Reflect and honor the memory of the communities that were damaged by the highway and celebrate the culture of West Baltimore today.

154   Reimagine Middle Branch

Reimagine Middle Branch

Overview

Reimagine Middle Branch (RMB) is a community-driven initiative reconnecting South Baltimore communities to their waterfront. Through this a, network of world-class parks, trails, programming, and economic development projects cover the 11-mile Middle Branch shoreline of the Patapsco River. The vision of Reimagine Middle Branch positions Baltimore's next great waterfront and more. It embraces the principles of shoreline resiliency, environmental justice, economic inclusion to ensure communities have access to high-quality open space, recreation, and opportunities for advancement.

The **Reimagine Middle Branch Plan** embeds these principles into four "Equity Frame-works" organizing the plan's analysis and recommendations:

- Restore and Protect the Shoreline,

- Transforming Barriers into Connections,

- Active and Inclusive Parks, and

- Equitable Development.

These frameworks translate community input into place-based transformations and people-oriented strategies that vary in scale and scope to address historic challenges. They build on earlier plans yet capture the momentum of projects currently underway. They also serve as guides for finding "co-benefits" among strategies and for leveraging opportunities with like-minded partners. Taken together, the frameworks present a vision for streets, trails, parks, ecological restoration, and new development that will define the character and uses of the Middle Branch's physical environment in an equity-driven manner.

Scope of Plan

The plan's study area is shown in the map, encompassing 19 neighborhoods, parks, and commercial areas within approximately 1.5 miles of the shoreline between Downtown and the City line. It includes the Main Branch of the Patapsco that separates Cherry Hill and Brooklyn and forms the border between Baltimore and Anne Arundel Counties. This area includes all neighborhoods in the 2015 **South Baltimore Gateway Master Plan**, plus Brooklyn, Curtis Bay, and Locust Point.

The plan is organized as four volumes, each with a specific emphasis and purpose.

Volume 1: Design Vision begins with the four Equity Frameworks that situate Reimagine Middle Branch in South Baltimore and organize the Plan's design proposals and strategies. The section entitled "A Walk Around the Middle

Branch" applies these ideas through urban design and other place-based strategies to the shoreline and neighborhoods that make up the study area.

Volume 2: Implementation Strategy organizes recommendations within the following "strategies" to test the plan's feasibility and outline steps for realizing and sustaining its vision:

➔ Funding Strategy: Makes this ambitious vision credible
➔ Phasing Strategy: Organizes the work into manageable units
➔ Permitting Strategy: Provides a coherent approach to regulatory review
➔ Management and Stewardship Strategy: Advises on how to create long- term organizational capacity and buy-in for this sustaining this effort.

Volume 3: Engagement Summary grounds the plan as a community-driven initiative. It documents the processes for community outreach and engagement with members of the public and other relevant interest holders, defining an iterative and robust planning process.

Volume 4: Resource Guides provide an appendix of more detailed analyses and case studies on topics ranging from equity and transportation to funding sources that can support the plan's implementation.

Planning Process

The lead partners on the plan and ongoing "RMB" initiatives are the City of Baltimore, South Baltimore Gateway Partnership (SBGP), and Parks & People. Leadership is sustained through the RMB Working Group, which includes the project partners, South Baltimore 7 (SB7) Coalition, the Maryland Port Administration, and Baltimore Development Corporation (BDC). The City's participation comes primarily from the Department of Planning (DOP), Department of Recreation and Parks (BCRP), and Mayor's Office. During the planning process more than 150 residents, government agency representatives, property owners, and technical experts served on stakeholder and advisory committees. Additionally, over 1,000 community members participated via surveys, events, and public input sessions. Many of these individuals continue to seek updates and provide input on various implementation measures resulting from the plan.

Parks & People, SBGP, and the City began working on what became the Reimagine Middle Branch initiative in 2018. Public engagement launched with Parks & People leading community input sessions. These sessions culminated in a design compe-tition that built upon the 2007 Middle Branch Master Plan and progress that had occurred since. SBGP and the City provided funds for the competition and later the plan, using state Casino Local Impact Grants for South Baltimore. A Maryland Capital Grant and private donations also supported the work.

In 2019, three selected design teams presented their proposals for the Middle Branch shoreline from Masonville Cove to the Locust Point Marine Terminal and for adjacent

neighborhoods. Members of the public and a jury of professional experts voiced their assessments of the results.

After a year of strategizing with key individuals and groups, the project partners engaged the landscape architecture and urban design firm Mahan Rykiel Associates, and other competition team members to develop the Reimagine Middle Branch Project Brief. This reconfirmed the project goals and centered principles of justice, equity, diversity, and inclusion (JEDI) in prioritizing the concepts from the competition that would be included in the plan. This process laid the groundwork for hiring Field Operations, one of three lead firms in the 2019 competition, to head the RMB planning effort that lasted from June 2021 to December 2022.

Other actions have been key to the planning process' success in advancing JEDI principles. These include a wide range of engagements efforts, such as creating a consultant team of local and national JEDI experts, convening five stakeholder and advisory committees, and conducting neighborhood outreach efforts like attendance at community meetings. Our efforts also included asset- and inequity-mapping of the project area and convening members of the scientific community and area residents to discuss environmental remediation and citizen science. Since the plan's adoption, we have reviewed and tracked implementation measures in partnership with the stakeholder and advisory committees, and with other members of the public.

Status of Plan

Completed in 2022 and adopted by the Baltimore City Planning Commission in February 2023.

Key Highlights

The key highlights of the RMB Plan are its place-based proposals and programmatic strategies that fit under these over-arching goals:

- Create a network of world-class parks. This will be achieved by improving, expanding, and connecting existing public spaces with new shoreline parks, trails, and boardwalks. Together, these will complete an 11-mile circuit of public-ly accessible waterfront open space.

- Coordinate improvements to and pro-gramming for neighborhood parks in tandem with developing the waterfront to create a connected "park-shed" that provides residents of every neighbor-hood access to quality green space.

- Increase connectivity between neigh-borhoods and from neighborhoods to the waterfront. This will be achieved through an expanded trail network and complete streets.

- Implement nature-based site strategies that buffer the shoreline and interior communities against the effects of climate change, while fostering bio-diversity through the restoration of estuarine and upland habitats native to the Middle Branch.

- Leverage private development projects to create public amenities and catalyze new forms of equity-based develop-ment.

- Deploy publicly available and philanthropic resources to help people and neigh-borhoods achieve their visions.

- The hallmark of RMB's success is to implement-while-planning and integrate prior visions and hard-fought wins into the current vision. The plan captures the momentum of projects completed or underway all around the Middle Branch, helping their sponsors see that the fruits of their labor fit into a larger whole.

Examples of projects underway as of the plan's adoption or in the year since include:

1. **Middle Branch Resiliency Initiative (MBRI).** Phase 1 of MBRI attracted $56 million in federal, state, and local funds to support construction of marshes and planted berms around critical infrastructure at MedStar Harbor Hospital and BGE's Spring Garden facility.

2. **Sports Center Development.** The Middle Branch Fitness and Wellness Center and BGE Field at Reedbird Park opened in 2021 and 2022, respectively. This was the first phase of a plan to create a regional sports competition center.

3. **South Baltimore Community Development Fund.** SBGP and the City pledged $5 million in Casino Local Impact Grant funding to create the South Baltimore Community Development Fund to catalyze equitable development projects initiated or supported by local community-based organizations. This commitment is leveraging up to $30 million in low-cost financing by community development financial institutions (CDFIs) that have pledged support for this effort through a new South Baltimore Gateway Funding Consortium

4. **Additional Funds.** More funds are pledged for MBRI and new projects are in design for Smith Cove near Waterview Avenue and the Patapsco Delta between Brooklyn and Cherry Hill.

In the next five years, other projects will improve connectivity and resiliency while advancing community priorities. These include:

1. **Trail improvements.** There are plans to elevate and widen the shoreline segment of the Middle Branch Trail from Middle Branch Park to the Fitness and Wellness Center in Reedbird Park. It will then join the Baybrook Connector Trail – planned to run through Brooklyn to the BWI Trail and B&A Trail in Anne Arundel County – and the end of the Patapsco Regional Greenway.

2. **Baltimore Black Sox Memorial Project.** A tribute to the Negro League baseball team that was based in Westport, is being planned in coordination with a new Westport Waterfront Park that will front the ONE Westport development.

3. **African American Heritage District.** The creation of this district will incorporate the tribute to the Black Sox and include other sites, such as Mount Auburn Cemetery, Leadenhall Baptist Church, and Riverside Park Pool, where young Elijah Cummings protested racial segregation in City parks.

4. **Hanover-Potee Street Corridor.** The City is collaborating with community stakeholders, MedStar Harbor Hospital, the port, and Baltimore Peninsula to seek federal infrastructure funds for environmental reviews and preliminary

design of a revitalized Hanover-Potee Street Corridor from I-95 to the City line at Belle Grove Road, including the Vietnam Veterans' Memorial Bridge.

The RMB Plan is available on the project website at ReimagineMB.com, which is continually updated with reports on projects and announcements about how community residents can become involved. Anyone interested can register for updates here: **Get Involved.**

Additional Resources

- **Reimagine Middle Branch Project Website**
- **Reimagine Middle Branch 2023 Plan**
- **Reimagine Middle Branch 2021 Project Brief**

West North Avenue Development Plan

Overview

The properties along West North Avenue have seen low investment and blight over a period of years which has resulted in high vacancies and slow economic growth along the corridor. In 2021, The Maryland General Assembly established the **West North Avenue Development Authority** (WNADA) to create and implement a comprehensive plan for housing, economic, transportation, and neighborhood development along West North Avenue and 250 yards surrounding the corridor area. The goal of the authority is to benefit West Baltimore residents by improving housing, neighborhood economic development, and transportation to catalyze equitable development opportunities throughout West Baltimore.

Scope of Plan

The West North Avenue Development Authority's strategy will include the development of a comprehensive plan to assess community priorities and development opportunities along the corridor between the I-83 expressway and the 3200 Block of West North Avenue.

Status of Plan

The planning process has established a robust public engagement process and has begun identifying development opportunities throughout the corridor for new investment. The authority has begun the initial stages of the grant process for development of key sites and activities along West North Avenue.

Key Highlights

Following the project framework, the comprehensive plan will seek to achieve the following:

- Promote economic viability and sustainable development typologies
- Offering funding through grant opportunities to subsidize property developers bringing improved housing, retail, and green space opportunities to West Baltimore neighborhoods.
- Implement green infrastructure projects, such as rain gardens, pollinator spreads, and permeable pavements in new developments.
- Establish a business improvement district (BID) to generate revenue for re-investment of West North Ave and fund public safety, trash collection, infrastructure improvements, and marketing.
- Focus on equitable transit-oriented development that prioritizes dense, compact, mixed-use development around transit hubs.

Impact Investment Area Strategies

Impact Investment Areas

Overview

Seven Impact Investment Areas were identified in the Department of Housing and Community Development's (DHCD) Framework for Community Development in 2021. Since then, Implementation Strategies have been developed for each one.

Each Implementation Strategy is a collection of specific actions, investments, development priorities, and block-by-block redevelopment strategies. They are designed to reduce the number of vacant and abandoned properties, improve living conditions for long term homeowners and renters, and create opportunities for impactful and equitable redevelopment without displacement.

Each Implementation Strategy includes a project tracker for short term (0-36 month) development priorities, as well as community development priority zones. These zones highlight opportunities for placemaking projects, priority rehabilitation blocks, and priority locations for new development. The Implementation Strategy is pursued by various City agencies and progress is tracked through Workgroup Meetings and meetings of the Mayor's Neighborhood Subcabinet.

The Implementation Strategies emphasize a hyper-local focus that plans for legacy homeowners, builds off existing and upcoming neighborhood assets, and identifies property-level interventions based on available housing stock to make strategic community-based development decisions.

Planning Process

The Impact Investment Area Implementation Strategies were finalized after 18-24 months of community engagement through planning workshops across multiple divisions at DHCD and the Department of Planning (DOP). This process included data-driven, block-level analysis and deliberation on existing structural assets, community support and capacity, available capital, and selection of the right type of

intervention for each block or property. Engagement continues through bi-monthly workgroup meetings.

Status of Plans

The Impact Investment Area Implementation Strategies are in finalized draft form and are intended to operate as living documents. Thus, they are "In progress."

Broadway East Impact Investment Area

Overview

Located in East Baltimore and the broader East Impact Investment Area containing Coldstream-Homestead Montebello, East Baltimore Midway, and Johnston Square, the Broadway East IIA also aligns with the boundaries of the Broadway East Urban Renewal Plan.

Broadway East lies in the heart of East Baltimore and is located East of the historic Greenmount Cemetery. Parts of the Biddle Street and Middle East neighborhoods are included in this IIA footprint. The Broadway East IIA is bounded by North Ave. to the north, N. Broadway St. on the west, N. Milton St. to the east, and the Penn Central Railroad Tracks to the south.

Broadway East is a developing and thriving neighborhood with a mix of millennials and legacy residents. The emerging community features local area parks such as Collington Square Park, innovative schools, religious institutions, and opportunities for investment along the N. Gay Street and North Avenue corridors.

Key Highlights

To date, there have been significant successes in the Broadway East Impact Investment Area:

- **The Great Blacks in Wax Museum:** The organization has a multimillion-dollar museum expansion underway. They will be working alongside the Broadway East community to develop a beautification greening strategy for vacant lots along the E. North Avenue corridor.

- **Greenprint Plan (Completed in 2020):** Partners include The 6th Branch, New Broadway East Community Association, American Communities Trust, Unknown Studio, and DOP. The project proposes a series of vacant lot

improvements with prioritization in the 1700 block of North Montford and the 1700 block of North Port.

Last Mile Project (2022): Partnership with American Communities Trust and New Broadway East Community Association. This project is located east of the East Baltimore Development Inc. (EBDI) footprint just north of the N. Gay Street and E. Preston Intersection. It features green infrastructure, light installations, and art along a pedestrian trail.

Bloomberg Foundation Planting Project (2020): Broadway East community members partnered with the Bloomberg Foundation to plant street trees and plant containers along N. Washington and N. Wolfe Streets for seven blocks.

Duncan Street Miracle Garden Improvement: Community garden improvement with collaborative efforts between DHCD, DOP, Duncan Street Master Gardener Mr. Sharpe, Baltimore Green Space, and Care-a-Lot. The improvements include a mural from Baltimore Office of Promotion and the Arts (BOPA), a gazebo from T. Rowe Price, fencing from funds from Broadway East Community Development Corporation's (CDC) Community Legacy grant, equipment from a grant from Amazon, and greening improvements. In 2023, a playground was added to the park expanding the footprint to North Ave.

The Baltimore Pumphouse (1801 East Oliver Street): A multi-million dollar project led by the American Communities Trust and the Baltimore Food Hub comprised of teaching and production kitchens, gelato manufacturing, and event and restaurant space.

Humanim (1701 North Gay Street): The former American Brewery building offers workforce training, youth services, and event space that services Broadway East and the greater community.Southern Views Apartment Building (1600 N. Chester St.) - East Baltimore Development Initiative successfully constructed and delivered an 89-unit affordable apartment building.

Gay Street Park (1500 North Gay Street): A park was created in the triangular area between Southern Streams Wellness Center and the new Southern Views Apartment Building in 2018. Future plans for the park are currently unknown. The park remains City-owned and is managed and maintained by Southern Baptist.

Southern Streams Health and Wellness Center: The Wellness Center will bring important new programs to the neighborhood, including Daycare and Fitness Centers, a Health Clinic, offices for the CDC, and parking.

Mary Harvin Senior Apartment Building: Built in 2016, this multi-family housing includes 61 affordable apartments for senior citizens and a community center with job training and counseling programs.

Rutland Elementary School (1600 North Register Street): This surplus school has been demolished and immediate plans are to redevelop the site as a

long-term interim greenspace to spur rehabilitation of surrounding blocks. Broadway East CDC has received **Baltimore Regional Neighborhood Initiative** (BRNI) funds to temporarily green the site to provide beauty to the legacy homeowners and draw developers.

The Impact Investment Area strategy identifies several opportunities for community development through neighborhood wide strategies, identification of priority blocks for vacant property rehabilitation, and new development sites. Each Implementation Strategy in the city contains priority zones to further target investment within these communities. In Broadway East, Priority Zone 1A includes the following:

- Former Rutland School site
- Whole block rehabilitation on 1600 Block of N
- Register Street
- Whole block rehabilitation on 1700 block of Llewelyn Ave
- Whole block rehabilitation on 1600 block of Rutland Ave

The Implementation Strategy also identifies the following priority rehabilitation blocks:

- 1700 block of Oliver Street
- 1713-1747 E. Lanvale Street
- 1701-1711 E. Lanvale Street
- 1700-1800 E. North Ave (Odd side)
- 1800 N. Collington
- 1500 N. Wolfe Street
- 1600 Regester Street
- 2000 E. Oliver Street (odd side)

The following locations have been identified as potential sites for new or infill development in the Implementation Strategy:

- The Gompers Building (1701 E. North Ave)
- The Baltimore Pump House
- The Gay Street Triangle (1400 Gay Street)
- 1700 block of N. Montford Street (odd side) and the 1700 block of North Port Street (Even Side)
- 1600-1634 N. Montford Street and 1606-1625 N Montford Street
- Former Rutland School site (1800 Rutland Ave)
- 1500 block of Madeira Street

Additional Resources

- **Broadway East IIA Community Conversation** (July 2023)
- **DHCD Impact Investment Area Project Tracke**r
- **New Broadway East CDC**

Coldstream Homestead Montebello Impact Investment Area

Overview

Located in East Baltimore and the broader East Impact Investment Area containing Broadway East, East Baltimore Midway, and Johnston Square, the Coldstream-Homestead Montebello IIA also aligns with the boundaries of the Coldstream-Homestead Montebello Urban Renewal Plan.

The Coldstream Homestead Montebello community, also known as CHM, is in northeast Baltimore, due west of Clifton Park. With City College High School serving as a visual community anchor to the northwest, CHM's boundaries are Harford Road on the east, Loch Raven Boulevard on the west, 33rd Street on the north, and 25th Street on the south.

Key Highlights

SUCCESSES

- Partnership with DHCD to plan for and establish the Tivoly Eco Village development site. DHCD secured $10 million in American Rescue Plan Act (ARPA) funds for pre-development, construction of infrastructure, and partial construction of Phase 1, if funds allow.

- Partnerships with Civic Works, Healthy Neighborhoods, and GEDCO to market the neighborhood and support housing renovation. CHM was awarded a Community Catalyst Grant to rehab three City-owned properties on Harford Rd. in partnership with GEDCO.

- Partnerships with Morgan State University and Baltimore City to support the redevelopment of the former Lake Clifton High School Campus by Morgan State University.

- REACH! Partnership School — 21st Century School – Ribbon cutting in August 2019.

- Montebello Elementary School – 21st Century School – Ribbon cutting in December 2022.

SELECT RECOMMENDATIONS

- Redevelopment of the Harford Road Corridor to address pedestrian crossing issues and the physical condition of faith-based institutions and retail establishments along Harford Road.

- Stop illegal dumping and improve streetscaping at commercial businesses along the 2500 block of Harford Road. Research alternate uses for sites, other than industrial, and work on outreach to potential new owners.

- Redevelopment of vacant housing and housing in poor condition along 2700-2800 blocks of The Alameda, south of 30th Street.

- Complete rehab and development of long standing vacant and abandoned properties in the central sector of the community – including 15-1700 blocks of Gorsuch Avenue, Carswell Avenue, Abbotston Street, and Kennedy Avenue.

- Address the poor quality of housing renovation among selected developers. Educate and allow for stricter enforcement by Code Enforcement with URP guidelines, and the rules as it relates to licensing rental properties and commercial locations. Department of Planning supports the use of the Commission for Historical and Architectural Preservation (CHAP) tax credit to support ongoing redevelopment and rehabilitation of housing.

- Need for housing rehabilitation for blocks within central community sectors.

- Request for development and implementation of pedestrian network in Clifton Park.

- Identifying sites that would be amenable to attracting a supermarket.

- Constructing well-lighted pedestrian walkways and bikeways throughout Clifton Park.

PROJECT LOCATION	DESCRIPTION	SITE LEAD/DEVELOPER
1500-1600 Abbotston	Tax Sale Certificates and Foreclosures	DHCD
1500-1600 Carswell	Tax Sale Certificates and Foreclosures	DHCD
1500-1600 Gorsuch	Tax Sale Certificates and Foreclosures	DHCD
2600 Block of Kirk Ave.	Foreclosures	DHCD
1700 Block of Montpelier St.	Foreclosures	DHCD

PROJECT LOCATION	DESCRIPTION	SITE LEAD/DEVELOPER
2700, 2800, 2900, 3000 Block of The Alameda	Rehab & Subsidy, Homeowner Support	DHCD
2700 & 2800 Block of Harford Rd.	Rehab & Subsidy, Homeowner Support	DHCD
1600, 1700 & 1800 Blocks of E. 28th St.	Rehab & Subsidy, Homeowner Support	DHCD

Additional Resources

- **Coldstream Homestead Montebello - Community Conversation (June 2023)**
- **Baltimore City Department of Housing & Community Development**
- **DHCD Impact Investment Area Project Tracker**

East Baltimore Midway Impact Investment Area

Overview

The East Baltimore Midway IIA is part of the broader East Impact Investment Area, which also contains Coldstream-Homestead Monte-bello, Broadway East, and Johnston Square.

East Baltimore Midway (EBM) is bordered by several important commercial and transit corridors including, Greenmount Avenue to the west, North Avenue to the south, Harford Road and Broadway to the east, and 25th Street to the north. The diverse housing stock of this neighborhood is complemented by small-scale manufacturing internal to the neighborhood.

Key Highlights

Greening Initiatives: Reimagining of vacant parcels along Boone Street, now called Boone Street Commons, will include a community green, garden, and gathering space. Boone Street Farm, just across from the commons, was a successful farm providing fresh produce to Midway and other neighborhoods around the city. It is now being redeveloped into a community gathering space and an extension of the greenspace from Boone Street Commons.

Eric 500 Building: Greater Greenmount Community Association (GGCA), along with neighboring communities, successfully lobbied against the liquor license renewal of Eric 500, a problematic liquor store at the corner of North and Greenmount Avenues. The liquor store has since closed, and the Central Baltimore Future Fund was able to acquire the property and offer it for disposition with the end goals of redevelopment.

New Construction and Rehabilitation: Maryland Custom Builders constructed eight new modular homes at 518 – 530 E. 21st Street on previously City-owned vacant lots. All eight homes sold at an average of $300K each. Other small developers have started rehab work in East Baltimore Midway, including O'Hara Development. Additional work is in the pipeline from Midway Community Development Corporation (CDC).

Roberta's House Grief Support Center: A new 20,000 square foot facility opened in 2021. The center offers bereavement support groups as well as clinical

specialized mental health services. The newly constructed building is fully accessible and acts as a resource center to promote recovery and healing from loss and grief.

The Compound: A 20,000 square foot multi-purpose cultural space on one acre of land provides affordable housing to 10 working artists, affordable work and studio space to 24 artists and artisans, and employment and training opportunities to Midway residents. Development of 10 additional affordable housing units for artists is now underway.

Cecil Play Yard: Various community partners have come together to support the creation of a multigenerational community play and greenspace between Cecil Elementary and the Cecil Kirk Recreation Center. Central Baltimore Partnership has been the lead partner and has engaged in a fundraising campaign to raise $3 million for the development of Cecil Play Yard. As part of the advocacy and support toward this work, the City has committed $700,000 worth of resources toward this project.

DOT Traffic Calming: An additional $54,000 been assigned to the East Baltimore Midway neighborhood from Neighborhood Traffic Calming funds for projects throughout the neighborhood. Baltimore City Department of Transportation (BCDOT) is experiencing contract issues, and the work is yet to be completed, but hoped for in spring of 2024.

MUND Park: $78,000 worth of improvements at MUND Park were completed in 2022 by Baltimore City Recreation and Parks to upgrade basketball courts and install bollards, boulders, and trash cans.

PROJECT LOCATION	DESCRIPTION	SITE LEAD/DEVELOPER
529-531 E. 23rd St.	Developer rehab	
514 & 544 E. 22nd St.	Developer rehab	O'Hara Development
500-504 E. North Ave.	Developer rehab	Central Baltimore Future Fund
1905 Cecil Ave.	Developer rehab	Midway Neighborhood Coop

PROJECT LOCATION	STRATEGY/NOTES	STATUS	ZONE
500-532 E. 20th Street	Acquisition/RFP-17 lots w/ 10 MCC	Bulk Tax Sale for 4 lots	1
2001-2013 Greenmount Ave	Acquisition/RFP-7 lots w/ 5 MCC	Tax Sale Certificates	1

BLOCKS IDENTIFIED FOR REHAB AND SUBSIDY AND HOMEOWNER SUPPORT

- 2100, 2200 & 2300 Blocks of Homewood
- 500 & 700 Blocks of E. 21st & E. 22nd Streets
- 800 Block of E. 22nd Street
- 500 & 700 Block (odd) of E. 23rd Street
- 2000 & 2200 Blocks of Cecil Avenue

BLOCKS IDENTIFIED FOR STABILIZATIONS & RECEIVERSHIPS

- Priority Stabilizations for 703, 722, 724 E. 22nd Street and
- 515 E. 23rd Street
- Stabilization and receivership filing for 722, 724, 726, 728
- E. 21st Street
- 1st Tier Receivership filings for 502, 515, 534 E. 23rd Street
- 2nd Tier Receivership filings for 528, 537, 539, 541, 714, 720,
- 722, 724, 730 E. 23rd Street
- Remaining Receivership filings for 708, 709, 710, 1006,
- 1008 E. 20th Street

BLOCKS IDENTIFIED FOR SITE ASSEMBLY:

- 501 -511 E. 21st Street
- 2108-2110 Boone Street
- 2000 block of Robb Street
- Bonaparte Avenue Corridor
- 600 blocks of Gutman, Bartlett, Cokesbury
- Site assembly of 501-511 E. 21st Street

Additional Resources

- **East Baltimore Midway IIA - Community Conversation**
- **Baltimore City Department of Housing & Community Development**
- **DHCD Impact Investment Area Project Tracker**

Johnston Square Impact Investment Area

Overview

Located in East Baltimore and the broader East Impact Investment Area containing Coldstream-Homestead Montebello, East Baltimore Midway, and Broadway East, the Johnston Square IIA also aligns with the boundaries of the Johnston Square Urban Renewal Plan, and the Johnston Square Vision Plan.

The Johnston Square community and IIA is generally bounded by E. Hoffman Street to the north, E. Eagar Street to the south, Ensor Street connected by Biddle Street to N. Eden Street to the east, and the Jones Falls Expressway to the west.

This compact, vibrant community encompasses approximately 37 whole and partial blocks. A largely residential community, Johnston Square boasts strong community cohesion with a number of active residents and community partners. The western sector of the community includes several former industrial sites that have redevelopment potential.

Johnston Square is unique amongst the Impact Investment Areas because a neighborhood planning process was underway at the time the IIA designation was announced, which was completed before the Implementation Strategy. Thus, the Implementation Strategy has numerous references to the **Johnston Square Vision Plan** (2020).

Key Highlights and Recommendations

This strategy identifies several opportunities for community development through neighborhood wide strategies, identification of priority blocks for vacant property rehabilitation, and new development sites. Each Implementation Strategy in the city contains priority zones to further target investment within these communities. In Johnston Square, Priority Zone 1A includes the following:

- Greenmount Park will span from Barclay Street to Forest Street and will serve as an anchor to the west side of the neighborhood. It will bring the students of St. Frances outside of their walls to interact with the community and give the community a place for recreation and interaction.

- A mixed-use building is planned on the east side of Greenmount Park along Greenmount Avenue between Chase and Biddle. This will enable it to capture the commercial traffic along Greenmount Avenue and the amenity of the park

on the west. This building is under construction with an estimated completion date of 2024.

- A mixed-use building is planned for Barclay Street between Chase and Biddle overlooking the park.

- Residential rehabs along the 400 and 600 blocks of E. Biddle are planned to overlook the park.

- 1200-1216 Brentwood Avenue, a group of 9 contiguous vacant buildings, will be demolished to provide parking to support the renovation of the 400 & 600 blocks of E Biddle for rental properties.

- A third all-residential building will span the 400 block of E. Chase and the 1000 block of Brentwood and overlook the south side of the park.

While ReBUILD Johnston Square has a land disposition agreement (LDA) with the City to rehabilitate City-owned vacant homes, the Implementation Strategy also identifies the following priority rehabilitation blocks:

- Henrietta Lacks Park Expansion
- 400-600 blocks of E Biddle
- 1200 block of Brentwood
- 700 block of E. Preston
- 700 block of Mura
- Odd side 800 block of E. Chase Street & even side of
- 1000 block of Valley
- Odd side 1100 block Greenmount
- Even side 1100 & 1200 block Homewood
- 900 block E. Chase
- Hoffman Street Corridor

The following locations have been identified as potential sites for new or infill development in the Implementation Strategy:

- 508 E. Preston
- 400 E Eager Street
- 1200 block of Valley Street
- 1300 block Wilcox Street
- 1234 Greenmount Avenue
- 700 block of Mura Street

The Implementation Strategy also identifies several community development goals that aim to increase connectivity between community assets:

- The Greenmount Avenue Corridor - Baltimore Development Corporation (BDC), DOP, Department of Public Works (DPW), and the Baltimore Police Department (BPD) may work together to create a clean, safe, and welcoming environment to support the growth of a thriving retail corridor. The Vision Plan requests zoning changes that may serve to increase the potential for mixed-use development. Collaborative City support for small business operations and façade improvements, storefront design guidelines, as well as greening and streetscaping interventions at selected intersections and spaces will combine to spur the new businesses and customers the community anticipates attracting.

- SUCCESS: The newly completed Greenmount + Chase apartment complex and the under construction mixed-use residential building with ground floor retail in the 1100 block of Greenmount Avenue will complement the corridor and establish a micro-node along Greenmount.

- Introduce traffic calming, streetscaping, lighting, and parking design to increase pedestrian safety and access to those assets, as well as to create a pleasing visual connection among Henrietta Lacks Educational Park, Johnston Square Elementary School and Johnston Square Park.

- Increasing programmed activities at Johnston Square Park to encourage use, including after school and summertime programs for school aged children, and senior programs during the day, such as yoga classes or painting in the park. The Johnston Square Garden & Art Walk: the transformation of neglected vacant dumping ground lots into beautiful creations by bringing vibrant colors in flowers, trees, fountains, inspirational mural art, and calming greenspaces throughout Johnston Square with the goal of bringing suburban peace and tranquility to urban spaces.

- Henrietta Lacks Park: renovations and Phase 2 expansion through the assembly of blighted and vacant land around the outer edge of the park.

Additional Resources

- **Johnston Square Community Conversation (December 2022)**
- **Baltimore City Department of Housing & Community Development**
- **DHCD Impact Investment Area Project Tracker (arcgis.com)**
- **ReBUILD Johnston Square**

Park Heights Impact Investment Area

Overview

Park Heights is home to 12 Neighborhood Statistical Areas and many smaller neighborhoods with tight-knit social networks. With 1,500 acres and around 30,000 residents, it is the City's largest Impact Investment Area. Park Heights also stands apart from the City's other IIAs in that it is eligible for Pimlico Local Impact Aid. Each year, the State allocates approximately $2 million to $6 million in casino revenue for community and economic development projects in the Park Heights Master Plan Area.

Local Impact Aid often funds community and Master Plan priorities, such as Homeowner Repair Grants, the new Park Heights Library, or the expansion of CC Jackson Park. Funding also supports capacity-building and programming for community institutions, such as the Langston Hughes Business and Community Resource Center, Sankofa Children's Museum of African Cultures, Plantation Park Heights Urban Farm, and Catherine's Family and Youth Services. The complexity of Park Heights's size, neighborhoods, and history, coupled with this dedicated funding source, mean that the City and its partners have a unique opportunity to coordinate implementation strategically and equitably.

The effort builds on the 2006 Park Heights Master Plan (amended 2008) as well as the 2009 Urban Renewal Plan (amended 2014), which were created to guide land use, human services, housing, and economic opportunities. For example, the Major Redevelopment Area (MRA) consists of 62 acres of land in Central Park Heights. Blight and vacancy characterized much of the area previously, but targeted relocation and demolition have readied the MRA for new development. Projects underway include new senior and affordable housing, the first new single-family home construction in over 20 years, a beautiful and new CC Jackson Park and Recreation Center, and a brand-new Park Heights branch of the Enoch Pratt Free Library.

Key Highlights

Development is underway in the 62-acre Major Redevelopment Area. The NHP Foundation is at work on the first 17 acres of development, west of Park Heights Ave. The site will include 200 rental units and 70 for-sale detached single-family homes. In December of 2023, NHP Foundation broke ground on Phase I of the development, which consists of a 100-unit senior building, 53-unit multifamily building, and 17 new single-family homes. Further, Woodland Gardens I and II is a brand-new development that includes 138 units of new-construction senior and intergenerational affordable housing.

Woodland Gardens II is open and leasing to new residents, while Woodland Gardens I is under construction.

New Park Heights Public Library is funded and finalizing design. Enoch Pratt is in the design phase for the new Park Heights Library and is expected to break ground in 2024. The library will be located at the corner of Woodland and Park Heights Avenues as part of the CC Jackson Park campus. This will be the first new Enoch Pratt Free Library branch in more than 20 years.

First transit-oriented development (TOD) is underway. Across from the West Cold Spring Metro station, 163 units of multifamily housing and an urban plaza are nearing completion.

2600 block of Loyola Northway rehab and homeownership project phase I completed. DHCD partnered with Park Heights Renaissance and Rebirth Baltimore to rehab 13 vacant properties for homeownership opportunities in Pimlico Terrace. Eleven of the properties have been sold to new homeowners. As of December 2023, Park Heights Renaissance had released a Request for Qualifications to rehabilitate four of the remaining five vacant properties.

Expansion of the Kennedy Krieger School Program (KKSP). The City recently announced the selection of KKSP as the awardee for the former MLK Elementary School site, located at 3750 Greenspring Ave. The expansion of KKSP will bring new jobs in the healthcare and education fields to Park Heights.

Homeowner Repair Grants targeted to neighborhoods in the Park Heights's footprint. Through fiscal year 2024, Pimlico Local Impact Aid has provided $2.1 million in funding for Homeowner Repair Grants for eight neighborhood statistical areas and two targeted areas in Park Heights. Since 2018, DHCD has awarded 842 grants each worth $10,000, as well as more than $80,000 in supplemental funding through existing DHCD programs.

Park Heights's first social settlement house has broken ground. In November of 2023, Arlington neighborhood leaders celebrated the groundbreaking of At The House, the first social settlement house in Park Heights. Once completed, this project will be an important community anchor and resource hub, offering mediation services, health supports, homeownership resources, financial education, and more. Pimlico Local Impact Aid has provided nearly $500,000 in funding for this new community asset.

Additional Resources

- **Park Heights IIA - Community Conversation**
- **Baltimore City Department of Housing & Community Development**
- **DHCD Impact Investment Area Project Tracker**
- **Park Heights Master Plan**
- **Pimlico Local Impact Aid Spending Plans**
- **Park Heights Renaissance**
- **Comprehensive Housing Assistance Inc.**

Southwest Partnership Impact Investment Area

Overview

The Southwest Impact Investment Area (Southwest IIA) is made up of seven historic neighborhoods west of downtown, bound by the Franklin-Mulberry highway corridor to the north, MLK Boulevard to the east, Fulton and Monroe Streets to the west, and the Carroll-Camden industrial zone to the south. Community assets in this footprint include the University of Maryland BioPark, the B&O Railroad Museum, Bon Secours Community Works, Hollins Market (operated by Baltimore Public Market), Mount Clare Junction Shopping Center, and Pigtown Main Street.

The Southwest IIA has an expanding list of assets and growing interest from investors seeking to boost economic activity along West Baltimore Street, Washington Boulevard, and elsewhere. However, the area continues to experience blight and crime, which has proven to be detrimental to overall neighborhood improvement efforts over the last decade. Still, there is reason for optimism. Coordinating an asset-based community development approach with interested residents, community groups, and community leaders will create sustained momentum.

The Southwest IIA is home to several significant projects and initiatives that will help stimulate more investment and sustain positive momentum. The University of Maryland BioPark has proven to be a source for well-paying jobs. HABC is planning a major redevelopment of the Poe Homes public housing facilities via the HUD Choice Neighborhoods program, to include 588 new mixed-income units. The approximately 1800-unit Center/West project, long in the development process by developer La Cité, has begun to move forward with future phases and can be successful if carefully coordinated with community input. Further, the West Baltimore Street revitalization efforts, the relaunched Red Line project, and the Reconnecting Communities planning effort for the "Highway to Nowhere" are poised to provide a foundation for economic success for residents and businesses in Southwest Baltimore.

Key Highlights

The Southwest Impact Investment Area strategy provides a recommended set of actions and investments, which the City and partners will implement. The Southwest Impact Area is poised for a decade of sustained growth if:

- The community and the City can leverage important assets such as the UMB Bio Park, B&O Museum Campus, Pigtown Main Street, and Mt. Clare Shopping Center into investment across the impact investment area.

- Commercial retail improves, with the intention of attracting new residents and customers.

- The market supports more investment in housing to the west, with DHCD assistance.

- Key streetscapes are improved, especially West Baltimore Street, Washington Boulevard, Carey Street, and Pratt Street. The Gateway Intersections along Martin Luther King Boulevard are important as well.

- Parks, especially Traci Atkins, Carroll Park, and the Greater Model Park are continually improved and connected to the surrounding neighborhoods.

- People can easily and safely get to and from downtown, the commercial districts, institutions, assets, and the West Baltimore MARC Train Station regardless of transportation mode.

- Blight and open-air drug dealing are reduced. People have different tolerances for real or perceived personal and property risk. As crime and blight are reduced, the market expands for potential homeownership. Supporting non-profit and traditional developers in rehabbing vacant properties through the City's incentive programs is a strong first step in reducing security risks. The Southwest Partnership's public safety committee monitors crime trends and identifies sites where activity is high.

- Neighbors provide grass roots organizing to market their neighborhoods to new homeowners and find ways to improve the physical environment, given limited capital resources.

- Focused reinvestment and stability within the established homeownership zones.

- Continued and active code enforcement efforts to ensure improvements and maintenance of the housing stock. Help connect residents with relevant supports and services for maintenance as needed.

- More employees of employers in the area, especially the growing UMB BioPark, buy houses and participate in neighborhood life.

Housing strategies include building new units and rehabilitating older housing stock using scattered and whole block outcomes. Four receivership clusters were established to focus resources on creating and rehabilitating residential blocks within Mt. Clare, Pigtown, Franklin Square, and Union Square. A combination of sales of City-

owned vacant properties and receivership opportunities through DHCD in partnership with Southwest Partnership have started to transform these zones.

By working with local communities and stakeholders, and developing detailed data and planning analyses, the City has identified high priority blocks in the SWIIA and is committed to proactively addressing conditions on these blocks. Called "Community Development Zones" (CDZs), these blocks represent transformative opportunities that could leverage neighborhood-wide outcomes. Some of these CDZs overlap with receivership clusters.

Community Development Zones are defined by the following criteria:

- Collaboration to develop vacant properties with community partners, neighborhood associations, and quality developers.
- Targeted resources for existing and legacy homeowners
- Proactive stabilization of vacant properties which are missing roofs or otherwise in danger of further decline.

Additional Resources

- **Southwest Community Conversation (March 2023)**
- **Baltimore City Department of Housing & Community Development**
- **DHCD Impact Investment Area Project Tracker**

West Impact Investment Area

Overview

The West Impact Investment Area is composed of the neighborhoods of Upton, Druid Heights, and Penn North. The West IIA is generally bounded by N. Fulton Avenue to the north, W. Preston Street & George Street to the south, McCullough Street to the east, and N. Fremont Avenue to the west and focuses on the Pennsylvania Avenue corridor.

Significant investment is occurring in this area, including in the historic Pennsylvania Avenue Market, Cab Calloway Legends Park, newly constructed Baker View II townhomes, Parkview Recreation Center and the redevelopment of the 800 blocks of Edmondson Avenue and Harlem Avenue.

Key Highlights

The West Impact Investment Area Strategy is a set of actions and development recommendations which are based on the comprehensive implementation strategies identified in DHCD's 2019 Framework for Community Development. The strategy continues to prioritize challenges such as:

- Healthy food access
- Oversaturation of multi-family properties
- Criminal activity
- High concentrations of vacant buildings
- Low property inventory, hindering homeownership opportunities

While these challenges continue to linger, there have been signs in recent years showing that the West Impact Investment Area is rebounding. All three neighborhoods have experienced significant development interest in the form of both renovation as well as new construction.

There have been significant successes in the West Impact Investment Area.

- The planned renovation Robert C. Marshall Rec center field, located at 1201 Pennsylvania Avenue

- The development of Baker View II townhomes.

- The acquisition of funding for the planned redevelopment of the Pennsylvania Avenue Market.

- The release of the Request for Proposal for development of vacant land on the 800 blocks of Edmondson Avenue and Harlem Avenue.

- The release of the Request for Proposal for the development of 1313 Druid Hill Avenue

- The redevelopment of housing on the 1900 block of Etting Street.

- The completed development of 1601-1607 Clifton Avenue.

- The creation and ongoing development of Cab Calloway Legends Park

Additional Resources

- **West IIA - Community Conversation**
- **DHCD Impact Investment Area Project Tracker**

Appendices

Supplemental Plans

The plans below are complementary to the comprehensive plan and support its implementation. The following plans offer more specific recommendations regarding a several key topics.

Strategic Plans

- **Mayor's Action Plan** (2021)
- 10 Year Financial Plan (Expected 2024)

Sustainability

- **BCRP Playbook** (2024)
- **Climate Action Plan** (2024)
- **10 Year Solid Waste Management Plan** (2024)
- **Baltimore City Nuisance Flood Plan** (2021)
- **Less Waste, Better Baltimore** (2020)
- **Sustainability Plan** (2019)
- **Disaster Preparedness and Planning Project (DP3)** (2023)
- **Baltimore Green Network Plan** (2018)
- **Baltimore Food Waste and Recovery Strategy** (2018)
- **Green Pattern Book**: Using Vacant Land to Create Greener Neighborhoods in Baltimore City (2015)
- **Homegrown Baltimore** (2013)
- **Healthy Harbor: Baltimore** (2011)
- **Sensitive Areas for Baltimore City** (1997)

Transportation

- **Baltimore City's Strategic Highway Safety Plan** (2022)
- **Baltimore City Transit Development Plan** (2022)
- **Complete Streets Manual** (2021)
- **Bike and Scooter Parking in Baltimore City** (2021)
- **Baltimore City Bike Master Plan** (2015) and **Separated Bike Lane Network** (2017)
- **MTA Regional Transit Plan** (in progress)

Infrastructure

- **Capital Improvement Program** (Annual)
- **Baltimore City's Implementation Plan Non-tidal Baltimore Harbor Sediment TMDL** (2023)
- **City of Baltimore Water and Wastewater Plan** (2021)
- **Comprehensive Educational Facilities Master Plan** (Annual)

Community and Economic Development

- **Neighborhood Plans**
- **INSPIRE Plans**
- Comprehensive Housing Plan (in progress)
- **A New Era of Neighborhood Investment: Framework for Community Development** (2019)
- **Comprehensive Economic Development Strategy: Baltimore Together** (2022)
- **Analysis of Baltimore City's Residential Market Potential** (2020)
- **Downtown Open Space Plan** (2011)

Other

- **Baltimore City's Digital Inclusion Strategy** (2024-2029)
- **Baltimore City's Local Workforce Plan** (2020-2024)
- **Baltimore City Comprehensive Violence Prevention Plan** (2021)
- **Baltimore Children's Cabinet 2021 Action Plan** (2021)
- **Baltimore City's Food Environment** (2018)

Abbreviations

ACP
Affordable Connectivity Program

AHTF
Affordable Housing Trust Fund

AI
Artificial Intelligence

AIA
American Institute of Architects

AMI
Area Median Income

APA
American Planning Association

ARPA
American Rescue Plan Act

BASE
Business Assistance and Support for Equity

BCAN
Baltimore Creatives-Acceleration Network

BCDOT
Baltimore City Department of Transportation

BCHD
Baltimore City Health Department

BCIT
Baltimore City Office of Information and Technology

BCPS
Baltimore City Public Schools

BCRP
Baltimore City of Recreation and Parks

BDC
Baltimore Development Corporation

BGN
Baltimore Green Network

BIPOC
Black, Indigenous, and People of Color

BMC
Baltimore Metropolitan Council

BMZA
Board of Municipal Zoning Appeals

BOPA
Baltimore Office of Promotion and the Arts

BPD
Baltimore City Police Department

BRNI
Baltimore Regional Neighborhood Initiative

BRTB
Baltimore Regional Transportation Board

BUILD
Baltimoreans United in Leadership Development

CAN
Commercial Corridor Needs

CAP
Climate Action Plan

CDBG
Community Development Block Grant

CDC
Centers for Disease Control and Prevention

CDC
Community Development Corporation

CDFI
Community Development Financial Institutions

CDZ
Community Development Zone

CELT
Community Engagement Leadership Team

CHAP
Commission for Historical and Architectural Preservation

CHM
Coldstream Homestead Montebello

CLT
Community Land Trust

CO2
Carbon Dioxide

CRH
Community Resilience Hub

CSEP
Community Service Employment Program

CTE
Career and Technology Education

CTPED
Crime Prevention Through Environmental Design

DASH
Developing Affordable Starter Homes

DGS
Department of General Services

DHCD
Department of Housing and Community Development

DOP
Department of Planning

DP3
Disaster Preparedness and Planing Project

DPW
Department of Public Works

EBDI
East Baltimore Development Initiative

EJ
Environmental Justice

EPA
United States Environmental Protection Agency

FCC
Federal Communications Commission

FEMA
Federal Emergency Management Agency

FMP
Forest Management Plan

FY
Fiscal Year

GARE
Government Alliance on Race and Equity

GBC
Greater Baltimore Committee

GGCA
Greater Greenmount Community Association

GHG
Greenhouse Gas

GSI
Green Stormwater Infrastructure

HABC
Housing Authority of Baltimore City

HBCUs
Historically Black Colleges and Universities

HH
Households

HHW
Household Hazardous Waste

HNI
Healthy Neighborhoods Inc.

HOLC
Homeowners Loan Corporation

HUBS
Housing Upgrades to Benefit Seniors

HUD
United States Department of Housing and Urban Development

ICCC
Inner City Capital Connections

IDA
Industrial Development Authority

IIA
Impact Investment Area

IIJA
Infrastructure Investment and Jobs Act

INSPIRE
Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence

ISP
Internet Service Provider

IW
Innovation Works

JEDI

Justice, Equity, Diversity, and Inclusion

KKSP

Kennedy Krieger School Program

LDA

Land Diposition Agreement

LIHTC

Low Income Housing Tax Credit

LINCs

Leveraging Investments in Neighborhood Corridors

MBRI

Middle Branch Resiliency Initiative

MDOT

Maryland Department of Transportation

MIHP

Maryland Inventory of Historic Properties

MOED

Mayor's Office of Employment Development

MONSE

Mayor's Office of Neighborhood Safety and Engagement

MPO

Metropolitan Planning Organization

MRA

Major Redevelopment Area

MTA

Maryland Transit Administration

NDC

Neighborhood Design Center

NOAH

Naturally Occurring Affordable Housing

NOFA

Notice of Funding Availability

NPS

National Parks Service

OED

Office of Employment Development

OEM

Office of Emergency Management

PAC

Policy Action Coalition

POWER

Prioritizing Our Women's Economic Rise

PSO

Perkins Somerset Oldtown

REFVC

Real Estate Fellows and Venture Challenge

RFEA

Resident Food Equity Advisors

RMB

Reimagine Middle Branch

RTC

Rails-to-Trails Conservancy

RTP

Regional Transit Plan

SB7

South Baltimore 7

SBGP

South Baltimore Gateway Partnership

SBRC

Small Business Resource Center

SNAP

Supplemental Nutrition Assistance Program

STEM

Science, Technology, Engineering, and Math

SWIIA

Southwest Impact Investment Area

SWM

Stormwater Management

SWMP

Solid Waste Management Plan

TDP

Transit Development Plan

TIF

Tax Increment Financing

TOD

Transit-Oriented Development

UDAAP

Urban Design and Architecture Advisory Panel

UHI
Urban Heat Island

US DOT
United States Department of Transportation

VBN
Vacant Building Notice

WIC
SNAP for Women, Infants, and Children

WIOA
Workforce Innovation and Opportunity Act

Glossary

21st Century School

The 21st Century School Buildings Program aims to modernize Baltimore's public schools to support excellence in teaching and learning with flexible and adaptable space designed for collaboration, and with technology-equipped classrooms.

Affordable Housing

Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.

Affordable Housing Trust Fund

The Trust Fund supports the housing needs of low income households. Funds must be spent on housing related activities for households earning 50% or less of Area Median Income, with at least half spent on households earning 30% or less of the AMI.

American Rescue Plan Act

A federal plan enacted during the COVID-19 pandemic to deliver immediate relief for American workers.

Americans with Disabilities Act (ADA)

A federal law that prohibits discrimination against peope with physical or mental disabilities in employment, public services, and places of public accomodation (such as, restaurants, hotels, and theaters).

Appraisal Gap

The difference between the fair market value determined by an appraiser and the amount you agreed to pay for the home.

Area Median Income (AMI)

Measurement that represents the midpoint of an area's income distribution, calcutlated annually. Families with incomes below 80% of AMI are categorized as low-income by HUD and are eleibile for special programs and benefits.

Assisted Living

A supportive housing facility designed for those who need extra help in their day-to-day lives but who do not require the 24-hour skilled nursing care found in traditional nursing homes.

Baltimore Region

Baltimore City, Baltimore County, Carroll County, Harford County, Howard County, Anne Arundel County, Queen Anne's County

Buffer zone

An area of land that separates two different areas to help each blend more easily with the other. It is commonly used in land-use planning to reduce conflicts between different land uses.

Capital Improvement Program

A six-year program, updated annually by the Department of Planning and its partner agencies, to inform the capital budget and support capital improvements within the City such as roads and other infrastructural improvements.

Central Business District

The major commercial downtown center of a community.

Certificate of Occupancy

A certificate issued by a local building department to a builder or renovator, indicating that the building is in proper condition to be occupied.

Circular economy

A circular economy keeps materials and products in circulation for as long possible.

Clouded title

A cloud on title is any document, claim, unreleased lien, or encumbrance that might invalidate or impair a title to real property or make the title doubtful.

Cluster Analysis

Cluster analysis sorts through raw data and groups cases with similar data character-istics. "Subjects" in a cluster are relatively similar to each other while collectively being dissimilar to those outside the cluster.

Community Development Block Grants

The Community Development Block Grant Program aims to develop communities by providing low- to moderate-income families with decent, affordable housing and to expand local economic opportunities.

Community Development Zone

A federally designated Community Devel-opment Zone is a qualified Opportunity Zone, Empowerment Zone, Promise Zone, or Choice Neighborhood.

Crime Prevention Through Environmental Design (CPTED)

The proper design and effective use of the built environment that can lead to a reduc-tion in the fear and incidence of crime and an improvement in the quality of life.

Defensible Space

Open spaces, entry points, and pathways configured to provide maximum opportu-nities to rightful users and/or residents to defend themselves against intruders and criminal activity.

Detached Dwelling

A free-standing home, typically single-family in nature.

Distributional Equity

Considers the allocation patterns of the City's resources and investments to identify and address racially disparate outcomes.

Environmental Justice

The just treatment and meaningful involve-ment of all people, regardless of income, race, color, national origin, Tribal affiliation, or disability, in agency decision-making and activities that affect human health and the environment.

Form-Based Code

A code based primarily on building or neighborhood forms, rather than based primarily on land use. Form based codes typically focus on design issues dealing with the relationship of buildings to each other, to streets, and to open spaces.

Freight

Perishable and non-perishable goods moved in and out of the city by ground, water, rail, and air.

Frontline Community

Communities of color and/or low-income communities that lack basic infrastructure to support residents and will be increasingly vulnerable as our climate deteriorates.

General Obligation (GO) Bonds

Borrowed funds used for capital projects, including housing and neighborhood revitalization; school renovations and im-provements; economic development; im-provements to City parks, recreation centers, and other government facilities; and key City institutions and cultural attractions.

Healthy Food Priority Area

An area where the average Healthy Food Availability Index score is low (0-9.5), the median household income is at or below 185% of the Federal Poverty Level, over 30% of households have no vehicle available, and the distance to a supermarket is more than a quarter of a mile.

Histsoric Preservation Credits

A tax credit available to Baltimore City prop-erty owners in designated historic districts or of individually designated landmark struc-tures, who significantly improve, restore, or rehabilitate their historic property.

Holding/Development Capacity

Holding Capacity, or Development Capacity, is the potential number of future housing units that could be built on vacant and underutilized land based on current zoning.

HOME Program
Provides rental and homeownership opportunities to low and very-low-income persons and families by increasing the stock of decent, safe, and sanitary affordable housing.

Housing Market Typology
Baltimore's housing market typology was developed to assist the City in its efforts to strategically match available public resources to neighborhood housing market conditions.

Impact Investment Areas
These are neighborhoods that offer near-term opportunities to achieve inclusive, economically sustainable growth supported by a comprehensive multi-agency City strategy and major public investments.

In rem foreclosure
The process by which the City can foreclose on a vacant lot or vacant building where the value of the liens (unpaid property taxes, environmental citations, water bills, etc.) exceeds the value of the property.

Infill development
A planning approach that creates or expands existing local destinations by reactivating underutilized buildings and lots to align with community needs.

Land Trust
A trust created to effectuate a real estate ownership arrangement in which the trustee holds legal and equitable title to the property subject to the provisions of a trust agreement setting out the rights of the beneficiaries whose interests in the trust are declared to be personal property.

Land Use Vision
The future direction of land-use for the City as defined by the general categories of the Land Use Map. The land use vision indicates the general way in which the City intends to develop each area within its boundaries moving forward.

Low Income Housing Tax Credit
The LIHTC program gives State and local LIHTC-allocating agencies the authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted at lower-income households.

Market Potential
The projected amount of new or renovated homes required to meet housing demand.

Middle Neighborhoods
The neighborhoods in the middle of the Housing Market Typology, D-H. They have many assets and high but declining rates of homeownership. The populations living in these neighborhoods are often more vulnerable than other neighborhoods. They make up the majority of Baltimore City's total population.

Mixed Use
Land-use approach that integrates a mix of uses, including residential, commercial, pedestrian, and industrial.

Mortgage Burdened
A homeowner who spends 30% or more of their monthly income on their mortgage payment.

National Register of Historic Districts
The official list, established by the National Historic Preservation Act, of sites, districts, buildings, structures, and objects significant ot the nation's history or whose artistic or architectural value is unique.

Non-Profit Organization
A non-profit is formed for the purpose of serving a public or mutual benefit other than the pursuit or accumulation of profits for owners or investors.

Open Space
Spaces available for active or passive use, including community gardens, parklets, play areas, rights-of-way, medians, former vacant lots, community-managed open spaces, inner block parks, etc. Open spaces can also include civic spaces as well as trails and

wooded areas that may not be accessible to the public.

Opportunity Zone

The Opportunity Zone program is a nationwide initiative administered by the U.S. Treasury. The program provides federal tax incentives for investment in distressed communities over the next ten years.

Procedural Equity

Considers the ways in which resaidents are engaged in the planning, implementation, and evaluation of a proposed policy or project.

Rent Burdened

A renter who spends 30% or more of their monthly income on their rental payment.

Semi-Detached Dwelling

Typically, a single-family home that shares just one wall with another home. For example, a duplex.

State of Good Repair

The condition at which assets operate at full performance.

Structural Equity

Considers the historical and systemic advantages and disadvantages that have affected the residents of a given community.

Tax Increment Financing (TIF)

Public financing mechanism for public improvements and enhanced infrastructure. The cost of improvements is repaid by the contributions of future tax revenues by each participating taxing unit that levies taxes against the property.

Traffic calming

Traffic calming consists of physical design and other measures put in place on existing roads to reduce vehicle speeds and improve safety for pedestrians and cyclists.

Transgenerational Equity

Considers undue burdens placed on future generations by a policy or project.

Transit-Oriented Development

A development approach that encourages intensifying and inter-mixing land uses around transit stations, integrating public amenities, and improving the quality of walking and bicycling as alternatives to automobile travel.

Tree Canopy

The leaves and branches of a tree or trees. If you look down from the sky and see leaves, it is tree canopy.

Walking Score

Calculated by mapping out the distance to amenities in different, weighted categories. The distance to a location, counts, and weights determine a base score of an address, which is then normalized to a score from 0 to 100.

Waste diversion

Waste diversion is the practice of reducing, reusing, recycling, or composting waste to prevent it from entering a landfill.

Workforce Innovation and Opportunity Act (WIOA)

A 2014 federal law designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

Supplementary Tables

TABLE 14. *Zoning districts by land use category and subcategory*

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Open Space	—	OS	Open Space	Intended to protect and promote public and private open space, provide public reflective, cultural, educational, and recreational opportunities, enhance the urban environment and protect natural resources.
Residential	Lower Density	R-1	Detached	Intended for neighborhoods of detached dwellings. Limited non-residential uses that are compatible with these residential environments may be allowed.
	Lower Density	R-2	Detached and Semi-Detached	Intended for residential neighborhoods that accommodate both detached and semi-detached dwellings. Limited non-residential uses.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Residential	Lower Density	R-3	Detached	Intended for neighborhoods of detached dwellings. Limited non-residential uses that are compatible with these residential environments may be allowed.
	Lower Density	R-4	Detached and Semi-Detached	Intended for neighborhoods that accommodate detached and semi-detached dwellings. Limited non-residential uses.
	Medium Density	R-5	Rowhouse and Multi-Family	Accommodates both detached and semi-detached dwellings, rowhouse developments and limited low-rise multi-family garden apartment developments. Limited non-residential uses.
	Medium Density	R-6	Rowhouse and Multi-Family	Low density rowhouse neighborhoods. Landscaped front yards, setback buildings. Accommodates detached and semi-detached dwellings, rowhouse developments and multi-family developments. Limited non-residential uses.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Residential	Higher Density	R-7	Rowhouse and Multi-Family	Including detached and semi-detached dwellings, rowhouse developments, and multi-family developments of a larger scale. Limited non-residential uses.
	Higher Density	R-8	Rowhouse and Multi-Family	Traditional form of urban rowhouse. Continuous rowhouse development along full blocks built to or only modestly set back from the street. Also accommodates other residential types of a similar density. Limited non-residential uses.
	Higher Density	R-9	Rowhouse and Multi-Family	Higher density and mid-rise housing types, including single-family homes, both detached and semi-detached, rowhouse developments, and multi-family developments. Significant open space. Limited non-residential uses.
	Higher Density	R-10	Rowhouse and Multi-Family	Areas of significant residential density accommodated in concentrated high rise and rowhouse development environments. Limited non-residential uses.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Mixed Use	Predom-inantly Pedestrian Oriented Commercial	C-1	Neigh-borhood Business	Commercial clusters or pedestrian-ori-ented corridors of commercial uses that serve the immediate neighborhood. Ensures compatibility between neighboring residential and commercial uses.
	Predom-inantly Pedestrian Oriented Commercial	C-1-E	Neigh-borhood Business and Entertain-ment	Commercial clusters or pedestrian-oriented corridors of commercial uses that serve the immediate neighbor-hood and allow for clustering of entertain-ment uses. Ensures compatibility between neighboring residential and commercial uses.
	Predom-inantly Pedestrian Oriented Commercial	C-1-VC	Neigh-borhood Business (Village Center)	Intended for areas of pedestrian-oriented corridors of commercial uses that serve the immediate neighbor-hood in a village center environment.
	Predom-inantly Pedestrian Oriented Commercial	C-2	Community	Small- to medi-um-scale commercial use, typically located along urban corridors. Designed to accommodate pedestrians and, in some instances, the automobile. Mixed-use development is appropriate within this district.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning Dis-trict, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Mixed Use	Predominantly Auto Oriented Commercial	C-3	General	Intensive commercial use including key commercial nodes that require additional controls regarding site development, particularly for shopping centers and larger retail establishments.
	Predominantly Auto Oriented Commercial	C-4	Heavy	Intended for areas of more intense commercial, including uses related to motor vehicles and those that may require outdoor storage. Setbacks, buffering and site development controls mitigate negative impacts on neighboring uses.
	Downtown and Port Covington	C-5	Downtown	Divided into a series of sub-districts that provide design standards to recognize and achieve the different physical characteristics of Downtown.
	Predominantly Auto Oriented Commercial	PC	Port Covington	Accommodates the transition of the Port Covington area, located along the north shore of the Middle Branch of the Patapsco River, from a heavy industrial area to a high intensity, mixed-use, waterfront-oriented area over time.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Mixed Use	—	AU	Adult Use Overlay	Intended to provide an area in which to operate an adult use.
	Predom- inantly Residential	D-MU	Detached Dwelling Mixed-Use Overlay	Allows a mixed-use detached environment, where some structures are used for residential and others for first-floor commercial uses. Tied to base parcel zoning.
	Predom- inantly Residential	R-MU	Rowhouse Mixed-Use Overlay District	Allows a mixed-use rowhouse environment, where some rowhouse structures are used for residential and others for first-floor commercial uses. Tied to base parcel zoning.
	Predom- inantly Residential	OR-1	Office-Resi- dential	A mix of office and residential uses. Areas maintain a residential character. 40' maximum building height.
	Predom- inantly Residential	OR-2	Office-Resi- dential	A mix of office and residential uses, maintaining a residential character. 100' maximum building height.
	Hospital and Education Campus	EC-1	Educational Campus	Primary and secondary educational facilities which is restricted to education-related uses. Allows for the development of a campus master plan.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

IMPACT INVESTMENT AREA STRATEGIES

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Mixed Use	Hospital and Education Campus	EC-2	Educational Campus	A campus district for colleges and universities that allows for certain non-educational uses and dormitories for students.
	Hospital and Education Campus	H	Hospital Campus	Addresses the special needs and impacts of a large-scale, multi-functional hospitals and medical campuses.
	Predominantly Industrial	BSC	Bio-Science Campus	Accommodates bio-science campuses, including supportive uses and some residential. The BSC District allows a broad mix of uses, integrating manufacturing, office, and research and development, etc.
	Predominantly Industrial	OIC	Office-Industrial Campus	Intended for developments of architecturally coordinated office and industrial structures built in a campus-like atmosphere.
	Predominantly Industrial	I-MU	Industrial Mixed Use	Intended for existing industrial buildings and permits both light industrial uses and a variety of non-industrial uses, such as dwellings, commercial, creating a mixed-use environment.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

CATEGORY	SUBCATEGORY	ZONING	TYPE	DESCRIPTION
Industrial	—	I-1	Light	Light manufacturing, fabricating, processing, wholesale distributing and warehousing uses.
	—	I-2	General	Manufacturing, fabricating, processing, wholesale distributing and warehousing. Commercial uses and open storage allowed.
	—	MI	Maritime	Preserves deep-water frontage of the Port of Baltimore for maritime use. Maritime shipping can be conducted without the intrusion of non-industrial uses.
Transit-Oriented Development	—	TOD	Transit-Oriented Development	Encourages development conducive to increased transit usage. TOD-1 is employed in areas around existing and anticipated transit stations. Restrictive height/limited retail use.

Source: Department of Planning. Table excludes Floodplain Overlay Zoning District, Chesapeake Bay Critical Area Overlay Zoning District, Transportation Zoning District, Waterfront Overlay Zoning Districts and district sub-categories for R-1, I-MU, PC, C-5, and TOD zoning districts.

TABLE 15. *Financial modeling of Mayor Scott's $3B Vacant Reduction and Prevention Strategy*

AREA	PRE-DEVELOPMENT			INCENTIVES				INFRASTRUC-TURE	TOTAL
	DEMOLITION	ACQUISITION	STABILIZATION	LIVE/ WORK	DEVELOPER	DOWN PAYMENT	HOME REPAIR		
Year 1-10 - Impact Investment Areas									
Broadway East IIA	14,349	79,303	9,018	329	7,179	4,786	6,490	102,500	223,954
CHM IIA	9,696	15,422	1,404	570	4,641	3,094	13,779	102,500	151,107
East Baltimore Midway IIA	1,114	22,293	2,808	1,326	6,033	4,022	6,262	102,500	146,358
Johnston Square IIA	883	19,630	1,080	238	2,784	1,856	2,272	102,500	131,243
Park Heights IIA	4,989	32,101	3,456	108	9,399	6,266	33,948	102,500	192,767
Southwest IIA	17,060	47,260	4,590	1,904	9,705	6,470	14,796	102,500	204,284
West IIA	6,538	53,958	6,318	2,198	19,053	12,702	8,304	102,500	211,571
Year 1-10 - Other Areas									
Areas of Focus	3,158	114,870	—	5,390	9,735	3,002	35,108	80,000	251,262
West North Ave. Dev. Authority	6,744	161,522	4,144	4,578	16,827	11,218	51,756	228,250	485,039
Brooklyn	740	11,271	560	1,666	1,836	1,224	10,634	21,250	49,180
Curtis Bay	484	9,227	350	595	1,224	816	6,171	21,250	40,117

All amounts in thousands of dollars. **Source:** DHCD, 2024.

AREA	PRE-DEVELOPMENT			INCENTIVES				INFRASTRUC-TURE	TOTAL
	DEMOLITION	ACQUISITION	STABILIZATION	LIVE/ WORK	DEVELOPER	DOWN PAYMENT	HOME REPAIR		
Year 11-15 - All Areas									
	—	—	—	—	—	—	—	—	—	1,000,000
Total	—	65,753	566,857	33,728	18,904	88,416	55,456	189,520	1,068,250	3,086,884

All amounts in thousands of dollars. **Source:** DHCD, 2024.

Credits

Project Team

Sara Paranilam

Elina Bravve

Stephanie Smith

John Lloyd

Cecilia Gonzalez

Roxy Blocksdorf

Clarissa Chen

Alex Bauer

Eli Pousson

Renata Southard

Caitlin Audette

Nick Chupein

Nick O'Gara

Antoine Heath

Eric Holcomb

Department of Planning

Lindsay Adams

Kristen Ahearn

Yewande Akinkuowo

Marie Anderson

Bruna Attila

Caitlin Audette

Alex Bauer

Joanna Birch

Tarek Bolden

Nzingha Campbell

Tyriq Charleus

Nicholas Chupein

Treston Codrington

Matthew DeSantis

Jessica Fink

Martin French

Aubrey Germ

Amy Gilder-Busatti

Mira Green

Chad Hayes

Antoine Heath

Eric Holcomb

Imani Jasper

Jazmin Kimble

Kimberley Knox

Taylor LaFave

Kyle Leggs

Walter (Eddie) Leon

John Lloyd

Stacy Montgomery

Carmen Morosan

Nicholas O'Gara

Najahla Olumiji

Sara Paranilam

Eli Pousson

Ivor Quashie

Ava Richardson

Chris Ryer

Lauren Schiszik

Stephanie Smith

Renata Southard

Anthony Stewart

Nichole Stewart

Eric Tiso

Jaffa Weiss

Rachel Whiteheart

Jamie Williams