



# Our Baltimore, Your Baltimore

## A Comprehensive Plan for the City of Baltimore

Baltimore City Department of Planning

October 11, 2024



Brandon M. Scott  
Mayor



**Our Baltimore**  
Your Baltimore

# Contents

<b>Introduction</b>	<b>8</b>
Letter from the Mayor	9
Letter from the Department of Planning	11
Foreword	12
Acknowledgments	13
Land Acknowledgment	15
Purpose of the Plan	16
Elements of the Plan	20
Planning Process	22
Vision Statement	27
Equity Framework	29
Regional Framework	34
Implementation and Accountability	38
<b>Background</b>	<b>41</b>
Baltimore Timeline	42
History of Baltimore	46
Baltimore Today	53
<b>Growth &amp; Retention</b>	<b>62</b>
Introduction	63
Housing Market Typology	65
Community Development Framework	73
Middle Neighborhoods	76
Impact Investment Areas	82
Baltimore Green Network	86
Land Use Map	90
Transit-Oriented Development Opportunities	98
New Residential Development Opportunities	106
Major Redevelopment Areas	114
Infrastructure	121
<b>Policy Recommendations</b>	<b>130</b>
Introduction	131
<b>Livable Places</b>	<b>134</b>
Equitable Neighborhood Development	136
Affordable Housing	143

Vacant Housing	149
Public Spaces and Placemaking	156
Historic Resources	162
<b>Equitable Access</b>	<b>167</b>
Transportation Equity	168
Food Access	175
Digital Access and Equity	181
Access to Parks, Open Spaces, and Recreation	186
<b>Healthy Communities</b>	<b>192</b>
Environmental and Climate Justice	194
Trees and Forests	199
Neighborhood Cleanliness	205
Designing for Public Safety	212
Public Health Disparities Related to Extreme Heat	219
<b>Inclusive Economy</b>	<b>223</b>
Small Business Ecosystem and Neighborhood Retail	224
Workforce Development	233
Freight Movement	238
<b>Plans Shaping the City</b>	<b>242</b>
<b>Overview</b>	<b>243</b>
<b>Citywide Plans</b>	<b>252</b>
Baltimore Greenway Trails Network	252
INSPIRE	256
<b>Area Focused Plans</b>	<b>260</b>
Downtown	260
East Baltimore Development Initiative	270
Perkins Somerset Oldtown Transformation Plan	272
Reconnecting West Baltimore	276
Reimagine Middle Branch	280
West North Avenue Development Plan	286
<b>Impact Investment Area Strategies</b>	<b>288</b>
Impact Investment Areas	288
Broadway East Impact Investment Area	290
Coldstream Homestead Montebello Impact Investment Area	294
East Baltimore Midway Impact Investment Area	297

Johnston Square Impact Investment Area	301
Park Heights Impact Investment Area	305
Southwest Partnership Impact Investment Area	308
West Impact Investment Area	312
<b>Appendices</b>	<b>315</b>
Appendix 1. Recommendations	316
Appendix 2. Additional Plans	384
Appendix 3. Supplementary Tables	387
Appendix 4. Water Resources Element	397
Appendix 5. Growth Tier Map	411
Appendix 6. Abbreviations	412
Appendix 7. Glossary	416
Appendix 8. References	421
Appendix 9. Credits	427

## Tables

Table 1. Development strategies by Housing Market Typology category	71
Table 2. Middle Neighborhoods strategy toolkit	79
Table 3. ARPA-funded Middle Neighborhoods investment strategies	81
Table 4. Land use map categories	94
Table 5. Process for updating Land Use and Zoning Maps	97
Table 6. Estimated 5 year capture of new construction potential compared to Holding Capacity	110
Table 7. Holding capacity compared to market potential by unit type	113
Table 8. Estimated capital costs for select agencies to reach and maintain a State of Good Repair	123
Table 9. Select State and Federal infrastructure projects	125
Table 10. Guiding Principles for Policy Recommendations	131
Table 11. Digital Divide in Maryland	182
Table 12. City-Managed Plans since 2006	246
Table 13. Community-Managed Plans	250
Table 14. Zoning districts by land use category and subcategory	387
Table 15. Financial modeling of Mayor Scott's \$3B Vacant Reduction and Prevention Strategy	395

## Maps

Map 1. Population change by Census tract, 2010-2020	55
Map 2. Income below poverty level in past 12 months	57
Map 3. Percent of households with no vehicle available by Census tract	61
Map 4. Percent of commuting workers with 45 min. or more travel time by Census tract	61
Map 5. 2023 Housing Market Typology	67
Map 6. Redlining and Housing Market Typology	69
Map 7. Community Development Framework areas	73
Map 8. Middle housing market neighborhoods	77
Map 9. Middle neighborhood strategy	80
Map 10. Impact Investment Areas	83
Map 11. Clean Corps service areas by type	89
Map 12. Baltimore City Existing Land Use	94
Map 13. Baltimore City 2024 Proposed Land Use	94
Map 19. Targeted Growth Opportunities	96
Map 14. TOD opportunity corridors	101
Map 15. TOD opportunity transit stops	102
Map 16. Development potential of underutilized and vacant land.	109
Map 17. Market potential analysis areas	111
Map 18. Major redevelopment sites.	115
Map 20. Amenity access score	141
Map 21. Vacant buildings by ownership type.	151
Map 22. City-Managed Plans by Category	245
Map 23. Community-Managed Plans	249
Map 24. Featured planning areas	251
Map 25. Baltimore Greenway Trails Network	255
Map 26. School buildings renovated/replaced through the 21st Century School Program	259
Map 27. Regional Watershed Map	409

Map 28. Wetlands Map	410
Map 29. Growth Tier Map	411

## Figures

Figure 1. Baltimore City and Baltimore metro area county population, 1970-2020	53
Figure 2. Change in number of households by household size for Baltimore City, 1970-2010	54
Figure 4. Change in population by race/ethnicity for Baltimore City and Maryland, 1970-2020	56
Figure 3. Race/ethnicity in Baltimore City and Maryland	56
Figure 5. Household tenure in Baltimore City and Maryland	58
Figure 6. Vehicle access in Baltimore City and Maryland	60
Figure 7. Means of transportation to work for commuting workers in Baltimore City and Maryland	60
Figure 8. 2023 Housing Market Typology characteristics	68
Figure 9. DHCD FY21 Spending by activity and market typology category	70

# Introduction

# Letter from the Mayor

---

Dear Baltimore,

Over the last two years, my administration, led by the Department of Planning, has been engaged in a process to outline our City's Comprehensive Master Plan for the next decade: *Plan Our Baltimore*. This document brings together residents' voices, the work our Administration is already doing, and the priorities we've laid out together to suggest ways to tackle the next 10 years in a way that ensures we build Baltimore's renaissance. It is also one piece of our City's long-term planning efforts, which also includes our 10-Year Financial Plan and the *Downtown RISE: 10-Year Vision for Downtown*.

First, I want to extend my heartfelt thanks to the thousands of residents and stakeholders who have contributed to the creation of this plan. Your involvement is vital; we cannot shape the future of Baltimore without your voices!

*Plan Our Baltimore* also builds on my Action Plan, which is centered on five key pillars: Building Public Safety, Prioritizing Youth, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources. These pillars have guided our work and our priorities since the beginning of my administration, and they will continue to do so over the course of the next four years.

Together, we've made incredible progress already and I'm proud to share some of the most relevant outcomes:

- **Safer Streets:** In 2023, Baltimore saw a 20% reduction in homicides and a 10% reduction in non-fatal shootings. So far, in 2024, we've built even further on that progress with a more than 28% reduction in homicides year-over-year and a nearly 40% reduction in nonfatal shootings. My administration has invested over \$30 million into community-based organizations who are leading efforts to make our neighborhoods safer the right way in partnership with residents and communities.
- **Revitalized Neighborhoods:** We've reduced vacant properties by 10% and are working on a plan to eliminate vacant properties in Baltimore by investing at least \$3 billion in our neighborhoods over the next 15 years.
- **Youth Investment:** We've opened 4 new recreational centers and 23 new or renovated pools as a part of a \$120 million initiative. Additionally, school funding has increased by 49% over the past 2 fiscal years—a critical investment in the future of our children.

While delivering these immediate improvements is crucial, we need an ever-evolving long-term vision to sustain the progress we've made beyond any single leader in office. This Comprehensive Master Plan will help guide the development of Baltimore for the next ten years and beyond. It too complements the Action Plan by setting

goals and strategies that create livable neighborhoods, equitable access to opportunities, healthy communities, and an inclusive economy.

My administration is fully committed to embedding equity into every decision we make. *Plan Our Baltimore* ensures that every Baltimorean—no matter where they live—can benefit from our vision. As is the case in everything we do, our approach is grounded in the goal of reversing decades of intentional disinvestment in our neighborhoods and dismantling the socioeconomic and racial barriers that have negatively impacted our city for far too long. Community voices have been at the heart of this process, and they will continue to be central as we move from planning to action.

Although we've reached an important milestone with the adoption of the plan, we're just getting started! Together, we shaped this plan, and together we will bring it to life in order to build the future Baltimore deserves.

Let's get to work!

Sincerely,

Mayor Brandon Scott

# Letter from the Department of Planning

---

Dear Baltimore,

When we began *Plan Our Baltimore*, our goal was to engage a cross-section of citizens, business owners and City staff to articulate a shared vision for the city. We want to thank the thousands of stakeholders who gave their time and talent to bring the creation of this plan to fruition. But our work is not done. Together we established seven bold visions:

- Community Unity and Vibrancy
- Cultural Heritage and Transformational Growth
- Government Efficiency and Resident Empowerment
- Sustainable Growth and Environmental Stewardship
- Economic Flourish
- Community Safety and Trust, and
- Holistic Well-being and Acknowledgment

Now we must implement them. As we move forward, let this plan be a living document that adapts and evolves with our city. Let it be a guide that steers us and a canvas on which the story of our city unfolds. The road ahead will have its share of challenges, but with this plan as a compass and our shared spirit as a guide, there is no hurdle we cannot overcome and no height we cannot reach. Together, we embark on this journey with a clear vision and a steadfast commitment.

This plan is more than the sum of its chapters. It reflects the collective will and aspiration of the people of Baltimore. It is a testament to our determination to face our challenges head-on, leverage our strength, and work tirelessly toward a future where every resident can thrive. This plan also invites city leaders, community members, and public servants to work together to reshape Baltimore's infrastructure into a benchmark of sustainability while preserving the historic charm that makes Baltimore so unique.

As we implement the plan, please stay involved and connected in the process as we will continue to need your assistance. We promise there will be countless opportunities for you to engage!

Chris Ryer, Director, Department of Planning

Sean Davis, Chair, Planning Commission

# 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 50' channel 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 were cut off from their daily routines and customers.

Baltimore is one of the largest ports in the country. Closure of the port had major impacts on the local and international supply chain. For example, Baltimore processes the highest volume of cars and trucks and is 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 adds 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. Operated by the State, the bridge physically connected Baltimore City and Baltimore County. 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, Citizen Representative

Talib Horne, Citizen Representative

Claudia Jolin, Citizen 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)

Luv's 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, and Asian 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, Maryland.

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.



*Sowebo Arts and Music Festival in Hollins Market*

## Purpose of the Plan

"Our Baltimore, Your Baltimore" (*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 current and future 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, benefit from staying, and invite people to move to Baltimore.

Every jurisdiction in Maryland is required to complete a 10-year Comprehensive Plan following the decennial census. Under the State's Land Use Article, every jurisdiction's Comprehensive Plan must be developed using the State's twelve visions to guide land use and development decisions. Our Baltimore has used the State's visions as well as

the City's co-created visions to guide the development of all aspects of this plan so that it fully reflects the needs of Baltimoreans while meeting state requirements.

The State's twelve visions are:

1. **Quality of life and sustainability:** a high quality of life is achieved through universal stewardship of the land, water, and air resulting in sustainable communities and protection of the environment.
2. **Public participation:** citizens are active partners in the planning and implementation of community initiatives and are sensitive to their responsibilities in achieving community goals.
3. **Growth areas:** growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.
4. **Community design:** compact, mixed-use, walkable design consistent with existing community character and located near available or planned transit options is encouraged to ensure efficient use of land and transportation resources and preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural, and archaeological resources.
5. **Infrastructure:** growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner.
6. **Transportation:** a well-maintained, multimodal transportation system facilitates the safe, convenient, affordable, and efficient movement of people, goods, and services within and between population and business centers.
7. **Housing:** a range of housing densities, types, and sizes provides residential options for citizens of all ages and incomes.
8. **Economic development:** economic development and natural resource-based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services, and public facilities are encouraged.
9. **Environmental protection:** land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems, and living resources.
10. **Resource conservation:** waterways, forests, agricultural areas, open space, natural systems, and scenic areas are conserved.
11. **Stewardship:** government, business entities, and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection; and
12. **Implementation:** strategies, policies, programs, and funding for growth and development, resource conservation, infrastructure, and transportation are

integrated across the local, regional, State, and interstate levels to achieve these visions.

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. When the plan refers to “we,” it is referring to City government broadly, not any one agency.

Although the plan is called a Comprehensive Plan, it is not all encompassing; it is focused on the physical development of the City. This plan builds on and connects existing plans from across City agencies, thereby enabling better coordination for the execution of these plans across the City. This Comprehensive Plan recognizes the link between the City’s physical environment and residents’ health, well-being, and livelihoods. Therefore, while this plan focuses on the physical environment, it also addresses some social, cultural, and economic topics as they relate to the physical environment of Baltimore.

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

	<b>THE PLAN IS INTENDED TO:</b>	<b>THE PLAN DOES NOT:</b>
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 recommendations.	Commit the City to implementing specific policy recommendations.
Development	Highlight opportunities for new development.	Commit financial support towards development opportunities.

	THE PLAN IS INTENDED TO:	THE PLAN DOES NOT:
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. In addition, the plan includes policy recommendations that can be used to guide agency decision-making and 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.



*Joggers on the Harbor Promenade.*

# 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 developments may serve as a catalyst for additional investment in adjacent areas.

## 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.** With the recognition that other areas also impact health, this includes topics related to community well-being, such as designing for public safety, food equity, and environmental justice.
4. **Inclusive Economy.** This includes topics related to a healthy, vibrant economy, such as neighborhood retail and workforce development.

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

## Plans Shaping the City

The Plans Shaping the City 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.



*Our Baltimore, Your Baltimore Community Engagement Event, 2022.*

## Planning Process

Centering the voices of our community is crucial in planning for the places, spaces, and neighborhoods of our city. To that end, the Department of Planning (DOP) outlined a three-phase engagement process to facilitate involvement of as many community members as possible.

Driven by the hope of achieving equitable communities, 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, DOP identified the building blocks for the engagement 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. We spoke with renters and homeowners. 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 DOP 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 staff 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 staff heard from community members to heart, DOP partnered with community-based organizations to put the building blocks of our strategy into action. To do this, DOP put out a Request for Proposals and developed a small grant initiative with community-led organizations to build a **Community Engagement Leadership Team** (CELT) program. The Department of Planning 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:** The Department of Planning provided a variety of options for residents to contribute to the plan in an effort to make this process as inclusive as possible. The Department of Planning knows there

are many people for whom participating in the planning process from their phone or computer is more accessible. Staff made sure that online participation was an option throughout the entire process, but that it was never the only option.

## Planning Phases

The planning process was led by DOP with support from the CELT and other City agencies. The Department of Planning 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 (CELT) brainstorming meeting.*

### Phase 1: Listening (Spring 2022-Summer 2022)

DOP 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)

DOP 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)

DOP 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.

## Phase 4: Public Comment and Finalizing the Plan (Spring and Summer 2024)

DOP launched a 60-day public comment period from May 30, 2024 through July 30, 2024. During this time, residents were invited to review the full draft plan and provide comments and input to help revise it. The public comment period had four key components:

- 1. Public briefing and kick-off meeting:** More than 200 residents attended and had an opportunity to ask questions directly of planning staff and commission members.
- 2. Online comments:** Over the 60-day period, more than 1,700 comments were received from over 100 individual residents.
- 3. Open house sessions:** The Department of Planning held four open house-style sessions around the City where residents could learn about the content of the plan and ask staff questions. Attendees were also provided the opportunity to leave feedback at these sessions.
- 4. Super reviewers:** A diverse set of residents reviewed and provided feedback on the plan, while also considering some more fundamental questions to

assess readability, how well equity was embedded in the plan, and how well the plan reflected the needs of their community.

5. **State review:** Maryland Department of Planning, Maryland Department of Resources, Maryland Department of Transportation, State Highway Administration, Intermodal Planning Division of the Port of Baltimore, Maryland Transit Administration, and Maryland Historic Trust all provided comments on the plan.

Our hope with this collaborative process, from start to finish, is that the plan is reflective of the ideas and needs of the City's residents and truly defines the vision for *Our Baltimore*.

# Vision Statement

---

The vision statements below were developed in partnership with residents during interactive workshops around the city. The statements are intended to stand individually and together to define a bold and hopeful future for our City. The sections that follow outline the actions that can be taken to reach these aspirational visions.

Together, we envision a Baltimore of harmony, inclusivity, and prosperity, where every child has opportunities to thrive no matter what zip code they live in, and residents play an essential role in Baltimore's thriving future. We do this through:

**Community Unity and Vibrancy:** We stand united in our pursuit of a brighter, more inclusive tomorrow forged by the dreams of our diverse citizenry. We heal historical divides and segregation caused by oppressive policies of the past. We champion vibrant neighborhoods where all residents, young and old, are ensured safety, prosperity, and the opportunity to flourish. Residents can live without a car and still go to work, school, shopping, entertainment and other needs using alternative modes of transportation. Transit options are convenient and reliable, and all modes are safe.

**Cultural Heritage and Transformational Growth:** We illuminate our rich and diverse cultural heritage. We are intentional about change and protecting existing residents as change and growth occurs. We promote human health and well-being and eliminate disparities in life expectancy between neighborhoods.

**Government Efficiency and Resident Empowerment:** Our government models transparency, efficiency, and responsiveness. We empower our residents with access to quality education, workforce training, technology, 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.

**Sustainable Growth and Environmental Stewardship:** We are committed to sustainable prosperity, emphasizing reuse and a zero-waste ethos and ensuring that both current and future generations thrive. We are dedicated to our environment and our infrastructure. 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. We will support and expand zero- or low-emission transportation options including walking, biking and high-quality transit services, including the Red Line Light Rail. These efforts benefit the environment and enhance our overall well-being, ensuring residents not only survive but thrive, enriching our neighborhoods with unparalleled cultural authenticity.

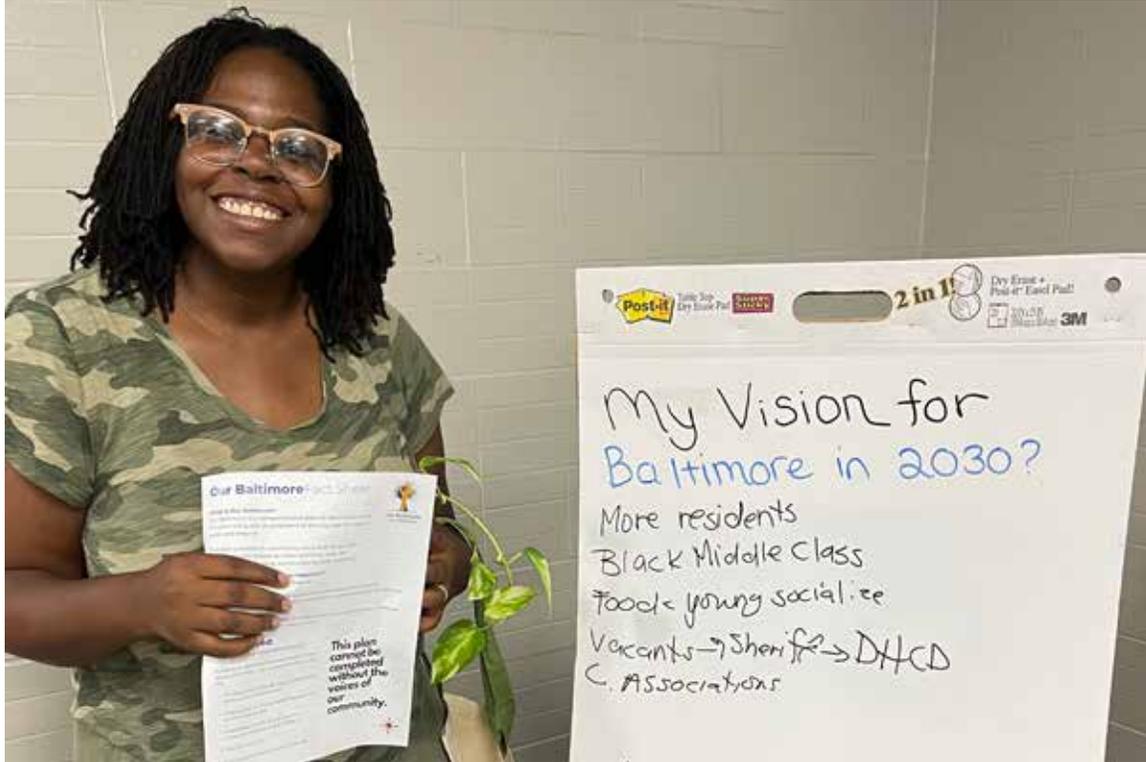
**Economic Flourish:** Our city's heartbeat is our small businesses and our workforce. Here, we nurture entrepreneurial dreams, ensuring they not only

survive but thrive, enriching our neighborhoods with unparalleled cultural authenticity. We will support economic vitality in Baltimore by investing in convenient and reliable transit to facilitate access to employment, with a focus on areas lacking such transit today.

**Community Safety and Trust:** Safety isn't a privilege; it's a right, but also a responsibility. Through collective action and shared responsibility, we provide housing and jobs and other resources that address the deep-rooted causes of crime while also designing spaces that build trust and community. 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 recognizes that the neighborhoods we live in impact our health. We are a city that cares and celebrates welcoming neighborhoods. Acknowledging past wrongs, we work towards healing and preserving the essence of our Black, indigenous, and immigrant neighborhoods. Our vision encompasses healthy families, enriched communities, and shared pride.





*Resident at a community engagement event.*

## 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 exploitation and hopefully begin to break cycles of economic oppression and poverty.

Our city has a rich and complex history that has led to systemic challenges, including racial and wealth disparities (see History section). 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 pros-

perity 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, but generally can be seen through the following:

1. **Structural equity:** Parts of the plan and specific recommendations 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 department commits



*Childcare provided at community engagement sessions.*

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.
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 the voices of Black organizations specifically.
- 5. Prioritize equity.** 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.



*Resident participating in a community engagement session.*

## 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 light 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 understand-

ing of each neighborhood, while providing us with insights into the successes, challenges, and ideas across the city.

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.





*A view of Penn Station from Maryland Avenue.*

## 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 and the well-being of its residents 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



*Fans take in a game at Oriole Park at Camden Yards.*

broader regional vision, we aim to reinforce our dedication to fostering inclusive and healthy 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, neighborhood, or ability.

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. Indeed, 60% of US adults and 76% of children do not get enough exercise. A more connected and mobile environment facilitates a more active lifestyle. The Centers for Disease Control and Prevention (CDC) names activity friendly routes to everyday destinations among its key strategies to increase active lifestyles among residents. 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 residents 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.

## 2025 BALTIMORE REGIONAL FAIR HOUSING ANALYSIS

Baltimore Metropolitan Council is preparing the **2025 Fair Housing Analysis** for the Baltimore region, including Baltimore City, Baltimore County, Anne Arundel County, Howard County, and Harford County. The plan will include an examination of data to see if people in our region face unequal access to jobs, education, health, and communities with low poverty. The plan examines if that inequality corresponds to characteristics protected by fair housing laws. This includes race, having a disability, what country you come from, your religion, your gender, and if you have children. The plan considers if policies under our control or influence could still be contributing to these disparities, even if by mistake. If so, these policies can be considered “impediments to fair housing choice.” The plan identifies action steps to address any of those policies and impediments and allows us to use federal housing funds to implement the plan.

### 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 driven 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. However, this section does not dive into the specifics, as we recognize that measuring progress and success needs to be tailored to the specific recommendations that are ultimately enacted. Therefore, this plan provides a general overview of how the City will think about implementation and accountability. We will work with residents to define metrics and track progress and outcomes as we begin executing recommendations.

Turning our Comprehensive Plan into tangible results requires a multi-pronged approach to implementation. This section outlines our strategy for bringing the plan's ambitions to life, ensuring our vision for Baltimore becomes a reality. Accountability will depend on six key pillars:

- 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 public health and 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 using a structured approach and framework. 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.
- 6. Collaboration and coordination:** Close collaboration and coordination across City agencies will be essential to ensuring the successful implementation of this plan. Thoughtful efforts to develop and work across interdisciplinary teams will enable City agencies to engage in meaningful community advocacy and engagement, clear project prioritization, piloting and scaling, developing and maintaining partnerships, and optimizing resource use.

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:** 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.

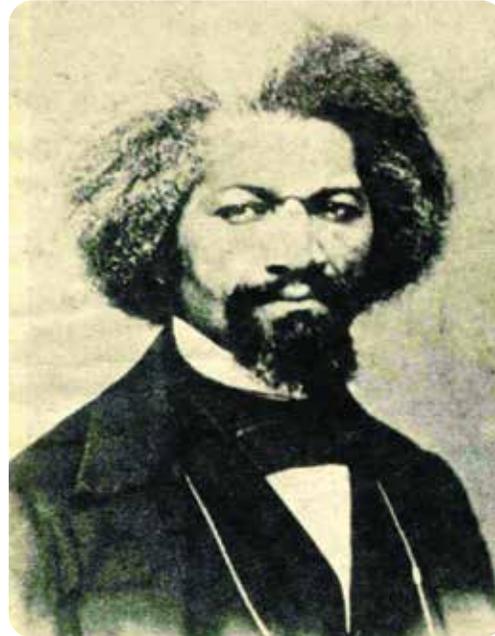
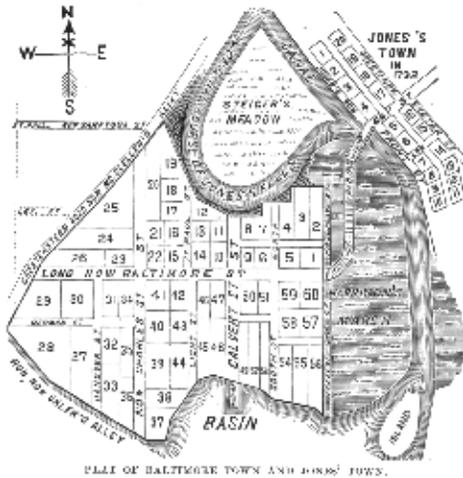
Baltimore's future is bright, filled with the promise of growth, equity, and resilience. We will transform our vision into reality through strategic resource allocation, unwavering accountability, and intentional implementation. This Comprehensive Plan is a roadmap to a more prosperous, sustainable,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



*Comprehensive plan kickoff event in Park Heights.*

# Background

# Baltimore Timeline



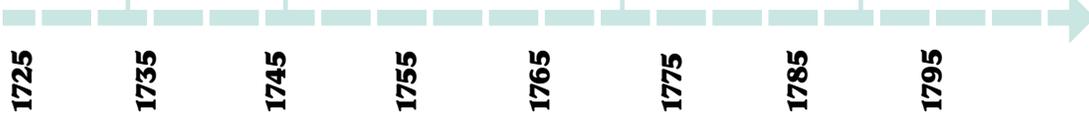
**1729**  
Baltimore Town was founded and laid out as sixty one-acre lots.

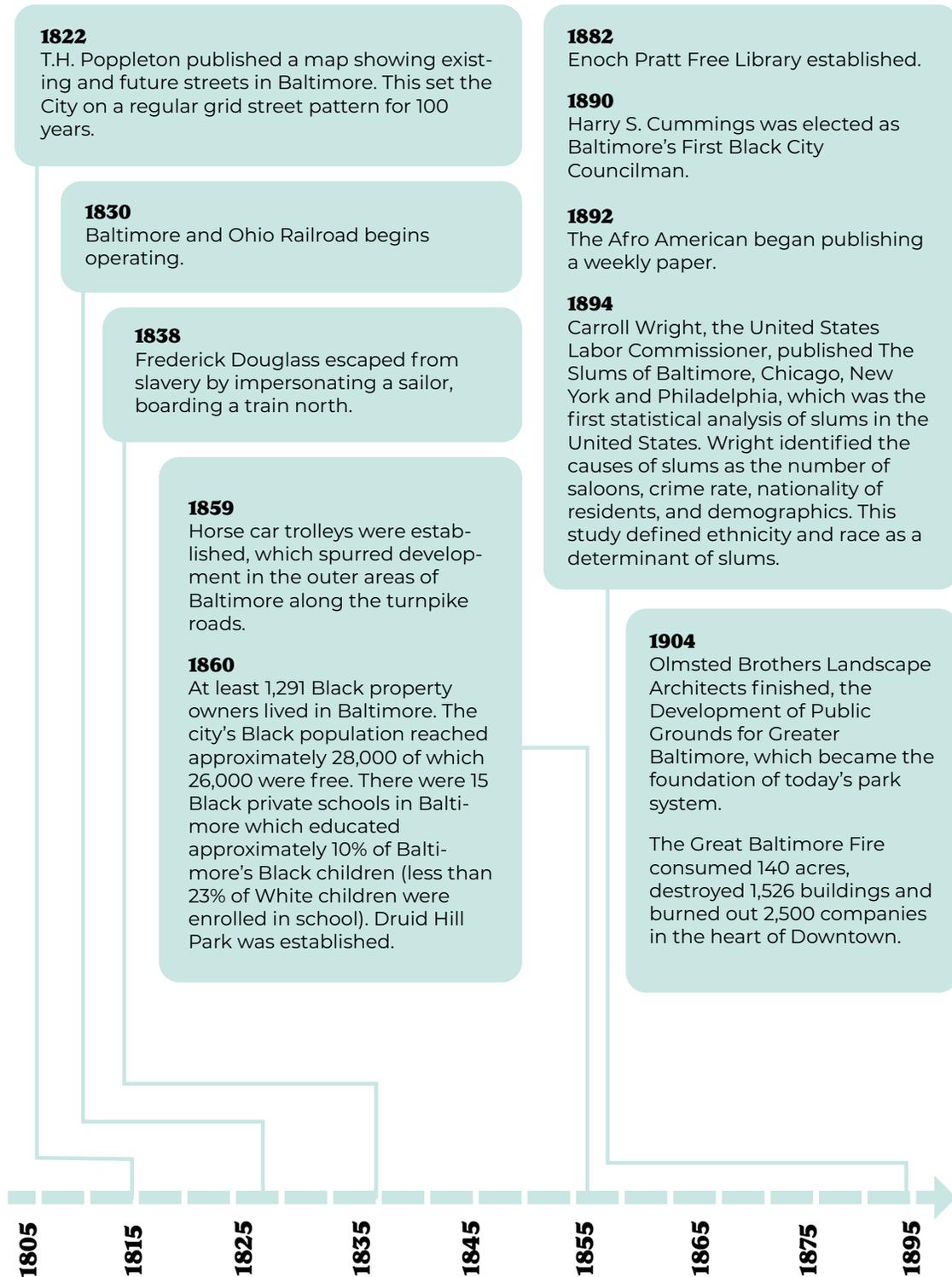
**1734**  
Kingsbury Iron Furnace was established near current day Pulaski Highway and the Herring Run. By 1745 the furnace shipped its first batch of pig-iron to England. This furnace was built as a plantation and is one of the first records of Black people in the Baltimore area.

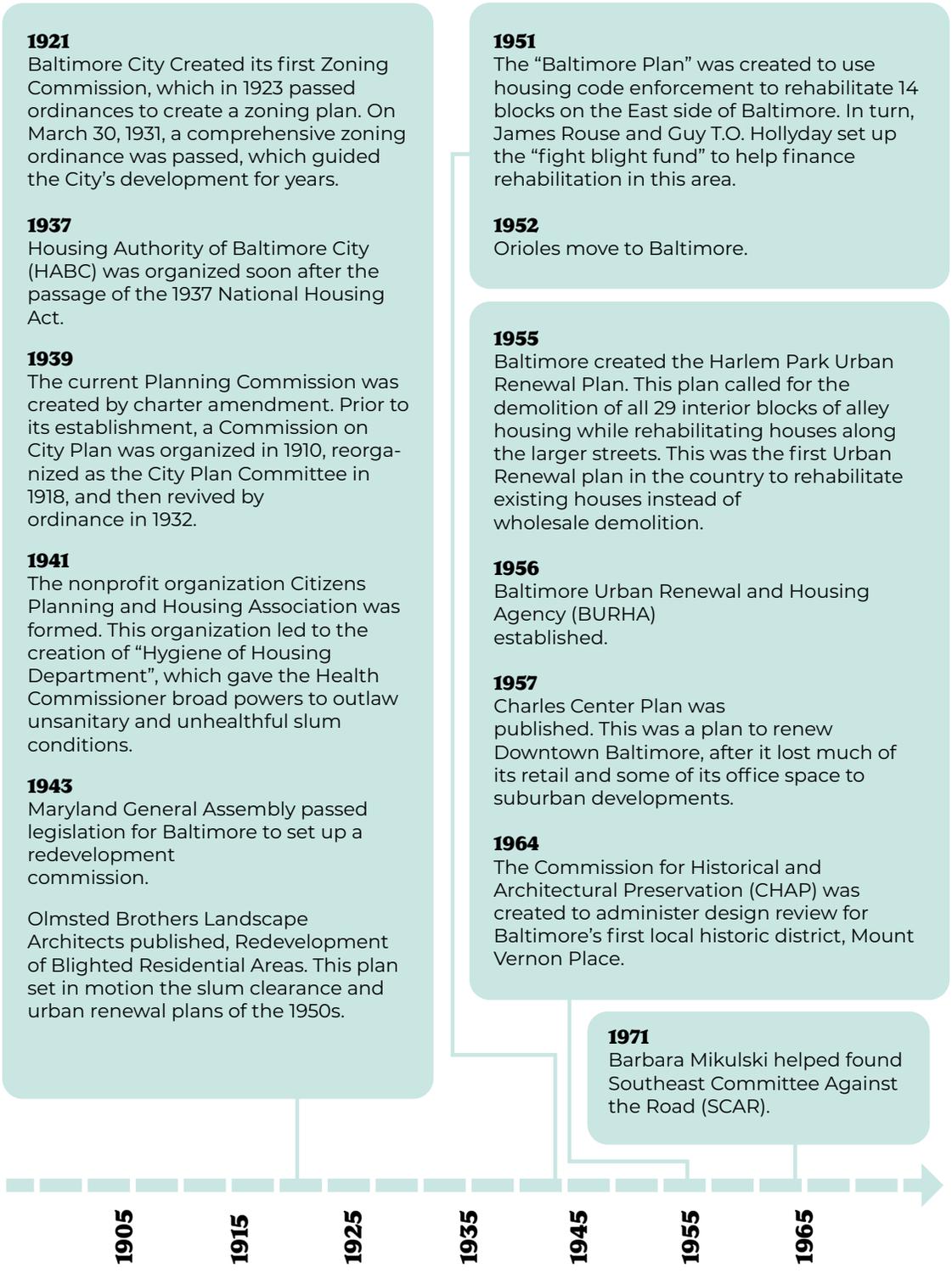
**1773**  
Fell's Point was annexed to Baltimore.

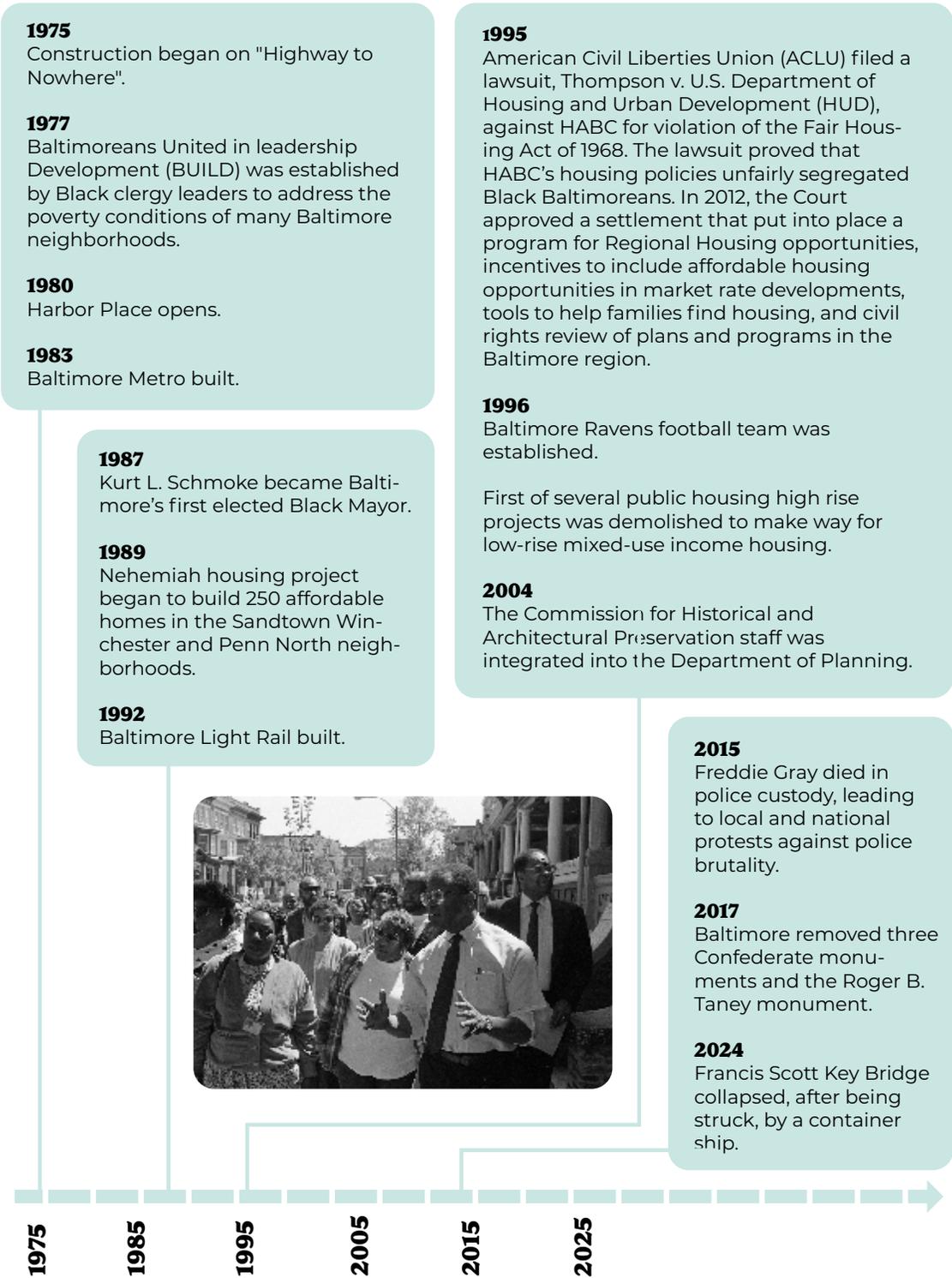
**1745**  
Jonestown, ten acres in size, was annexed to Baltimore town.

**1789**  
The Maryland Society for the Abolition of Slavery was organized, first in the South and third in the world.









# History of Baltimore

This section explores specific issues from the City's complex past. These include the creation and founding of present-day Baltimore City, as well as issues pertaining to the City's growth and development over time. This includes practices and policies that reinforced discriminatory development processes. While many of these policies and practices are no longer in place, their impacts can still be seen and felt by individuals and communities. By looking at our past we can understand what we need to do differently to build an inclusive future. Acknowledgement does not undo the harm and trauma that many have experienced and continue to experience, but it is an important place to start.

## 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, thou-



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

sands 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.

## 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.

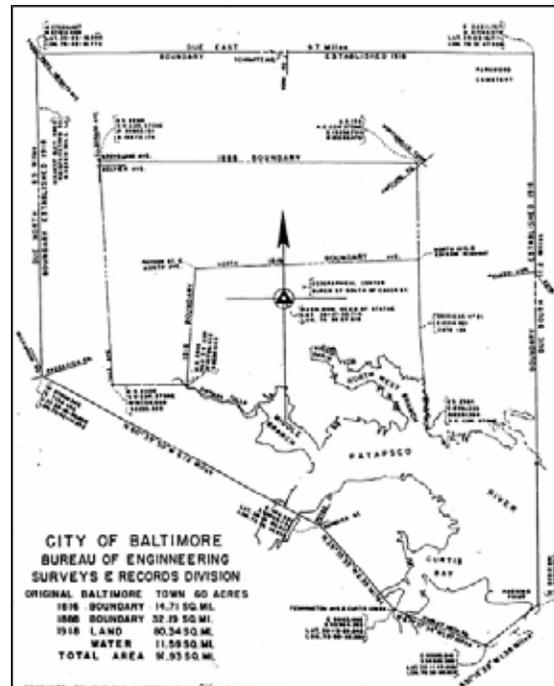
It also allowed the mills to be situated near the westernmost in-land, deep-water harbor that connected the region to the Maryland Colony and international trade partners. By the beginning of the 19th Century this location paid off and Baltimore was a powerhouse of water-powered industry. It was a shipbuilding 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.

## 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, per-

### 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



1970 map illustrating Baltimore City's history of annexation.

haps, 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 Sundays, the area teemed 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



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

boarded the railroad and headed out West, but many stayed. Irish immigrants, fleeing from the 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. As in other metro areas, the outer-city and surrounding jurisdictions were built by developers with FHA financing (many purchased with VA loans) and racial restrictions. These restrictions were initially required by FHA rules and later followed local restrictive covenants or customs. As a result, Black Baltimoreans were shut out of the post-war homeownership boom, the foundation for generational wealth building by an emerging white middle class.

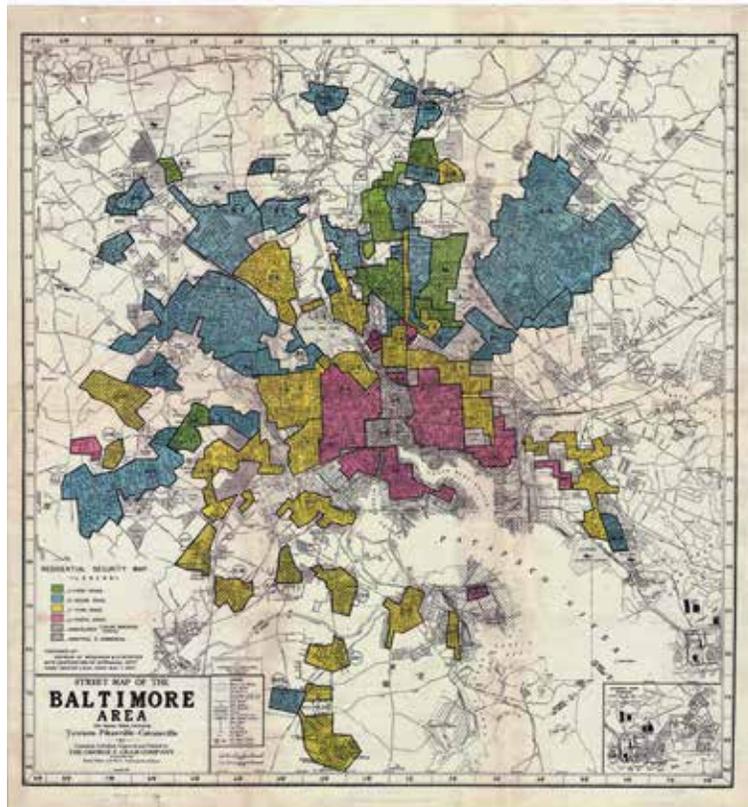
The suburban growth spawned road and highway building, much of which negatively affected city neighborhoods. By 2000, the population of the city dwindled to 651,154 residents. By 2021, the population of Baltimore was 576,498, with many Black families also choosing to live in the counties. Between 1990 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 increased 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



*Home Owner's Loan Corporation Residential Securities Map of 1937. Courtesy Johns Hopkins University Sheridan Libraries.*

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 – “Best” (green), “Still Desirable” (blue), “Definitely Declining” (yellow), and “Hazardous” (red). 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.

## 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. Today, single-family zoning, which prohibits even small multi-family structures, effectively prohibits dwelling units that are accessible to disproportionately 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.



**A new style of residential development by the Roland Park Company. Courtesy Maryland Center for History and Culture.**

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.



*Rendering of Lafayette Courts. Courtesy Maryland Center for History and Culture.*

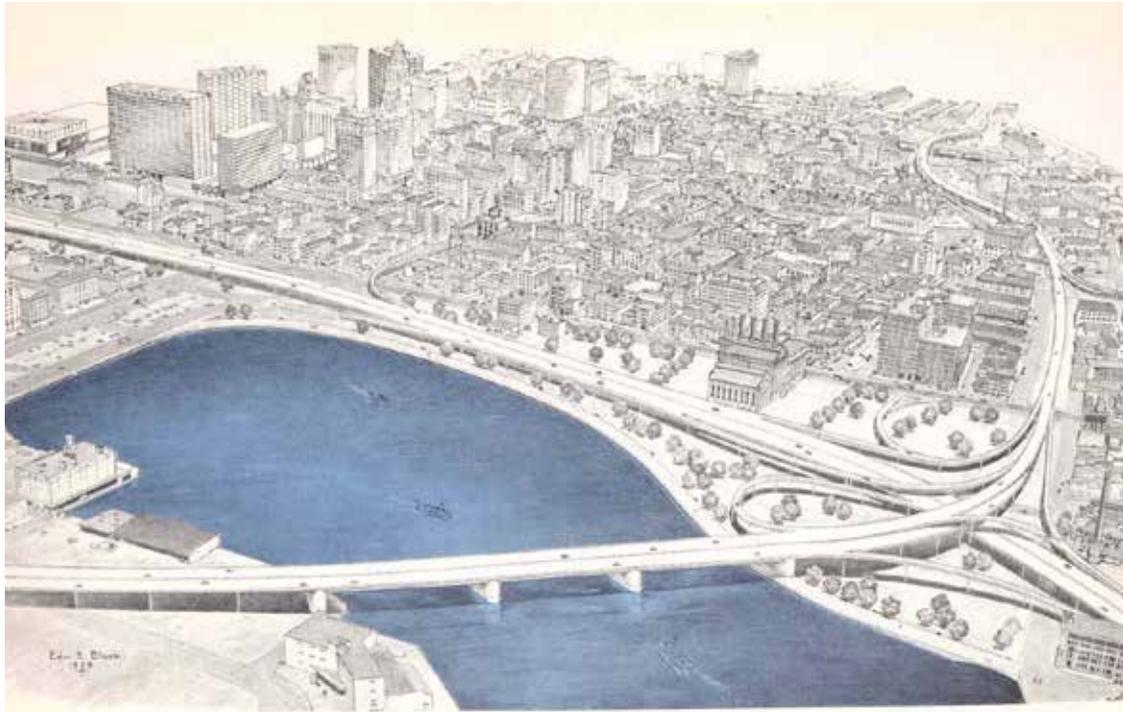
Between 1951-1971, these underlying racist ideas and policies led to around 75,000 residents being displaced, with Black residents making up 80% or more of the total. These displacement efforts exacerbated worsening housing conditions for Black individuals and families, in an already hyper-segregated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

## 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 I-170 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.

Since 1943, Baltimore City, in coordination with state and federal partners, planned approximately twelve different highway routes through Baltimore, which affected more than 55 neighborhoods. Once a highway route was planned and became public, it 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 efforts.



*1959 illustration by Edward S. Black showing unbuilt sections of elevated highway through Inner Harbor and across Federal Hill.*

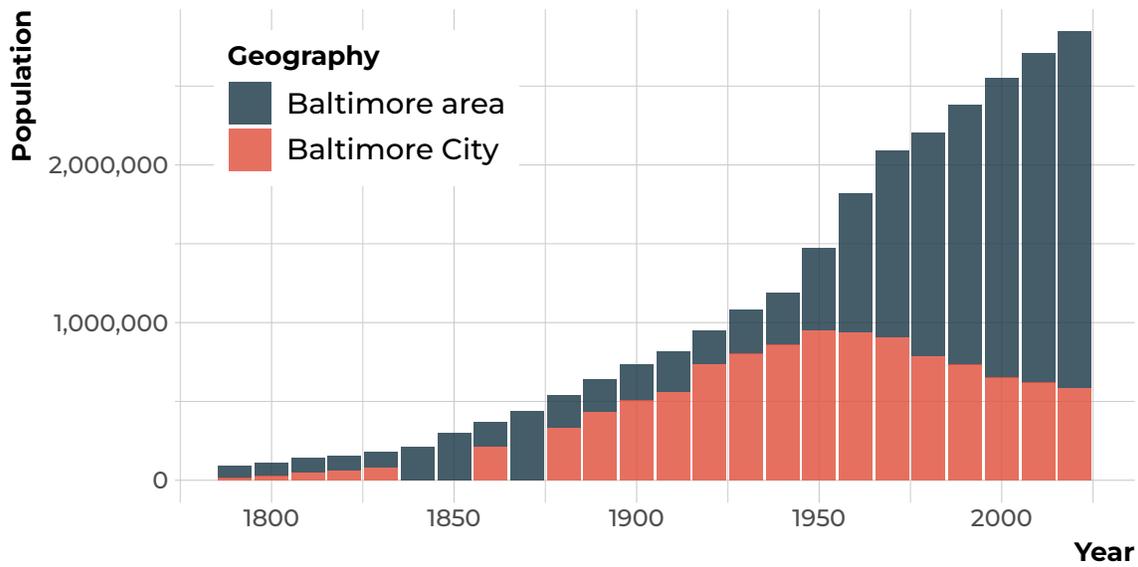
# Baltimore Today

## Overview

The Baltimore Today section explores the City’s current population and demographic trends, employment trends, transit trends, and more. Understanding the current makeup of the City, along with its history, provides a clearer direction forward, and helps to inform the recommendations in the later sections of the Comprehensive Plan. Maps from this and other sections of the plan are available in [an online map gallery](#).

## Population

Over the last seven decades the City’s population has declined. The City was built for and has the potential to accommodate a population of close to a million residents. However, our current population is far from that, falling below 600,000 as of the 2020 census. This means that as a City, we need to adjust land use patterns and infrastructure as well as do more to retain those who are here, work to bring families back, and welcome new families.



Combined data used for 1840, 1850, and 1870. Source: IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org).

**FIGURE 1. Baltimore City and Baltimore metro area county population, 1970-2020**

Baltimore area population includes all current metro area counties except Baltimore City. National Historical Geographic Information System (NHGIS) data used for this figure combines Baltimore City and County population data for 1840, 1850, and 1870.

### Suburbanization of the Baltimore Region

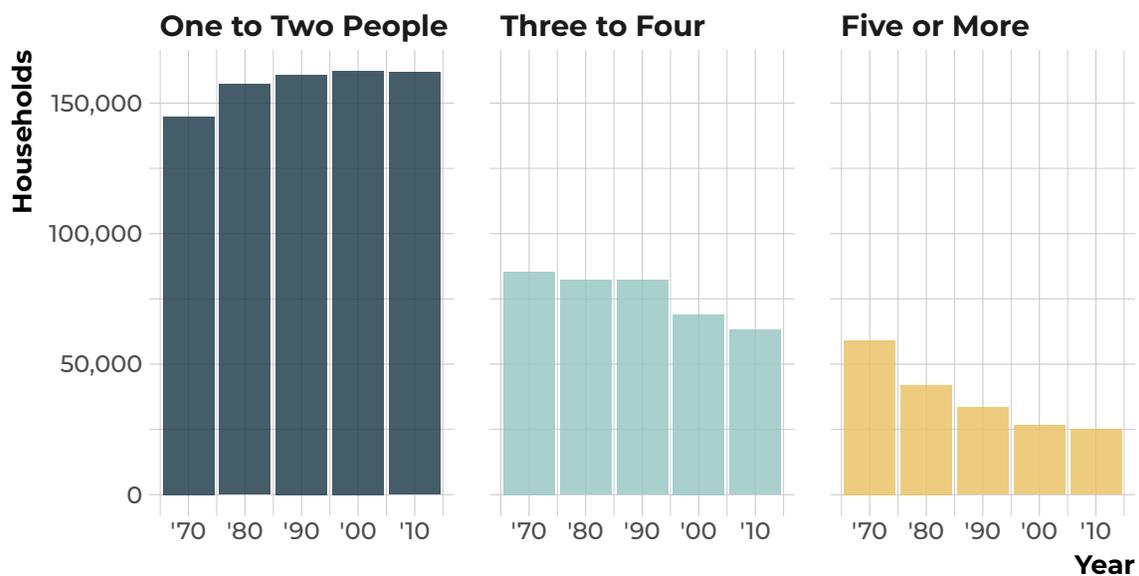
Baltimore City's population peaked in 1950 at 950,000 and has since continued to decline to its current level of around 570,000. While our population shrank, the population of the overall metropolitan area continued to grow. In 1950, approximately 66% of the entire region's population lived in the City. Today, only approximately 20% of the region's population lives in the City.

Baltimore City was the largest jurisdiction in the region until 2000. However, the City's shrinking population has made it 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 growing five times larger from 60,000 to 330,000.

### 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 was 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.



Source: IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org).

**FIGURE 2. Change in number of households by household size for Baltimore City, 1970-2010**

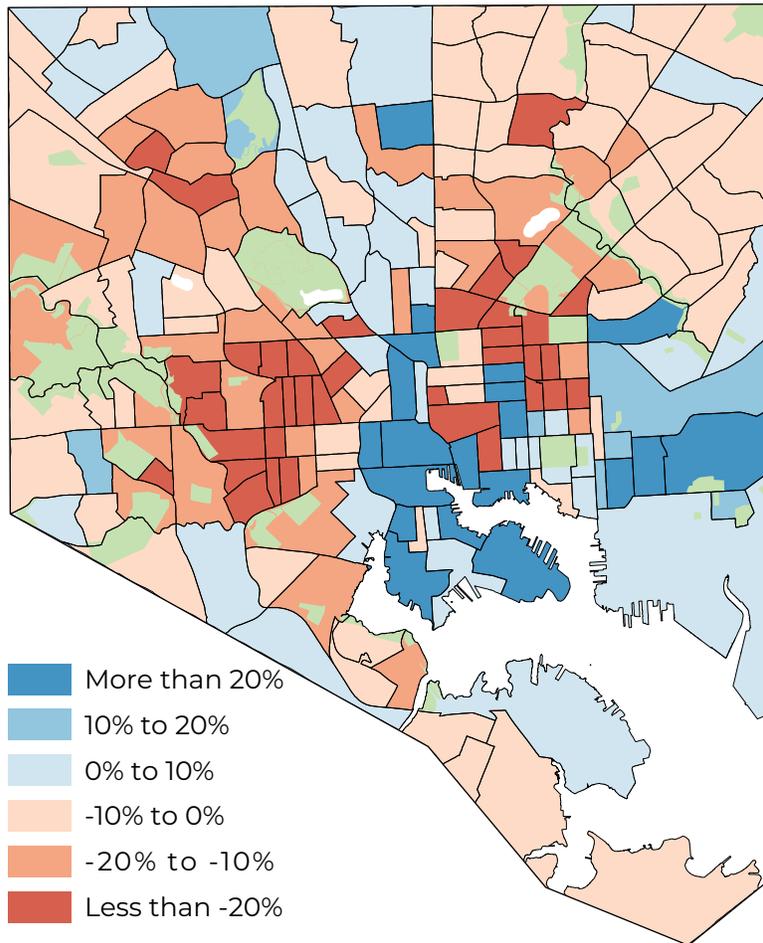
### Shifting Population within Baltimore City

While Baltimore City as a whole lost population from 2010 to 2020, some areas of the City grew. Generally, population growth was largely in areas with significant new development, such as Downtown and waterfront areas.

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: Baltimore, Detroit, Memphis, and Milwaukee. Of these, only Detroit lost a higher percentage of residents than Baltimore. Most cities with a similar percentage of population loss as Baltimore have populations around 250,000, such as Cleveland, Shreveport, Toledo, St. Louis, and Birmingham.



**Map 1. Population change by Census tract, 2010-2020**

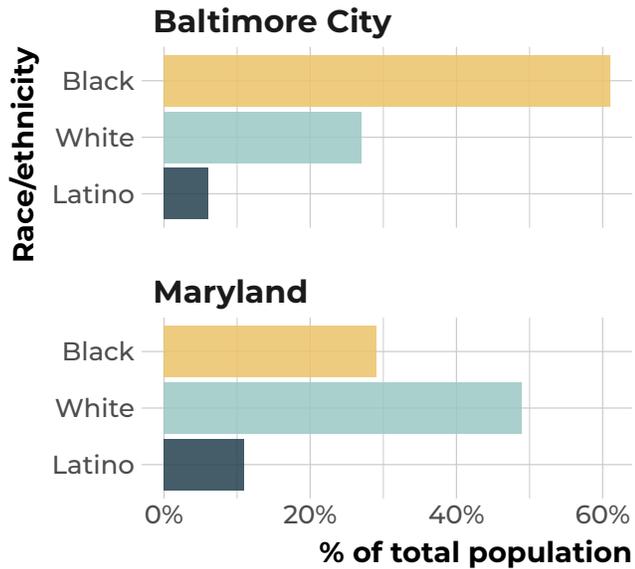
Source: U.S. Decennial Census

## Demographics

As the demographics of the City change, the City must evolve with the changing population. The information below highlights key trends in the City's demographics and compares them against similar and nearby jurisdictions.

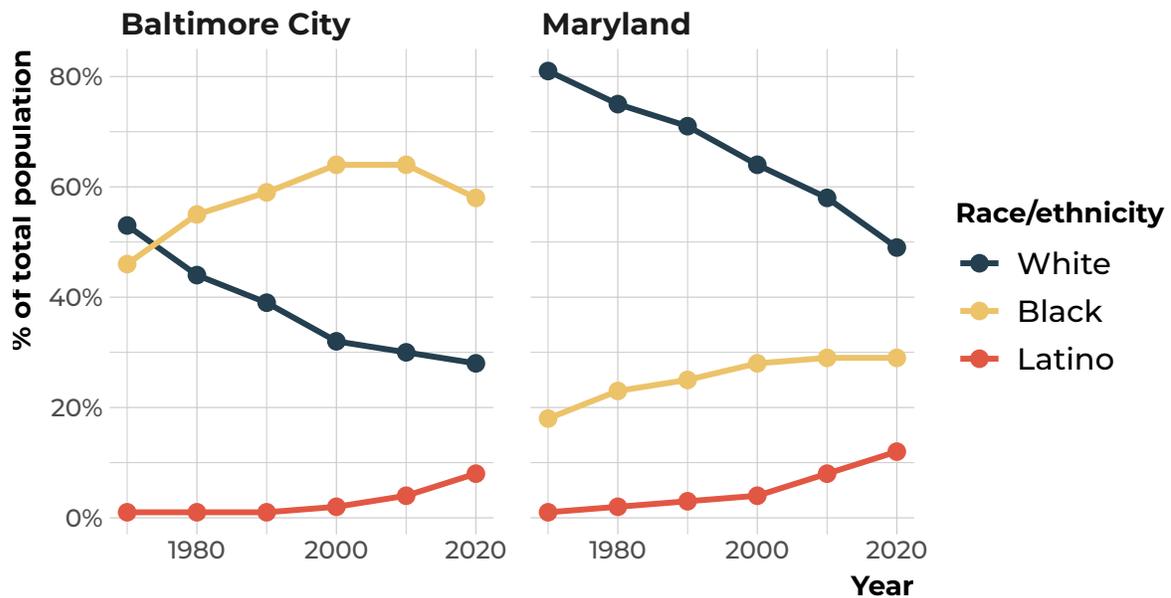
### Race and ethnicity

Baltimore City and Maryland's demographics are different in many ways but do show some similar trends. Baltimore is approximately 60% Black and 30% White; whereas Maryland is approximately 30% Black and 50% White (a decline from 60% White in 2010). In Baltimore, the Black population shrank 6.5% from 2000 to 2020, whereas the Black population in Maryland grew 1.5%.



Source: 2018-2022 ACS 5-year Estimates, Table B03002.

**FIGURE 3. Race/ethnicity in Baltimore City and Maryland**



Source: IPUMS NHGIS, University of Minnesota, www.nhgis.org.

**FIGURE 4. Change in population by race/ethnicity for Baltimore City and Maryland, 1970-2020**

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

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.

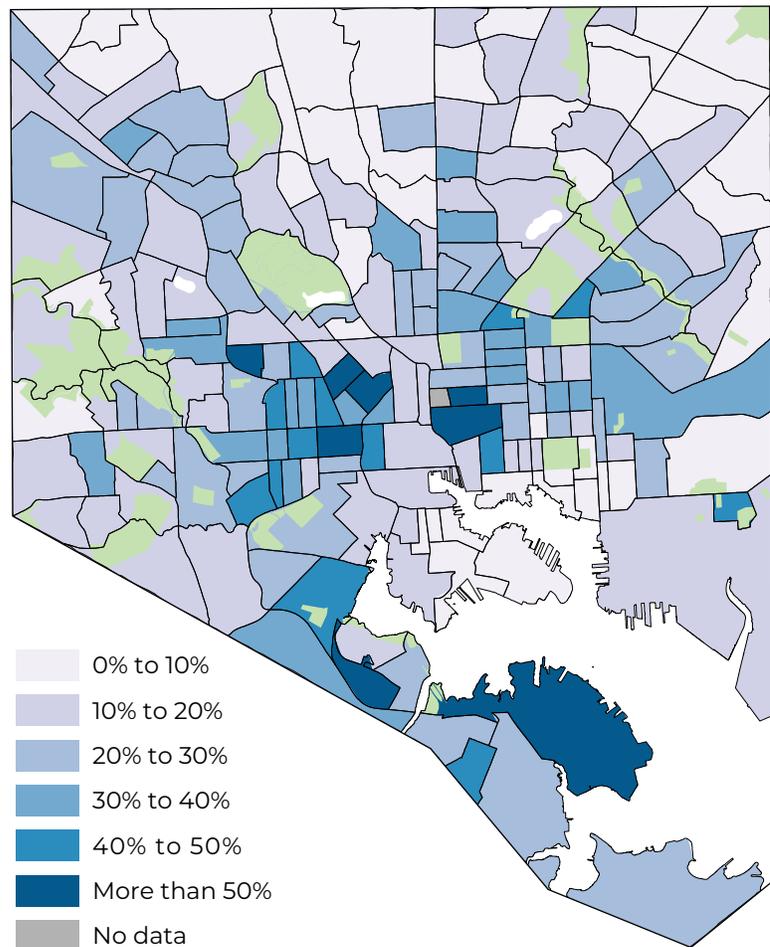
**Immigrants**

About 10% of the City’s population was born outside the United States. About half of the foreign-born population are naturalized U.S. citizens (46%). Fifty percent of immigrants living in Baltimore City moved to the city since 2010. 45% of the foreign born population is from Latin American, 20% from Asian, 20% from Africa, and 10% from Europe. About 11% of the City’s population speaks a language other than English at home, with Spanish being the most common (4.7%).

**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. Most of the subsidized housing, and almost all of the public housing, in the Baltimore region is located within Baltimore City.



**Map 2. Income below poverty level in past 12 months**

Source: ACS 2018-2022 5-Year Estimates

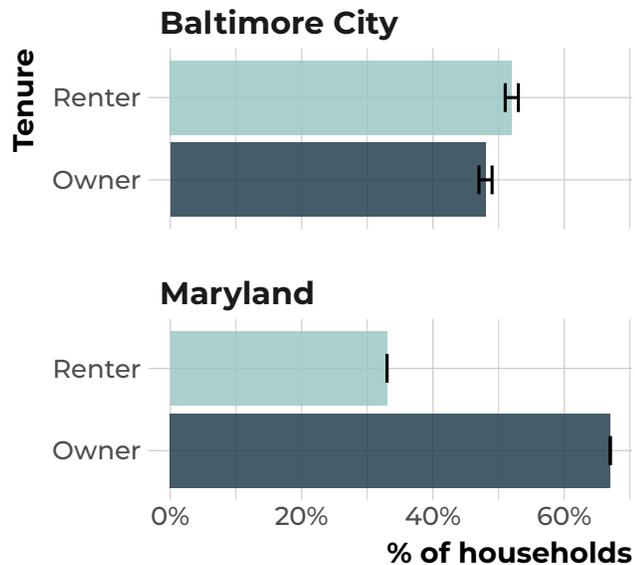
The poverty rate is very uneven across the City, ranging from less than 10% in parts of north and northeast Baltimore to more than 50% in Poppleton. Similarly, within Baltimore City subsidized housing and public housing are concentrated in parts of the city.

**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.

**Tenure**

In Baltimore City, the percentage of renters and homeowners is very similar whereas in the State of Maryland, homeownership is far more common. This is a common pattern in many urban areas where renting is more common due to the prevalence of multi-family housing and high mobility. Renters account for 49% of households in Philadelphia, 59% of households in Washington, D.C., and 51% of households in Pittsburgh (2022 ACS 1-Yr. DP04). An overall increase in renters could reflect growth in multi-family housing units, an increase in density, and more housing options. That said, in some areas of the city, there is concern that housing units that were previously owner occupied are becoming predominantly renter occupied, and there is less physical and social investment in the neighborhood.



Source: 2018-2022 ACS 5-year Estimates, Table B25003.

**FIGURE 5. Household tenure in Baltimore City and Maryland**

## Employment & Transportation

Employment that pays a family-sustaining wage can help to reduce the poverty rate in our City and improve the quality of life for our residents. While this plan cannot change the State’s minimum wage guidance, it recognizes the need for better employment and training programs that are tailored to the needs of our local economy and residents. Part of this also means making employment more accessible throughout the City by improving public transit and resident mobility around the City. Therefore, the recommendations put forward in the “Recommendations” section of this plan stress building up the City’s local workforce, improving and expanding public transit, and making the City easier to travel by foot, bike, and mobility devices.

### Jobs

Many jobs in Baltimore City are held by residents that do not 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. 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.



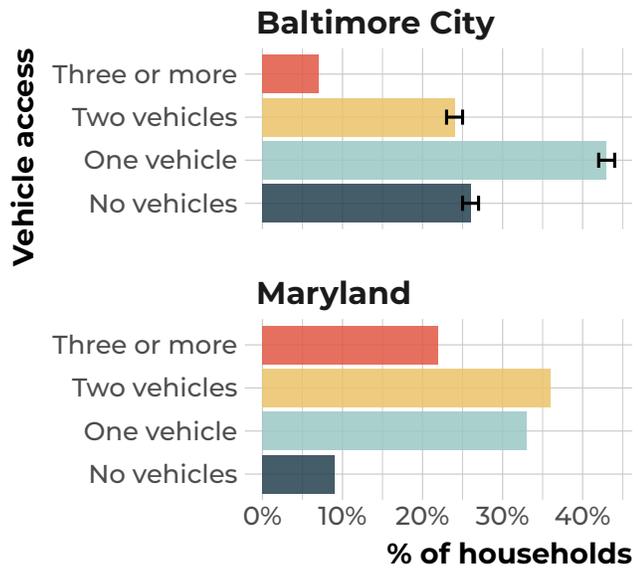
*A construction site in South Baltimore.*

The biggest mismatch between job locations and employee locations are 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.

### Transportation

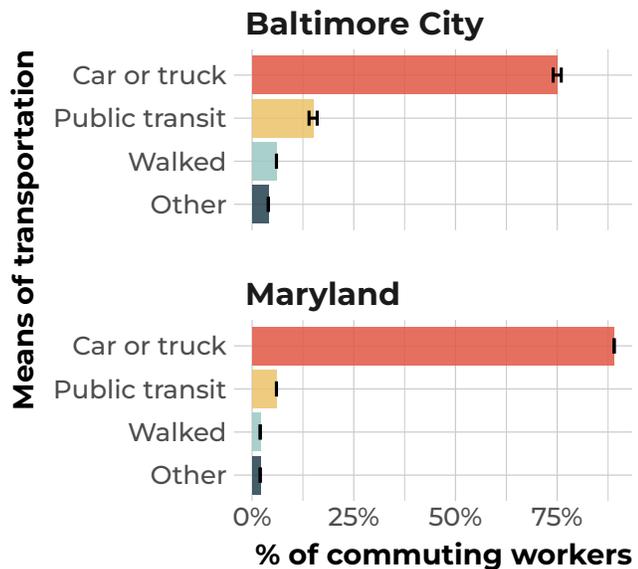
Accessing jobs outside of the City can be a challenge. While less than 10% of Marylanders do not have access to a vehicle, more than 25% of Baltimore City households do not have access to a vehicle. Most households with access to a vehicle in Baltimore City, only have access to one vehicle, which can present a challenge if more than one person is commuting.

Despite limited car ownership, the majority of Baltimore City residents still use a car or truck for their commute. However, approximately 25% use public transit, walk or use other means of transportation.



Source: 2018-2022 ACS 5-year Estimates, Table B08201.

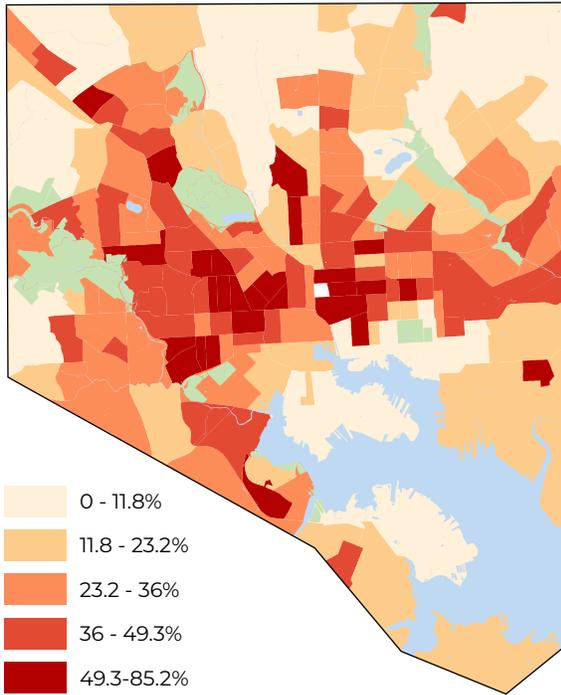
**FIGURE 6. Vehicle access in Baltimore City and Maryland**



Source: 2018-2022 ACS 5-year Estimates, Table B08134.

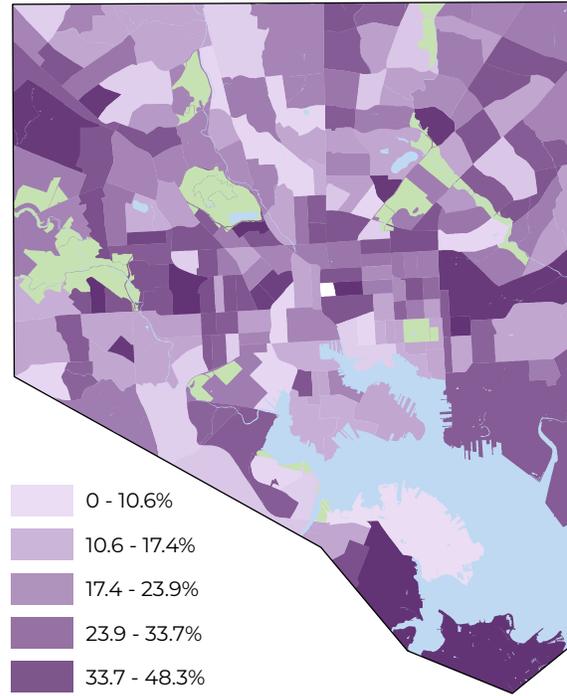
**FIGURE 7. Means of transportation to work for commuting workers in Baltimore City and Maryland**

### Commute Times and Vehicle Access



**Map 3. Percent of households with no vehicle available by Census tract**

Source: 2018-2022 ACS



**Map 4. Percent of commuting workers with 45 min. or more travel time by Census tract**

Source: 2018-2022 ACS

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.

The trend of working from home has increased dramatically in recent years with 13.4% of Baltimore’s population working from home in 2022. However, this trend, like so many others, is very uneven across the city. In Greater Roland Park/Poplar Hill and North Baltimore/Guilford/Homeland, more than 25% of the population works from home. However, in Brooklyn/Curtis Bay, Greater Rosemont, and Pimlico/Arlington Hilltop, less than 5% of the population has the privilege to work from home.

# Growth & Retention



*Historic bow-front rowhouses in a Baltimore neighborhood.*

## 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 City neighborhoods work for the people who live here today, including opportunities to move within the City to neighborhoods that have the resources they need and want at various stages of life.

## Where are the opportunities for growth?

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



*A newly constructed rowhouse community adjacent to existing historic homes.*



*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.

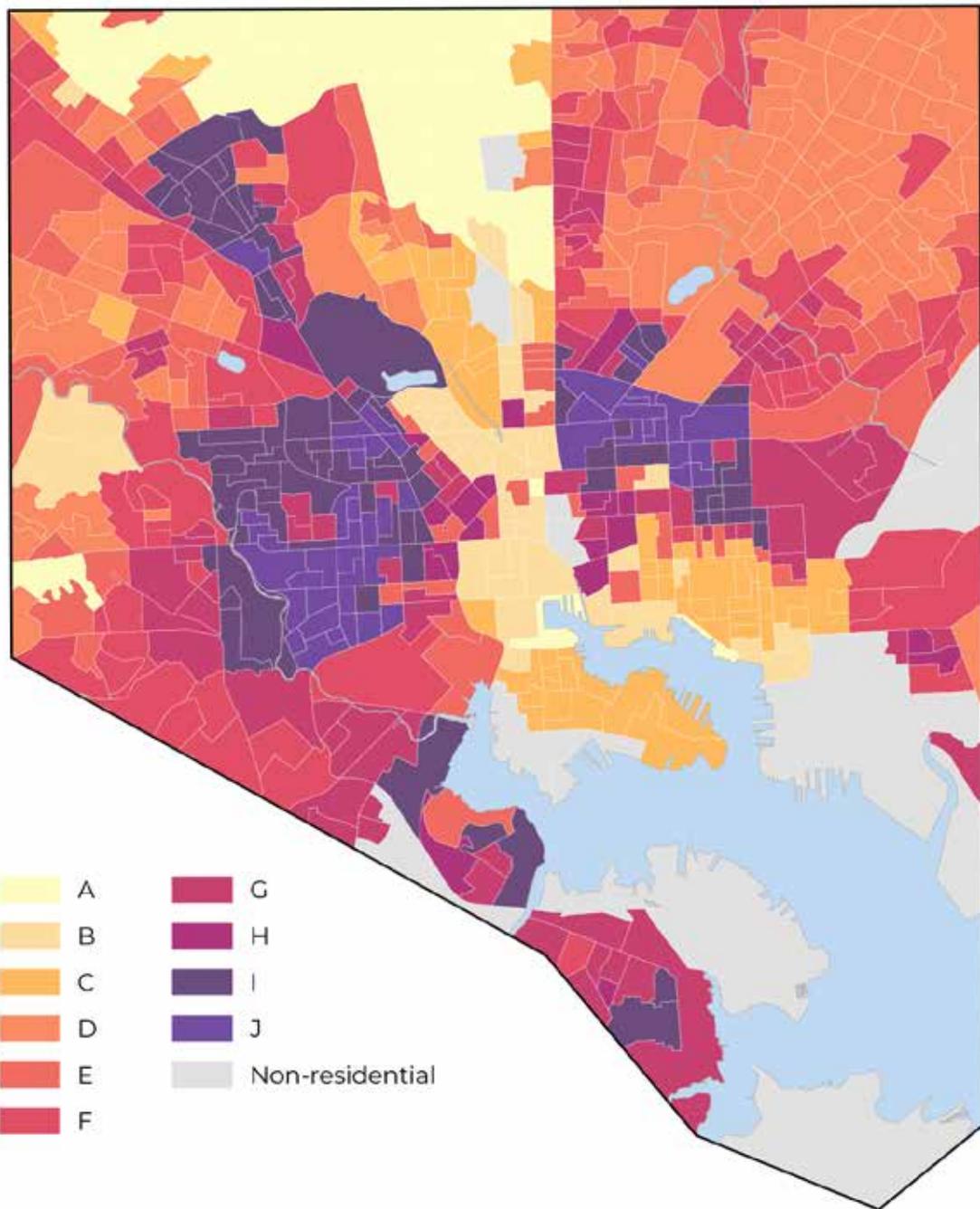
The typology has four primary purposes:

- 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.** Since 2003, Baltimore City has worked with The Reinvestment Fund, a nonprofit organization that conducts financial and analysis, to update the Housing Market Typology approximately every three years and identify 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 applied to data that show “natural” groupings or clusters to identify 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.



Map 5. 2023 Housing Market Typology

## 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 City neighborhood areas:

**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

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

**FIGURE 8. 2023 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

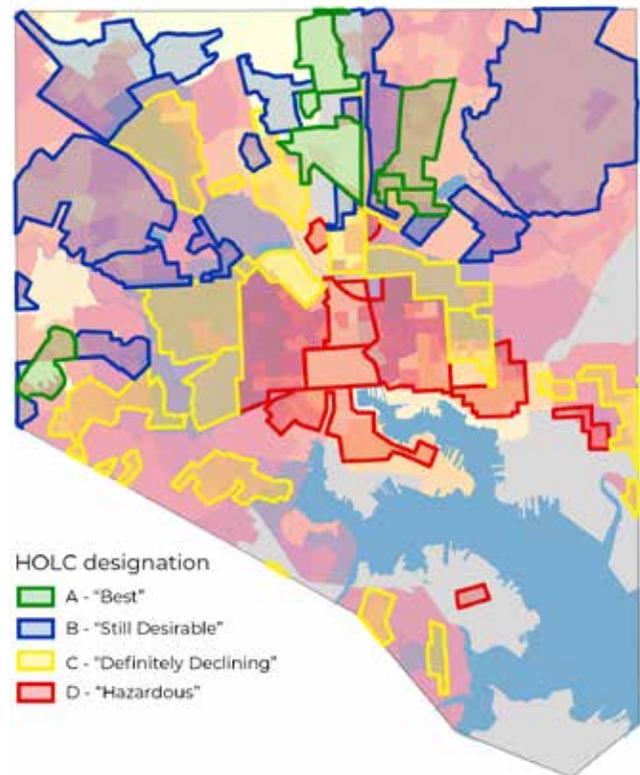
- **Characteristics of D-F Markets**
  - Sales prices around the citywide average
  - D has some of the highest shares of homeowners, E is mostly renters
  - F has lower than typical sale prices but low distress
  
- **Characteristics of G & H Markets**
  - Sales prices are below citywide average
  - 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

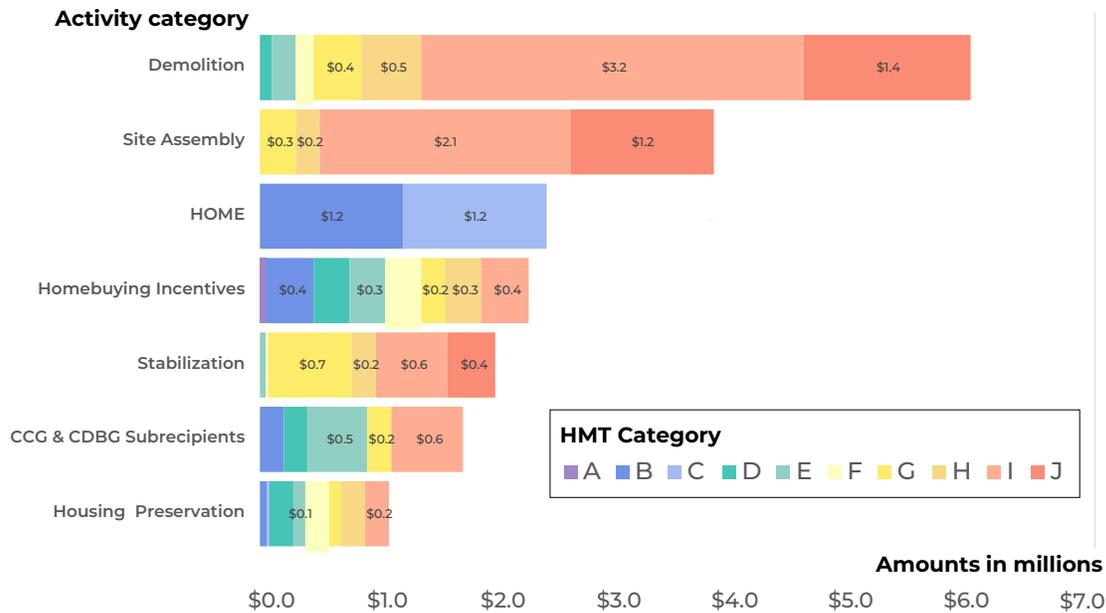


**Map 6. Redlining and Housing Market Typology**

direct and encourage investment in weaker real estate markets, most of which are predominantly Black neighborhoods.

### 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 9. 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, resources for site assembly, which is the targeted acquisition of vacant properties and lots in a designated geographical footprint to assemble parcels to create redevelopment sites 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 71 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
<b>Plans and programs</b>				
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
<b>Stabilization and demolition</b>				
Emergency demolition	X	X	X	X
Targeted stabilization and demolition		X	X	X
Whole block demolition			X	X
<b>Affordable housing</b>				
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
<b>Incentives and grants</b>				
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

COMMUNITY DEVELOPMENT STRATEGIES	A-C	D-F	G-H	I-J
<b>Code enforcement and litigation</b>				
Routine code enforcement	X	X	X	X
Vacant structure \$1000 citation	X	X		
<i>In-rem</i> foreclosure		X	X	X
Receivership		X		

\*In stronger market neighborhoods, it is essential to build affordable housing as part of mixed income developments to affirmatively further fair housing. These areas are relatively rich in the resources needed for quality of life and healthy child development, but as a result of a long practice of exclusion, they currently have limited affordable housing. The City’s **new Inclusionary Housing Law** requires affordable housing in select developments.

In weaker market neighborhoods, affordable housing should be developed as part of a community development plan. These neighborhoods need higher quality housing that is affordable to residents along with other community amenities and services.

# Community Development Framework

In 2019, DHCD released the **Framework for Community Development**. This document outlined the City's first comprehensive theory of development for the City. The Framework describes three types of neighborhoods:

## 1. Impact Investment

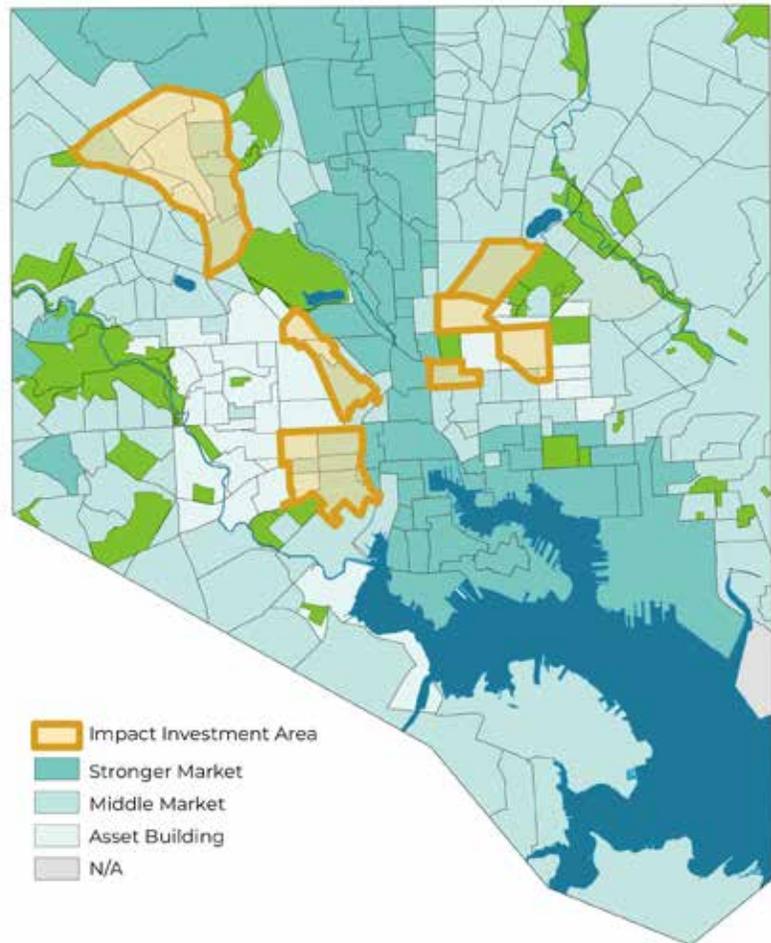
**Areas:** Broadway East, Coldstream Homestead, Montebello, East Baltimore Midway, Johnston Square, Southwest, Park Heights, and West.

## 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.



**Map 7. Community Development Framework areas**

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.

For details about progress within each Impact Investment Area, check out the [DHCD IIA Project Tracker](#) and the section "Impact Investment Area Strategies" on page 288.

## 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 included in this plan for equitable development, affordable housing, and vacant housing were suggested by the public as part of the stakeholder engagement process for this plan will be further considered as the City develops its comprehensive housing plan.

The plan includes six key elements:

1. Review Community Development Framework
  - Conduct a review of the Community Development Framework and accompanying project trackers and data dashboards to build an understanding of existing initiatives, efforts, and funding sources related to affordable housing development in Baltimore.
  - Measure current progress to date and identify key performance indicators for each development zone type and areas for update to align current initiatives with the development of the housing plan.
2. Housing Market & Economic Analysis
  - Conduct ecosystem mapping and a landscape scan to understand the current systems, factors, and conditions that support and invest in housing access, affordability, stability, development, and preservation in the Baltimore area. The goal of the scan is to understand the strengths, opportunities, redundancies, challenges, and/or gaps of existing structures, programs, and services.
  - Identify national leading practices, approaches, and indicators that can be applied locally in Baltimore.
3. Community Development Barriers Analysis
  - Develop a list of top housing challenges in Baltimore.
  - Identify what is working well, what is falling short, where there are redundancies, and where there are gaps related to housing access, stabilization, production, and preservation. The focus throughout the process will be to promote equity outcomes, focusing both on asset-based community development and identifying structural barriers based on historical disadvantage and disinvestment.

#### 4. Goal Setting

- Analyze current and historical data for Baltimore and the surrounding areas to determine market and population growth or decline.
- Review the time series data for trends and patterns that will help determine an accurate goal forecast of needed affordable housing units in Baltimore for the next 15 years. These housing goals will be split into preservation and production, rental and homeownership across all income bands—again focused heavily on promoting equity outcomes and working with community stakeholders to ensure that they reflect local priorities and vision.

#### 5. Financial Modeling

- Evaluate available funding sources—public, private, and philanthropic, to analyze the financing necessary to achieve the housing goals.
- Conduct financial modeling and analysis for the goals to determine an average price per unit that will be required to either produce or preserve the target units.
- Perform a gap analysis and present funding mechanisms, pilots, and innovative ways to leverage existing funds ideas that will help to bridge those gaps.

#### 6. Stakeholder Engagement

- Engage the community through community meetings, roundtables, surveys, and/or interviews.
- Utilize a trauma-informed approach to stakeholder engagement.



*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.

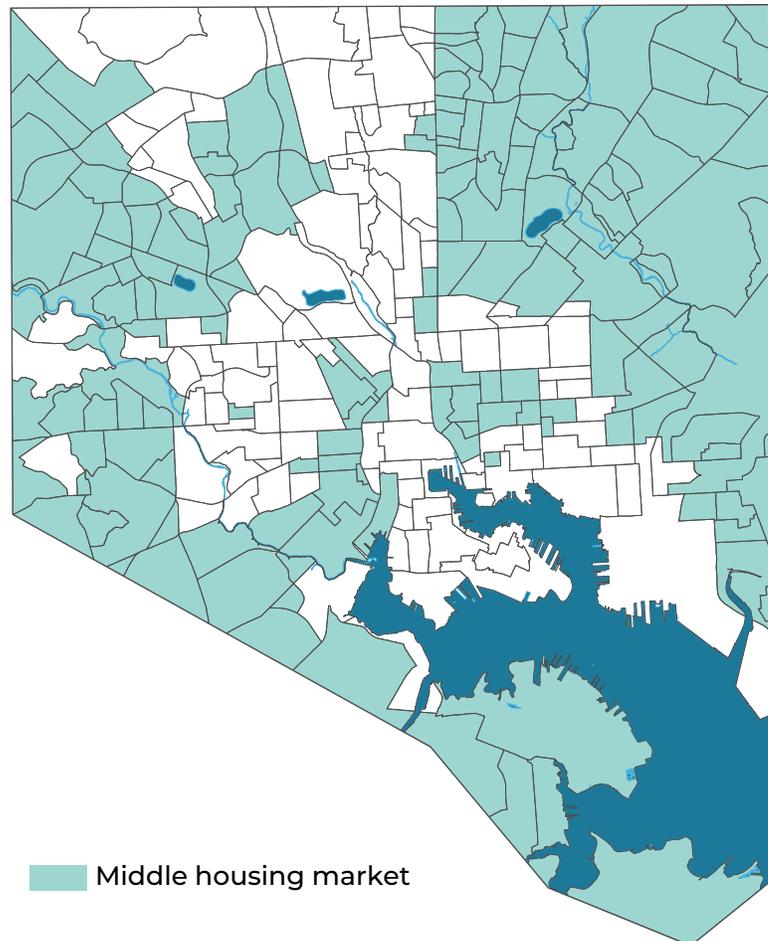
Middle neighborhoods are neither the most disinvested nor the wealthiest, communities of Baltimore City. They are the neighborhoods in the middle of the Housing Market Typology, D-H. They have many assets and high but declining rates of homeownership. The populations living in these neighborhoods are 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 DHCD's 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 homeowners. These homes generate 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 challenges. 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.



**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 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, older adults); Estate planning; 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, and energy efficiency programs; 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

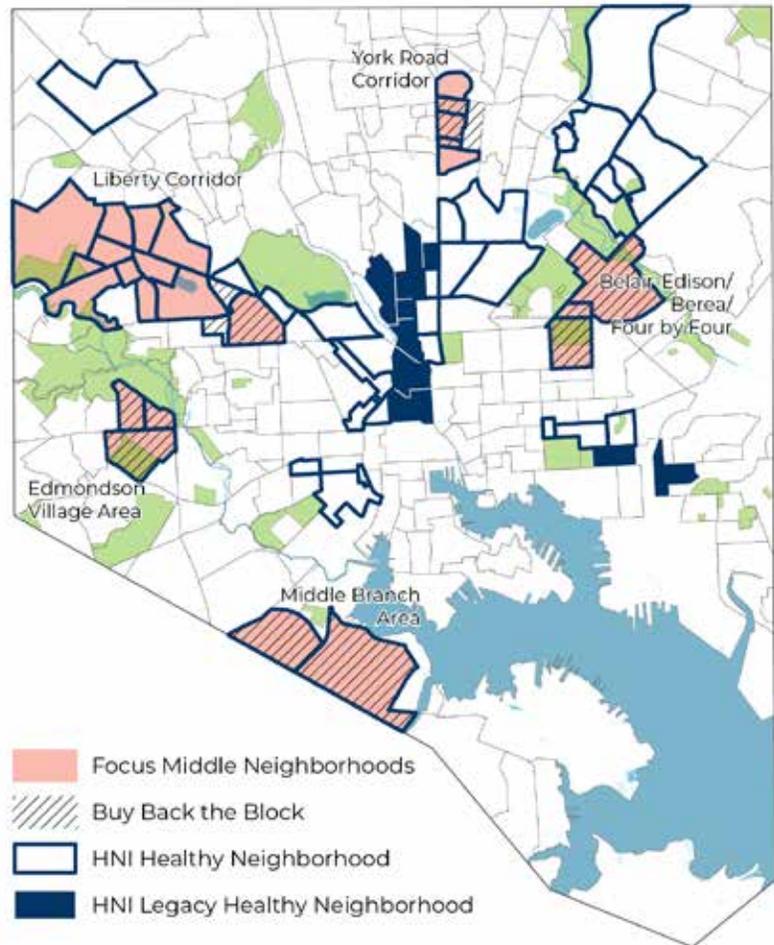
In 2021, the City committed nearly \$10 million in American Rescue Plan Act (ARPA) funding towards middle neighborhood investments. ARPA-funded initiatives will target 26 of 146 middle neighborhoods identified in the 2017 Baltimore City Housing Market Typology.

These initiatives have five focus areas:

1. Liberty Road Corridor,
2. York Road Corridor,
3. Belair-Edison/Four by Four/Berea area,,
4. the Edmondson Village area, and
5. the Middle Branch area.

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

In addition to the ARPA investments listed, Baltimore City is investing additional resources in middle neighborhoods. DHCD offers a range of services, including weatherization, lead hazard reduction, and Healthy Homes to address multiple health issues and challenges in the home. The City is also leveraging its partnership with Healthy Neighborhoods Inc (HNI) to offer below market mortgages and matching grants to Middle Neighborhood Focus Areas.



**Map 9. Middle neighborhood strategy**



*A block party in Greenmount West, one of many HNI neighborhoods.*

**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	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 Neighborhood Developer Incentive Program	\$1.29M	Developers	Targeted development incentives aimed at providing funding for organizations, 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*	Communities Homeowners Renters	Healthy Neighborhoods, Inc. is leading the community engagement for the Middle Neighborhoods Strategy by deploying organizers in target neighborhoods 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.



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

## Impact Investment Areas

Impact Investment Areas (IIAs) are another strategy within the DHCD framework that help to guide investments in certain parts of the City. IIAs 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. Through the IIAs, the City has pursued larger,

### 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.

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 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, meaningful, and 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



**Map 10. Impact Investment Areas**

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 neighborhood conditions while minimizing displace-

ment. 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.

## 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 DHCD's investment strategies of stabilization, demolition, and housing subsidies to homeowners, developers, and homebuyers.

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. See Impact Investment Area Strategies on page 288 for more details on plans in progress for each area.

## 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



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

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 investments 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 residents to purchase the newly renovated, formerly vacant homes. Finally, funding will be dedicated to home repair incentives for current residents empowering them with the resources needed to stay in their homes and reap the benefits of Baltimore's renaissance.



*Renovated Homes on Edmondson Avenue.*

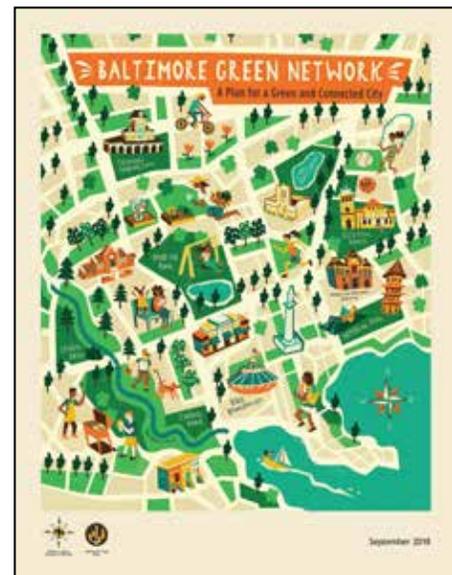
# Baltimore Green Network

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.

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. See the section on Greenway Trails Network on page 190 for more details on trail plans.



## 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.



## 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.



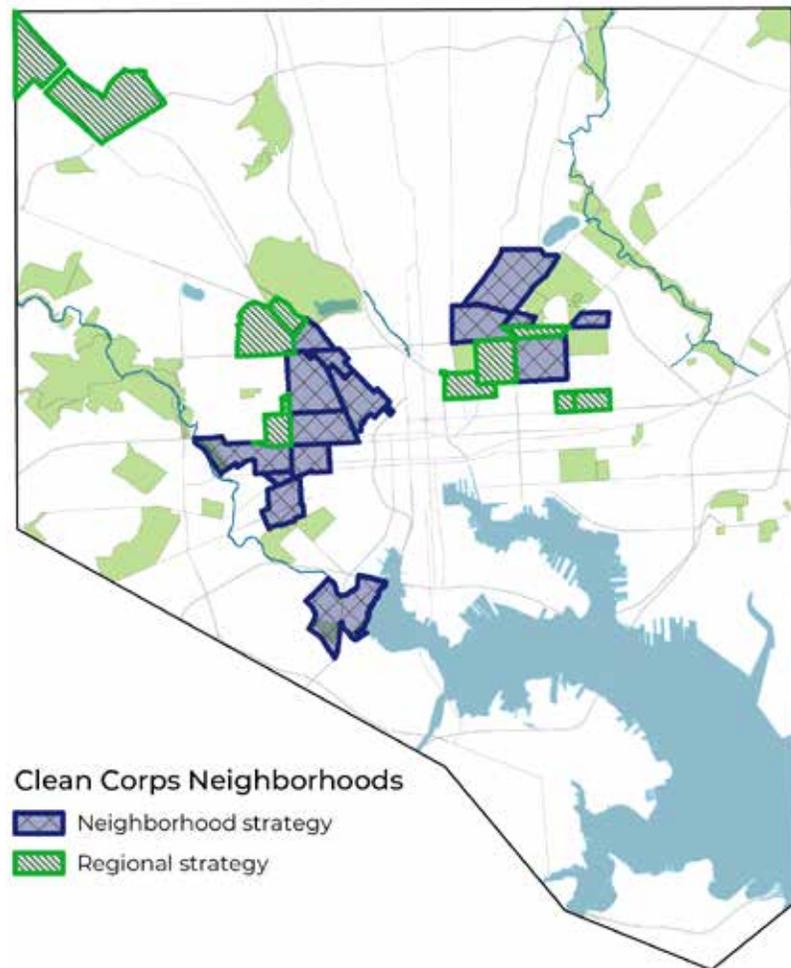
*Site plan for Cab Calloway Legends Park, Design Collective.*

## 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, 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 prioritize mobility and rapid response to existing and emerging cleanliness issues. The public can follow the progress online via the [Clean Corps Service Dashboard](#).



**Map 11. Clean Corps service areas by type**

Neighborhood strategy teams clean alleys and lots throughout the week in one or two neighborhoods. Clean 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.

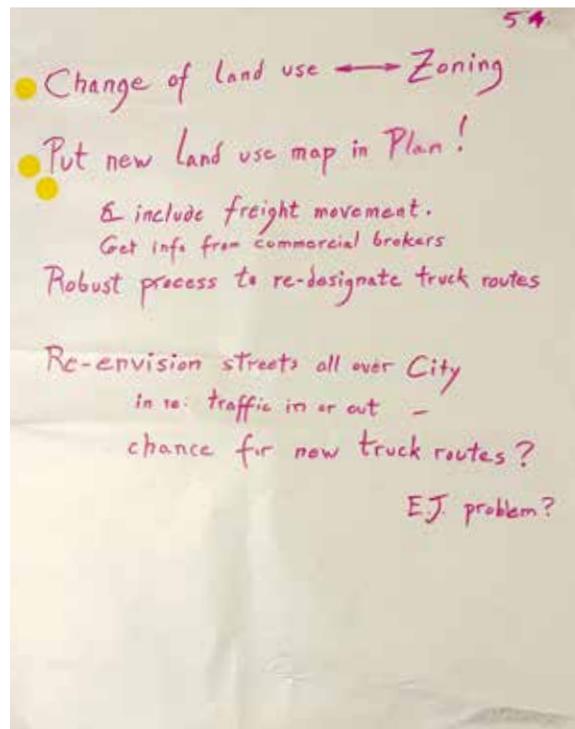
## Land Use Element of Comprehensive Plan

The land use element is a critical component of a comprehensive plan:

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



**Community feedback gathered at one of several public events related to the comprehensive plan.**

where we want to be, will help us to more readily and equitably achieve our future goals.



*Many newly built development projects are mixed use with office, retail and residential.*

## Land Use Map and Zoning

The Land Use Map presents a vision for the City's future development patterns. The map provides eleven broad categories of use – for example, “lower density residential” and “pedestrian-oriented commercial” – that establish the City's overall vision. Land use is not regulatory, and it does not affect development potential today. However, in areas where the land use and the current zoning do not align, the Land Use Map could set the stage for property owners to request potential zoning changes. The map can also provide the justification for certain properties remaining unchanged. In either case, we are required by law to consider the Comprehensive Master Plan of the City when considering rezoning requests, and this Land Use Map is needed to provide that analysis.



*Providing a mix of uses contributes to walkability.*

In comparison, Article 32 - Zoning of the Baltimore City Code is our City's zoning code. Currently, our zoning code has fifty specific zoning districts that regulate development and control how land is used. For example, the residential zoning category has fifteen different regulatory districts, each with its own requirements for standards such as use, height, lot coverage, and distance from the street. Ultimately, the Land Use Map is a guidance document that will help residents, legislators, and the City propose, make, or track changes to zoning and overall development patterns.

In comparison, Article 32 - Zoning of the Baltimore City Code is our City's zoning code. Currently, our zoning code has fifty specific zoning districts that regulate development and control how land is used. For example, the residential zoning category has fifteen different regulatory districts, each with its own requirements for standards such as use, height, lot coverage, and distance from the street. Ultimately, the Land Use Map is a guidance document that will help residents, legislators, and the City propose, make, or track changes to zoning and overall development patterns.

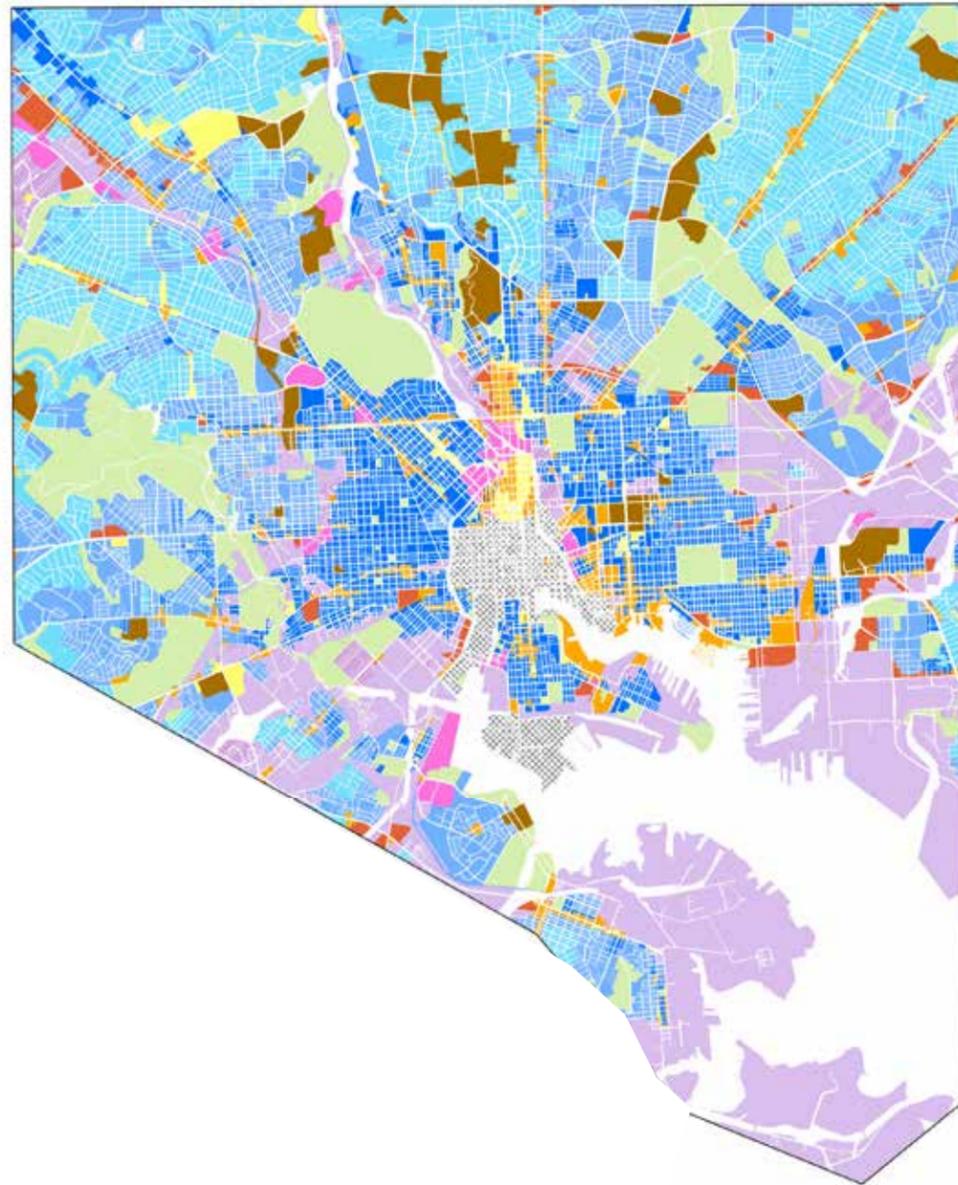
## Land Use Map

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. The Land Use Map recognizes that TOD zoning may not be the best or only zoning category to facilitate this type of development, but the option for TOD zoning in these areas is provided through the Transit Oriented Development Opportunity Zones (see Map 15 on page 102).
- 2. Industrial-Residential Transition:** Facilitating more primarily industrial mixed-use areas to serve as a transition between heavy industrial areas and existing 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.

Compare the map of Baltimore City Existing Land Use and Baltimore City 2024 Proposed Land Use map to see where changes are proposed.

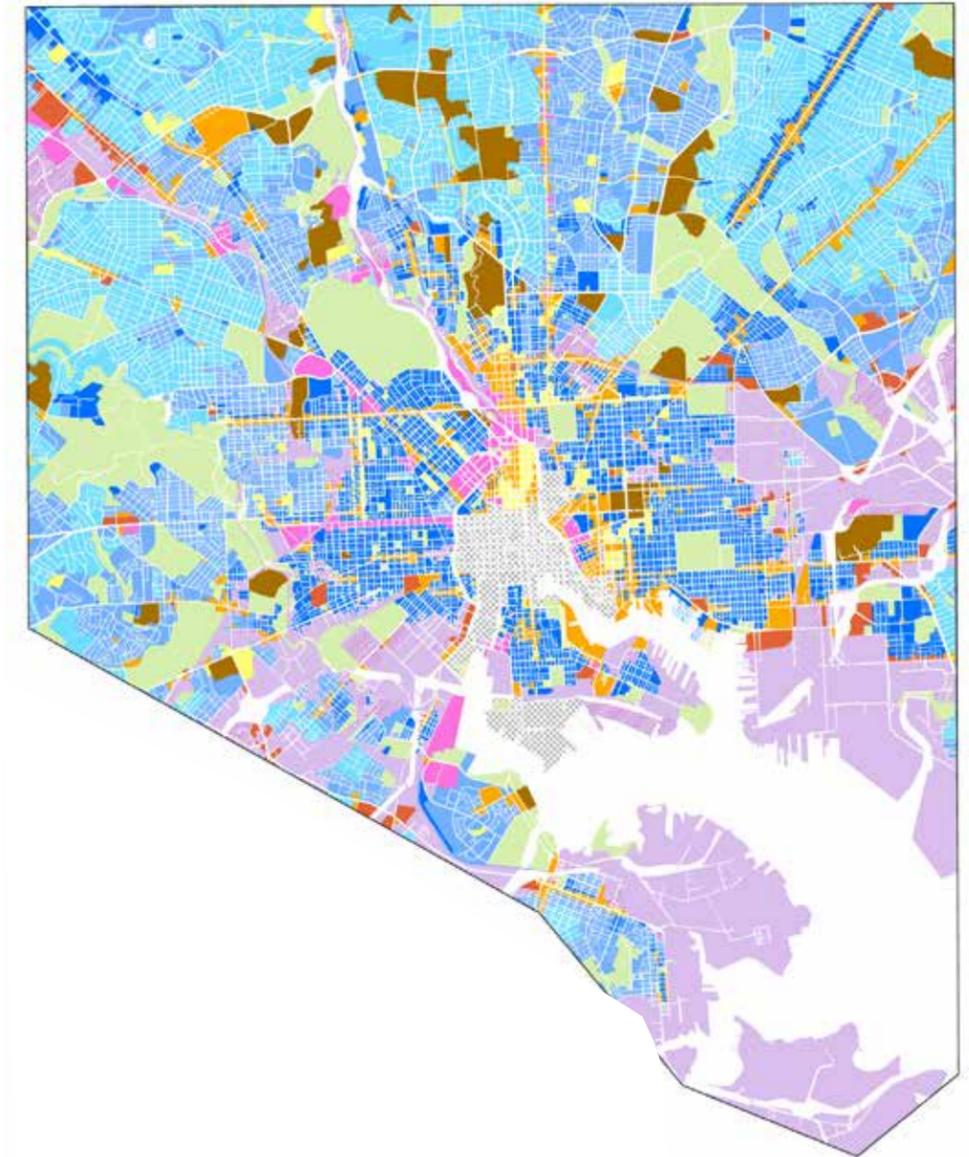


**Map 12. Baltimore City Existing Land Use**

For comparison, this map shows the land use categories based on today's zoning. Actual land uses may be different than land use category based on zoning 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.
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



**Map 13. Baltimore City 2024 Proposed Land Use**

This map will be updated on a 4-year cycle. See the adjacent Table Table 4 on page 94 for details on the proposed land use categories and subcategories or Table 14 on page 387 for information on zoning districts by land use category.

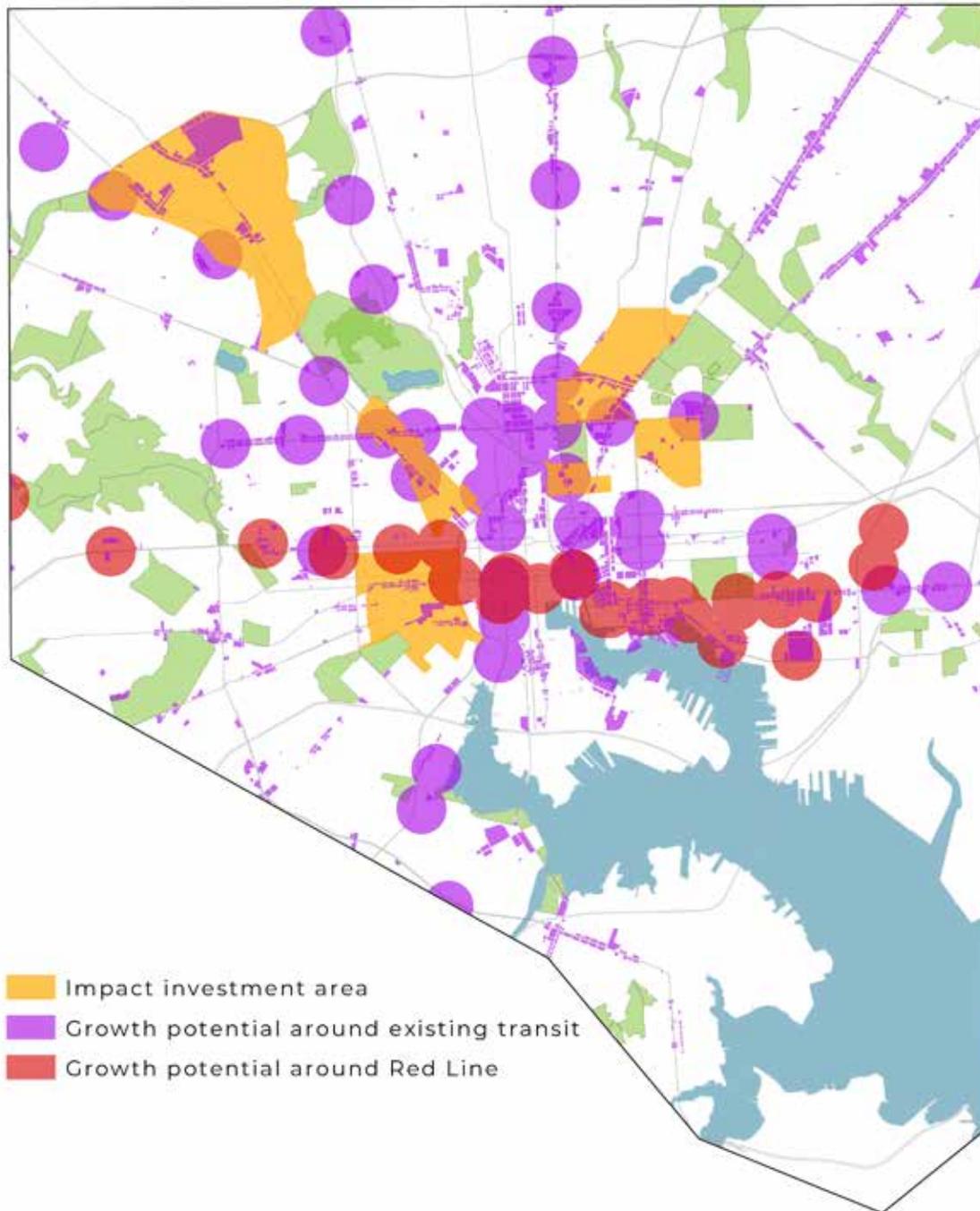
## Growth Areas

All of Baltimore City is served by public sewerage and thus entire city is designated as Growth Tier I in the State of Maryland's growth tiers (see Appendix 5. Growth Tier Map on page 411). Although there are growth opportunities throughout the City, we are focused on Targeted Growth Opportunities, as shown on the map below. Key growth areas fall into three categories:

- **Impact Investment Areas:** These areas are the cornerstone of the City's current community development strategy. Typically, they are comprised of areas where the City has significant investments of land and money adjacent to strong residential markets. In these areas, DHCD, with assistance from DOP is actively planning block by block strategies with their communities, and progress is monitored by the Mayor's Neighborhood Sub-Cabinet.
- **Areas around Existing Transit:** These areas are existing alternatives to suburban "green field" growth areas, albeit with extra-ordinary transit resources. Transportation costs are typically the second largest household expense in North America, These development sites begin to ameliorate that expense.
- **Areas around Red Line:** The Red Line should be operational by the next Comprehensive Plan, creating significant housing and employment opportunities that do not exist today. Furthermore, parts of it traverse areas of disinvestment that will have significant public property available. Red Line connections to significant employment centers in Woodlawn, Bayview and downtown Baltimore, as well as MARC connections to downtown Washington DC and the Washington Metro, create a dynamic opportunity for affordable housing with superior transit connections to employment.

## 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 (meeting criteria for a change or mistake). Table 14. Zoning districts by land use category and subcategory on page 387 (in Appendix 3. Supplementary Tables) shows how the zoning categories correspond to the land use categories.



### Map 19. Targeted Growth Opportunities

Red Line station locations are to be determined. Associated growth opportunities may change accordingly.

## 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 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.
Land Use Map	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.
Zoning Map	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.



*The American Ice Building adjacent to the West Baltimore MARC Station has been the subject of TOD proposals in past years.*

## 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. Transit oriented development is typically located within a half mile of a transit station, with the highest density and range of uses within a quarter mile of the transit station.

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, particularly in West Baltimore, by providing a new high-frequency transit line that addresses a major gap in east-west transit service, through downtown Baltimore.

### 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.*

## 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 prioritize walking, biking, and transit with improved facilities for active transportation and a reduction in parking requirements. This also means employing principles of universal design to ensure that people of all abilities can get around the city more easily.

**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.

### **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



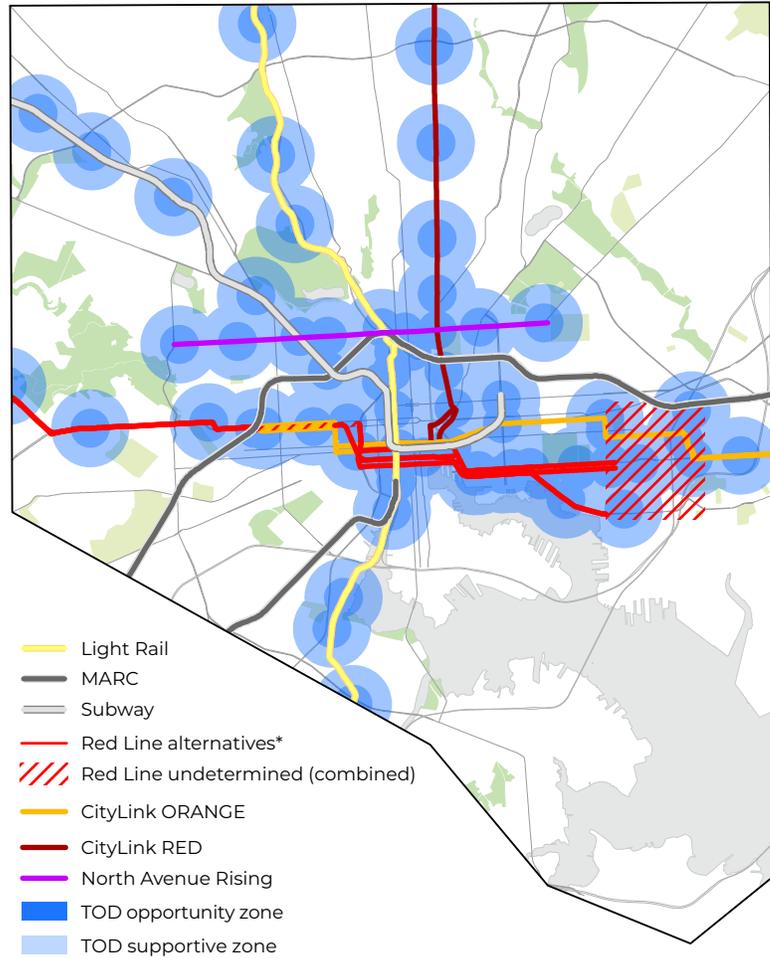
*The Fitzgerald apartment building next to the MTA Light RailLink Mt. Royal / MICA Station.*

### TOD Opportunities

Map 14 on page 101 and Map 15 on page 102 depict 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.

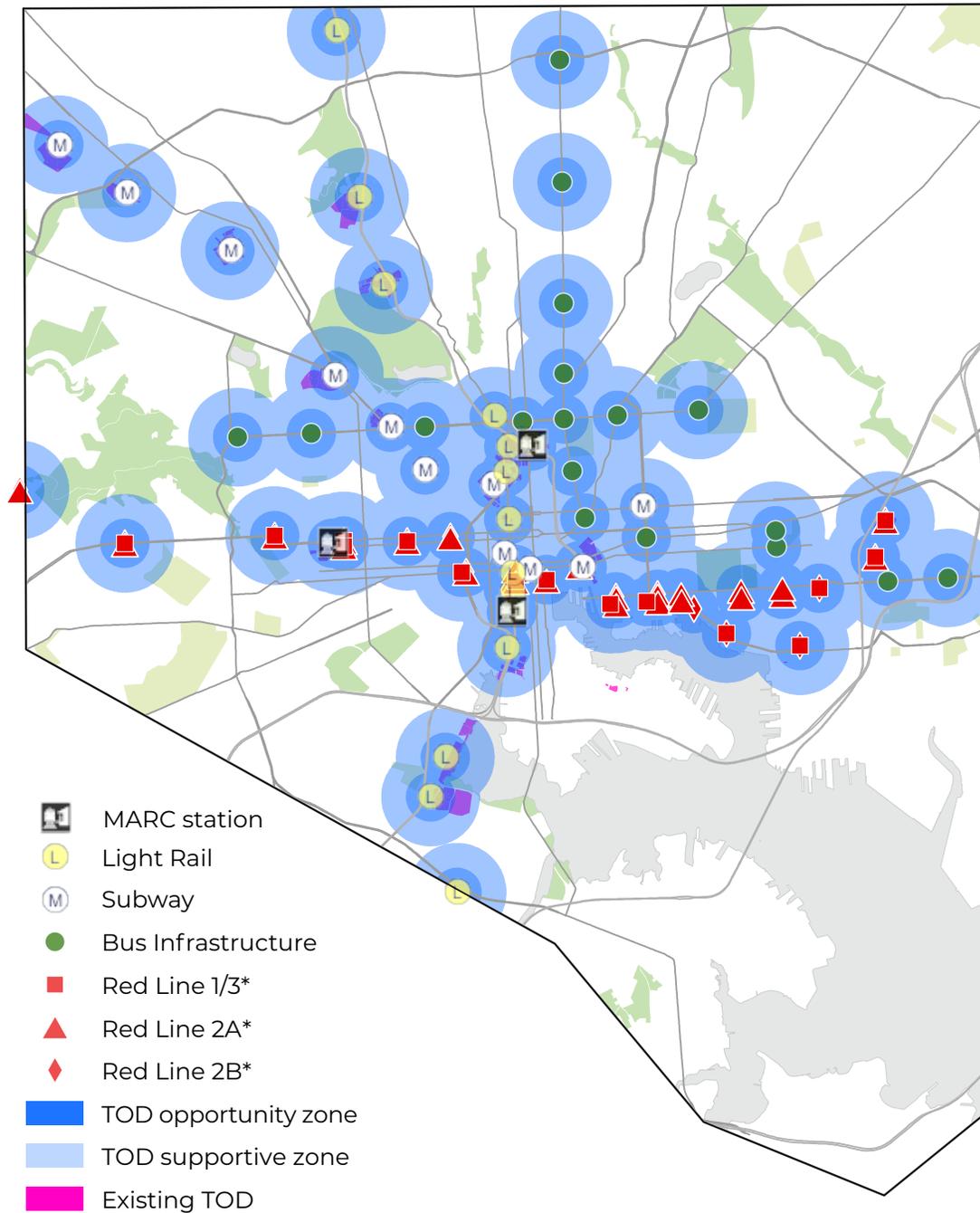
TOD Opportunity Zones are within a quarter-mile radius of critical nodes and stations along major Maryland Transit Administration (MTA) infrastructure projects (past, present, and future). These routes are:

- 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.



**Map 14. TOD opportunity corridors**

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



**Map 15. TOD opportunity transit stops**

\*Select transit stops identified by DOP staff.  
 Red Line alignment is not finalized and TOD-designated areas may change accordingly.

## Land Use Map

The TOD Opportunity 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:

- 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.

As an additional measure to promote density near transit, an outer ring around each TOD node is designated as a “TOD Supportive Zone.” This creates opportunities for owners of properties within a half-mile radius to be eligible for appropriate rezoning and policies to support infill development that dovetails with the more intense TOD Opportunity Zones:

- The goal of TOD Supportive Zones is to stimulate investment in walkable communities without necessarily rezoning to a TOD zoning category or disrupting the character and scale of the existing neighborhoods.
- Depending on the neighborhood context and parcel size, many zoning categories can support TOD principles. These include higher-density residential zones, Office-Residential, Industrial Mixed-Use, C-5 (including various subzones), and the C-1 commercial zone. 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 combination of the Reconnecting Communities Pilot Program and the MTA Red Line will provide an unparalleled transformational boost to the communities in this area.

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.

### 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 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.



*Rochester Inner Loop East, before demolition, Reconnecting Rochester.*



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

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 the state is unlikely to build any 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. New housing can support the changing housing needs of existing residents and attract new residents. 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.



*Construction of new residential housing.*

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

## Market Potential

According to *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.

*“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.”*

Based on a DOP analysis of permit applications, approximately 27,000 new housing units have been created in Baltimore City from 2018 to 2023. 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.



**A building under construction near many newly constructed multi-family buildings.**

## Residential Holding Capacity

### WHAT IS HOLDING CAPACITY?

**Holding Capacity**, or Development Capacity, is the calculated potential number of future housing units that could be built on **vacant** and **underutilized** land based on current zoning and proposed land use.

Vacant land is defined as properties with no improved assessment, no visible structures, demolition permit, and/or has a vacant land use code. Underutilized land is characterized as properties with a vacant building notice, or a lot where surface parking is the primary use.

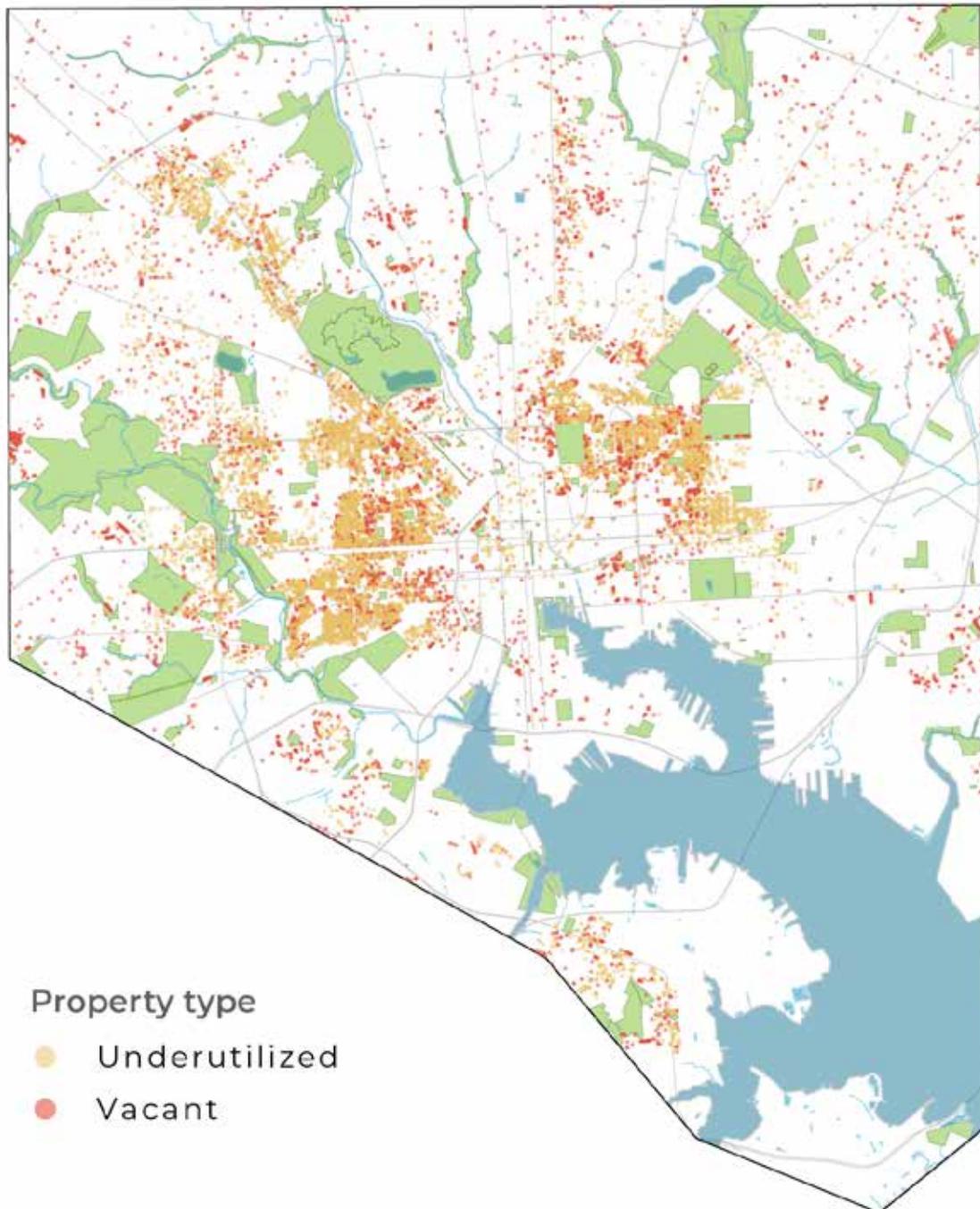
Many properties were removed from the analysis, including public institutions, such as universities, schools, parks, those with steep, undevelopable slopes, and within the floodway and critical area, and properties within zoning districts that do not allow residential development. The acreage of vacant and underutilized properties is multiplied by its underlying zoning yield to determine the residential holding capacity in housing units.

---

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).



Map 16. Development potential of underutilized and vacant land.

## 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 YR. CAPTURE OF NEW CONSTRUCTION (# OF UNITS)	HOLDING CAPACITY IN UNITS		5 YR. CAPTURE AS % OF HOLDING 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%

**Source:** An Analysis of Baltimore City's Residential Market Potential (2020); Department of Planning. See Map 16 on page 111 for location of analysis areas. The estimated capture rate is a percentage the researchers apply to the total market size to estimate how many people would likely be enticed, or drawn in, specifically by the availability of a new construction product. It represents the estimated number of households that could be attracted to the market if sufficient new construction units were available.

AREA	EST. 5 YR. CAPTURE OF NEW CONSTRUCTION (# OF UNITS)	HOLDING CAPACITY IN UNITS		5 YR. CAPTURE AS % OF HOLDING CAPACITY (ZONING)
		EXISTING ZONING	LAND USE MAP	
<b>Total</b>	<b>34,667</b>	<b>68,307</b>	<b>75,689</b>	<b>51%</b>

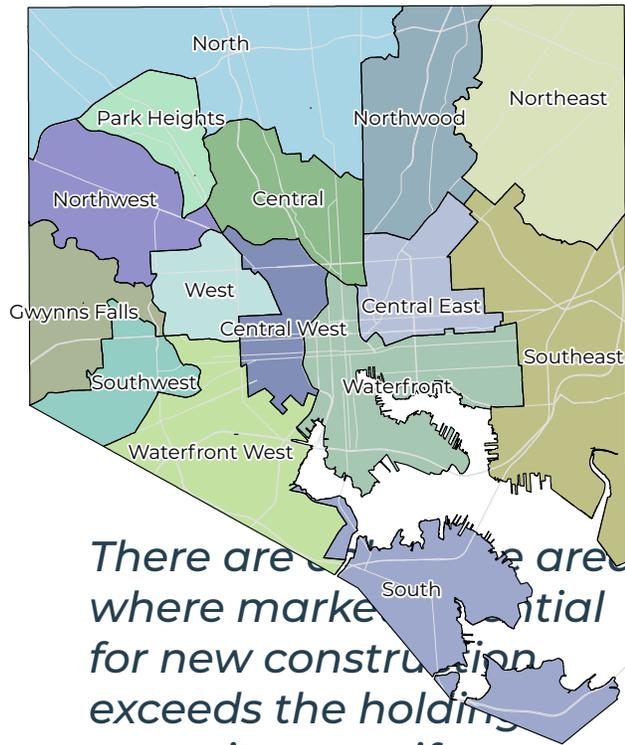
**Source:** An Analysis of Baltimore City’s Residential Market Potential (2020); Department of Planning. See Map 16 on page 111 for location of analysis areas. The estimated capture rate is a percentage the researchers apply to the total market size to estimate how many people would likely be enticed, or drawn in, specifically by the availability of a new construction product. It represents the estimated number of households that could be attracted to the market if sufficient new construction units were available.

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.

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



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

Map 17. Market potential analysis areas

meet the market potential, so efforts should be made to help adjacent areas become poised to capture their market potential.

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.

**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
<b>Total</b>	<b>68,307</b>	<b>1,897</b>	<b>1,894</b>	<b>30,883</b>

**Source:** An Analysis of Baltimore City's Residential Market Potential (2020); Department of Planning. See Map 16 on page 111 for location of analysis areas..



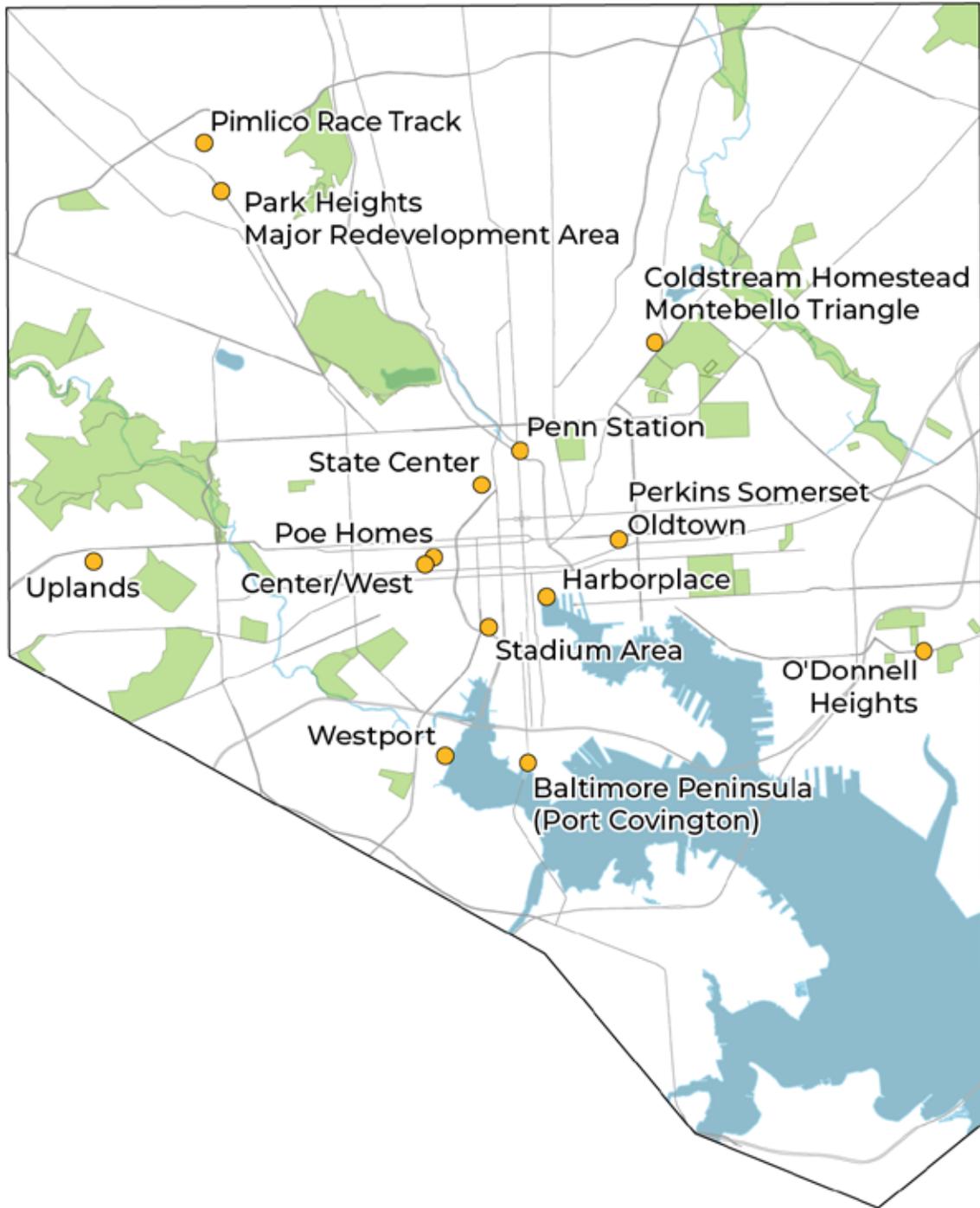
*Rendering of proposed Baltimore Peninsula redevelopment. Courtesy MAG Partners.*

## 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 hundreds of additional redevelopment projects of a single block or single property, and these smaller scale, incremental developments are just as critical, if not more important, in stimulating the housing market.



Map 18. Major redevelopment sites.

## 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

- DHCD assembled and offered a 9-acre site for redevelopment
- Phase 1 will include approximately 50 homes
- Designed to be the City's first net-zero homeownership community, with all of the homes having net-zero energy, providing for a more sustainable environment and saving the homeowners on utility bills.

### Poppleton Redevelopment

- Begun in 2006, this long-delayed project will include a mix of market rate and affordable rental units, homeownership opportunities, and commercial space.
- The Original development plans called for over 1800 units. To date, 257 market rate rental units have been constructed. A new 165-unit, age-restricted building for older adults is in pre-development.

### 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 ; construction is expected to start in 2024



*Key's Point master plan.*

## 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 older adults completed construction in 2023
- 192 additional units are currently under construction, including 100 units for older adults, 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



*Rendering of Penn Station redevelopment.  
Courtesy Penn Station Partners.*

## Perkins Somerset Oldtown (PSO)

- HABC and DHCD partnered to win a \$30 million Choice Neighborhoods 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 a renovated and 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 rental units completed in 2024.
- Over 200 homeownership units and the accompanying infrastructure are currently under construction.

## Planned

### Harborplace

- MCB Real Estate purchased the development rights for the Harborplace Pavilions through receivership 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 design review, Planning Commission review, and environmental reviews.



*Rendering of proposed Harborplace redevelopment. Courtesy MCB Real Estate.*

## 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 Westport Waterfront Park.
- The new development will include a combination of homeownership and rental units, affordable as well as market rate, and apartments for older adults.
- 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

- DOP in partnership with a consultant team, has recently completed the State Center Market and Conceptual Pre-Development Study for the 18.5-acre site. This document identifies key drivers for future development and offers a roadmap for the future of the site. This includes the potential for the holistic redevelopment of the adjacent McCulloh Homes through the CHOICE Neighborhoods Program. Through the process the team identified 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 is intended to be vacated by the State in 2026, and terms of a transfer to the City must be agreed upon.
- A future developer will be able utilize the market study and extensive neighborhood out-reach to inform development plans. The site is designated TOD by both the State and the City.

## **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. ft. 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.



*Roadway improvements related to Perkins Somerset Oldtown redevelopment.*

## **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, recreational facilities, and street trees. 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 pavement and other pavers, 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 developing 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:** Unless 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) have 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) 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.



**MTA Light RailLink under Interstate 83.**

The City is also benefiting from the direct investment of billions of 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	\$3.4 to \$7B	The Red Line will be light rail, but the details of its exact alignment have not yet been determined. This regional east-west rapid transit service will link residents in economically distressed areas to jobs, health care, education, shopping, and recreation. It will connect with Metro Subway, Central Light Rail and Amtrak to improve local and regional mobility.
Howard Street Double Stacking Tunnel Project	~\$550M	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.

Source: Draft FY 2025-2030 CTP.

PROJECT	STATE/FEDERAL INVESTMENT	PROJECT DESCRIPTION
Frederick Douglass Tunnel	~\$6B	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	~\$150M	To prepare for increased passenger volumes anticipated through 2040 and beyond, Amtrak is advancing plans for redeveloping and improving its busiest stations.
Source: Draft FY 2025-2030 CTP.		







# 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, with access and mobility for all without reliance on automobiles.	<ul style="list-style-type: none"> <li>Equitable neighborhood development</li> <li>Affordable housing</li> <li>Vacant housing</li> <li>Public spaces and placemaking</li> <li>Historic resources</li> </ul>

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 across the lifespan 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 contribute to the economy of the City. We need to build our workforce and economy in a way that provides opportunities for employment and skill building for all residents, supplies residents with a livable wage, and honors the City's history, culture, and diversity.	Small business ecosystem and neighborhood retail Workforce development Freight movement

Each of the following sections outlines the major challenges that residents identified within each thematic area and provides background on those challenges and efforts that are already underway. Those sections conclude by providing goals for the City to pursue over the next 10 years through this plan and related City plans.

For a more detailed list of recommendations that the City can choose to enact to reach those goals, please see Appendix 1. Recommendations on page 316.

The goals presented for each topic are accompanied by high level measures that will be used to track relevant outcomes related to the goal. However, those measures are not specific outcomes in and of themselves. Additionally, each section, goal, and set of existing measures draws on DOP's equity lens and works to instill equity in all future development within the City.

Similarly, future outcomes and future actions implemented will be embedded with equity to ensure that the most vulnerable populations and those who have been historically marginalized are prioritized; this includes, the BIPOC community, the LGBTQIA+ community, those experiencing conditions of poverty and/or homelessness, older adults, children, those with different abilities, those dealing with substance use, those who were recently released, and many more.



# 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 while prioritizing the health and well-being of our current residents.

## 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, strengthen, and revitalize Black and other underserved and economically disadvantaged neighborhoods.



*2023 National Night Out at Dewees Park.*

**Affordable housing.** Stable and affordable housing can help improve family, developmental, educational, and employment outcomes. Affordable housing can improve physical and mental health while unstable housing increases stress. 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 throughout the City, especially in those areas that have little affordable housing and/or have historically excluded it. It also means



*Members of the Citywide Goldstarz Marching band.*

that we will not concentrate new affordable housing in the most vulnerable neighborhoods, especially those where it has historically been concentrated.

**Vacant housing.** Reducing the number of vacant properties can help improve the safety, 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 affects how people view the space and their overall use of it. We will strengthen placemaking to create more inclusive spaces to bring people together, build social capital and create a sense of belonging. 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.

# Equitable Neighborhood Development

## Overview

For decades, public policy intentionally directed investment away from our urban centers, undermining the health of urban neighborhoods and their residents. Any discussion of “equitable development” must acknowledge these realities. It must also acknowledge the Baltimore region’s role in America’s legacy of racial segregation. Policies, laws, and programs like Baltimore City’s 1910 residential segregation ordinance, zoning laws, restrictive deed covenants, redlining maps, and others restricted housing access for various groups, including Black persons and other people of color. These practices are at the root of many of today’s segregated neighborhoods. The current Administration is working to reverse these effects with an emphasis on equitable neighborhood development.

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.”

### What is equitable development?

The Equitable Development as a Tool to Advance Racial Equity Report (2016) describes equitable development as a reduction in racial disparities and parity in outcomes for legacy residents and newcomers:

“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.”

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 the majority of the City’s 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. Life expectancy disparities between some neighborhoods can be as much as 20 years. 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 portion 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.** Based on the most recent data from the American Community Survey (2022), Baltimore City has an overall homeownership rate of 48%. However, homeownership rates vary by race, with Black homeownership rates around 43%, White rates around 58%,



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

American Indian and Alaska Native rates around 44%, Asian around 32%, Native Hawaiian and Other Pacific Islander rates around 19%, and Latino rates around 43%.

**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 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.

## Current Efforts

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

#### Community Catalyst Grants

The **Community Catalyst Grant 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 to support homebuyers with downpayment and closing costs. This includes some specifically for first-time homeowners and buyers of vacant properties. More information is available on the DHCD website.



*Phase 1 of Perkins completed spring 2024.*

## 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 (DOP/Healthy Neighborhoods, Inc.)
- Developer incentives (DHCD/DOP)

These new programs are designed to address the devaluation of housing in majority Black and economically disadvantaged 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



*"Only Love Grows Here" mural in Waverly.*

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)**

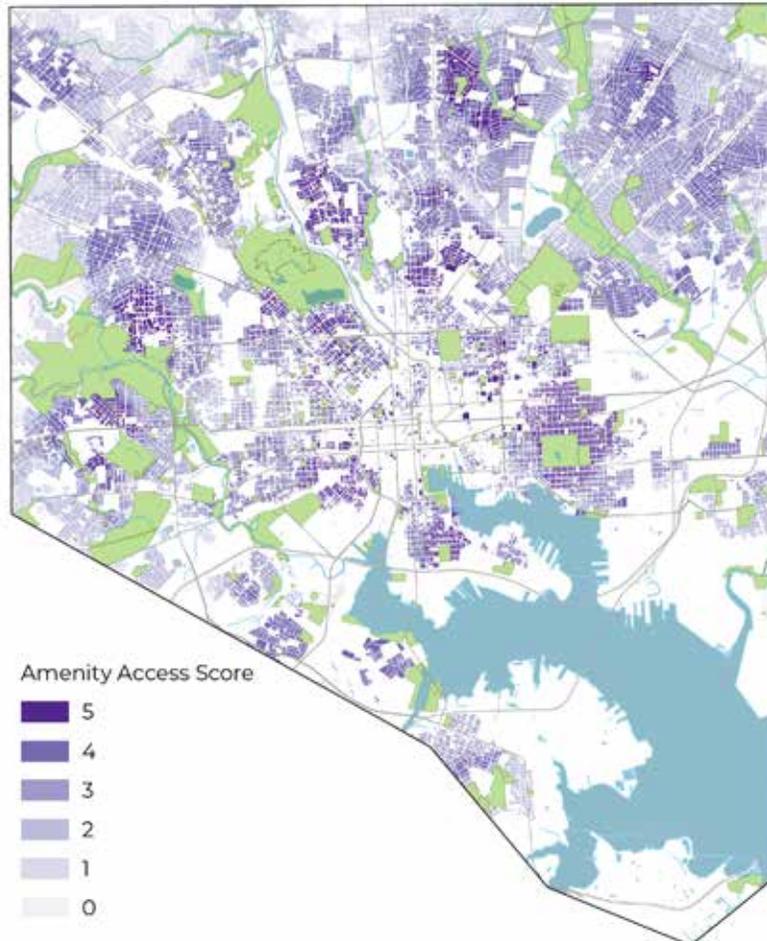
The University of Baltimore Real Estate Fellows work to address critical development needs within Baltimore's middle-market neighborhoods. Each year, a fellow will receive financing up to \$1 million in a Guidance Line of Credit from Baltimore Community Lending to proceed with the project, and access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



## Guide for Equitable Development

Reconstruct, rebuild, and repair Black neighborhoods in concert with repairing damage done to Black residents 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.



**Map 20. Amenity access score**

The amenity access score for a residential property increases by 1 point each when a select amenity is within a 15-minute walk: recreation center, grocery store, pharmacy, library or school.

Our goal is to make the development process more transparent, inclusive, and equitable for communities.

At the same time, for investment to occur, the development process must be transparent and predictable for developers. We must find ways to achieve

both goals so that communities benefit from much needed investment, and that investment is guided by the principles listed above.

## Goals & Measures

**Goal 1** Increase engagement of under-represented individuals and groups in planning and community development to better ensure development is reflective of the community.

This can be achieved by developing targeted outreach strategies, funding efforts to partner with BIPOC organizations, training staff in trauma-informed approaches, making city processes more accessible, and using technology to better reach all communities.

**Goal 2** Increase opportunities for community and individual wealth building among low-income, immigrant, and BIPOC residents.

This can be achieved by streamlining participation in and access to government programs that support homeownership, development, business development, and more. This can also be supported through policy changes and zoning changes that better allow for diverse types of housing.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
% participation/\$ of MBE/WBE in Baltimore city contracts	↑	SMBA&D
POC-Owned Businesses Share of Total Revenue	↑	
Black-White Income Gap	↓	
Sources: Mayor's Action Plan for Baltimore and BDC Baltimore Together Goals & Metrics.		

# 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. 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 in the region.** While many in Baltimore City struggle to afford housing, Baltimore City has the largest number of affordable rental units in the region and the least expensive housing in the region.

#### 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, 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 that can lead to homelessness.

**Substandard or unsuitable housing.** If quality affordable housing that meets residents' needs is not available, residents may be forced to live in housing that is in poor physical condition or physical condition that does not meet their needs (such as accessibility), 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, especially if the affordable housing is located in low poverty, well-resourced neighborhoods.

**Economic security.** High housing costs often leave low-income families with little left over for other important expenses, leading to difficult budget trade-offs such as food and healthcare. Affordable housing increases the amount



*700 E. Chase Street.*



*Metro Heights Apartments.*

that families can put toward other household expenses and provide the opportunity to save for the future.

**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 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.

### 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.

## Inclusionary Housing

New inclusionary housing requirements apply to projects that (1) include 20 or more units, (2) receive a major public subsidy or benefit from Significant land use authorization, (3) are newly constructed, substantial rehab or converted from a non-residential housing use, and (4) the cost of construction or conversion exceeds \$60,000 per unit. Projects subject to the inclusionary housing requirements must make 5% of units for rent affordable to low-income households (at or below 60% AMI) and 5% to affordable to very low-income households (at or below 50% AMI).

Information about rules and regulations, program guidelines, and full text of the law are [available on DHCD's website](#).

## Goals & Measures

**Goal 1** Increase the amount and types of housing supports tailored to the needs of the City’s most vulnerable to housing insecurity to better ensure that all Baltimoreans have stable and safe housing.

This can be achieved by providing resources and programming for specific target populations that prioritize obtaining stable and secure housing, such as co-located and mobile housing services, programs designed for specific populations, and programs for making housing more accessible for those with mobility challenges and different abilities.

**Goal 2** Increase the number of affordable housing units available for purchase and rent within the City to minimize payment burden for residents, with a priority on reducing the burden on those most vulnerable to housing insecurity.

This can be achieved by enacting policies and programs that incentivize the development of additional, high quality affordable housing units, as well as education and outreach to residents to help them identify and apply for affordable housing.

**Goal 3** Increase the diversity of and access to resources and supports for residents to obtain safe and affordable housing within the City.

This can be achieved through larger changes in policy related to equitable development and the development of affordable housing as well as tenant and renters’ rights; and the creation and/or promotion of services that support homeownership.

**Goal 4** Leverage investment in affordable housing as a tool for community and economic development.

This can be achieved by researching and adapting best practices from other cities, changing land use and zoning, educating residents on the benefits of affordable housing, diversifying the types of affordable housing available,

and changing policies and programs to better support the development and tracking of affordable housing.

**Goal 5** Increase the amount and types of housing supports tailored to the needs of immigrants to help them stay and grow in Baltimore.

This can be achieved by partnering with organizations that work with various immigrant communities, expanding loan options that do not require citizenship, and addressing predatory lending practices.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Number of evictions prevented	↑	MOCFS
Average yearly energy savings for clients receiving weatherization services	↑	DHCD
% of Household Spending on Rent	↓	DHCD

Sources: Mayor's Action Plan for Baltimore, Baltimore City Agency Performance Plans, and Baltimore City Neighborhood Profiles Dashboard.

# Vacant Housing

## Overview

### How many vacant buildings does Baltimore have?

As of August 22, 2024, there were 13,209 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. The number of vacant buildings in Baltimore City has decreased by approximately 20% since reaching a high of 16,604 vacants in January 2019.

The number of VBNs is constantly changing. Since January 2016, more than 3,500 buildings have been demolished and 8,700 properties with VBNs have been renovated. There have been more than 12,000 new VBNs issued since January 2016.

Of the 13,209 properties that have a Vacant Building Notice (VBN), only 6.7% or 879 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.

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.

### What is a vacant building?

A vacant building is a building that is unsafe for human habitation. For buildings that meet this criterion, DHCD issues a Vacant Building Notice (VBN). All City data in Baltimore related to vacants counts all properties that have a VBN as vacant.

Properties where nobody is currently living, but could inhabit the property, are considered unoccupied buildings. Recognizing that many of these properties are at risk of being unsafe to occupy and therefore being considered a vacant building, Baltimore City does work with communities to address unoccupied homes as part of the vacants reduction strategy.

The City's legal tools for addressing vacant buildings only apply to properties that are unsafe to inhabit and have a Vacant Building Notice issued for the property.

The only two ways to remove the VBN from the property, so that it is no longer considered vacant, are to renovate the building and obtain a Use & Occupancy permit, or to demolish the building.

## 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. Collectively, an entire neighborhood loses value, none of the residents have an opportunity to build equity, and new residents are discouraged from moving in.



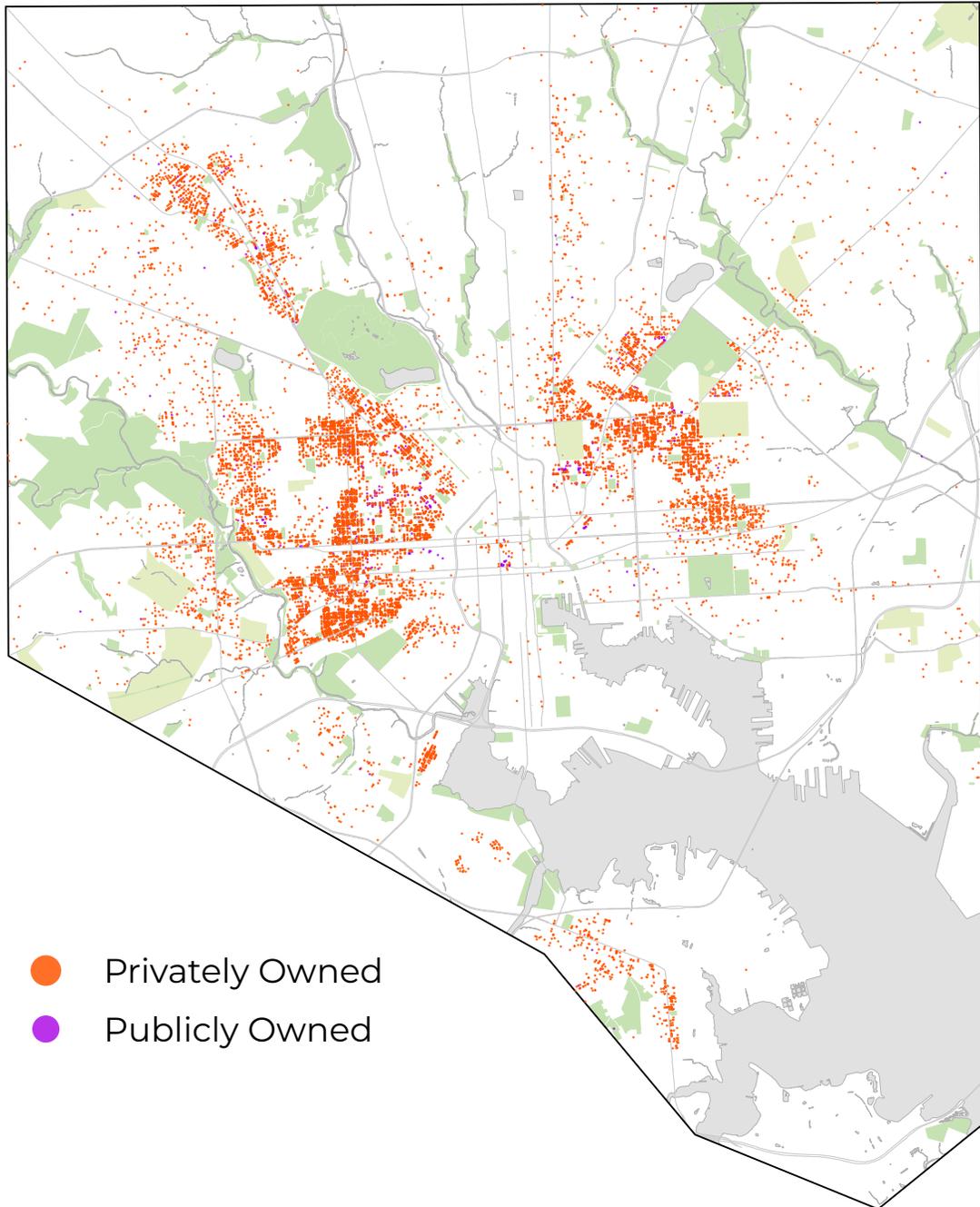
*Vacant houses on Baker Street, 2019.*

**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.”



Map 21. Vacant buildings by ownership type.

## Current Efforts

### 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.

### 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.

### 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).

### 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 and renovated houses in Greenspring.**

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 Drive and Springhill Avenue.

## Demolition and Stabilization

DHCD demolishes or stabilizes buildings that pose a public safety hazard. In Baltimore, demolitions have been associated with small decreases in child emergency department (ED) visits and adult injury related ED visits. 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 preferable to a vacant building (typically for safety reasons), a



*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.*

vacant lot can still have harmful impacts on a community unless an interim use is identified.

## 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 Tax Increment Financing (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. Known as the Non-Contiguous Affordable Housing TIF, this will be the first time that any city in the U.S. has used a TIF in this way.
- **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 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.
- **Work with the State of Maryland to annually deploy \$50 million in CORE funds,** which is state funding dedicated to blight elimination in Baltimore.
- **In addition, the Administration is working in partnership with the State of Maryland to identify new future streams 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\*\*](#)

## Goals & Measures

**Goal 1** Increase the resources and supports provided to residents related to vacancy prevention and elimination.

This can be achieved through better use of technology to identify and manage vacants, broadening community engagement around vacants, and expanding programming related to vacants.

**Goal 2** Intervene early, assertively, and proactively to prevent additional houses from becoming vacant.

This can be achieved by using technology to identify potential vacants, tracking investments, expanding programs to manage and invest in homes in need of repairs, and providing additional services and supports to homeowners to maintain homes.

**Goal 3** Strengthen strategies for addressing vacant buildings and improve the supports to residents to purchase and/or rehabilitate individual vacant buildings, particularly underserved residents most affected by the vacancy crisis.

This can be achieved by making programs and services to purchase vacant houses easier to access, changing policies to allow for faster sale of vacants, automating tracking systems, increasing inspection frequency and consistency, and better stabilizing vacants that pose a threat to the neighborhood.

**Goal 4** Increase the redevelopment of vacant buildings at scale, using a block level approach.

This can be achieved by implementing programs, policies, and practices that support the City and developers in purchasing and redeveloping (or demolishing) vacants and their surrounding area.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
% of properties sold within the last 12 months that are under permit, or have obtained use and occupancy	↑	DHCD
Total # of Vacant Building Notices	↓	DHCD
Annual Demolitions		DHCD

Sources: Baltimore City Agency Performance Plans and DHCD Dashboard.

# 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 include commercial activities and community events. Public spaces where placemaking can be effective encompass 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

#### What is placemaking?

Placemaking is a way of approaching the design and programming of public spaces. It can include public art, community building, and beautification initiatives. Placemaking can connect people reducing isolation, which increases risk of all-causes of mortality and dementia, and encourages physical activity. Building social connection is vital to not only thriving neighborhoods but also health and well-being. According to the Surgeon General's report on the Epidemic of Loneliness and Isolation, in 2018, only 16% of Americans reported that they felt very attached to their local community.

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.*

beautify blocks and better connect neighbors. But placemaking initiatives also force us to ask hard questions:

- 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

**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 and 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



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

as lighting, to support 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.

**Safe and Convenient Access.**

Neighbors from within the community and surrounding communities should be able to walk or roll comfortably to the public space, regardless of age or physical ability. Ensuring that people can access the space in a safe and comfortable manner will help the space to be utilized to its full potential.



*Hummingbird mural and open space in Mount Clare.*



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

## 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:

**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.

**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.



*Revitalized vacant lot in Druid Heights.*

## 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 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](#)

## Goals & Measures

### Goal 1 Revise policies and processes related to public spaces and placemaking to improve transparency and efficiency.

This can be achieved by updating policies and standard operating procedures related to public spaces and placemaking.

### Goal 2 Increase the development of City-supported placemaking projects in historically disinvested neighborhoods.

This can be achieved by developing clear equity criteria to assess and prioritize projects, training City staff on placemaking and cultural responsiveness, and applying an equity lens to art and placemaking programs.

### Goal 3 Increase efforts to build community capacity to undertake placemaking projects.

This can be achieved by identifying and sharing relevant resources with residents, updating policies to recognize placemaking, creating spaces for

placemakers to connect, and developing a resource guide/toolkit for place-making.

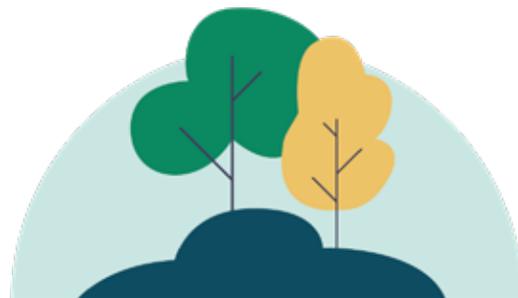
**Goal 4** Implement high quality programming and stewardship of public spaces by Baltimore City agencies and partners.

This can be achieved by setting clear metrics and regularly tracking and assessing success.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
% of grass mowing service completed on time	↑	DGS
% of Census Tracts with access to Public Art	↑	BOPA

Sources: Baltimore City Agency Performance Plans.



# 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.

## How many historic resources does Baltimore have?

Nearly 90% of the properties in Baltimore meet the federal criteria of historic resources 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 at either the federal or local levels. Approximately 65,000 properties are listed on the National Register of Historic Places, and 15,000 structures are within a local



*The American Brewery building.*

historic district. Baltimore City has a higher percentage of designated historic resources than many other comparable cities.

## 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 buildings are beautiful.

### Historic resources stimulate the economy.

- Restoration of historic resources create more jobs in the building trades 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,



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

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 greater. This allows for a greater savings on the monthly debt service, which allows for more first-time home buyers.
- Historic preservation cultivates a sense of place and pride in the neighborhood. 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.

## *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 may be 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 may be 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.

## State Inventories

**Maryland Inventory of Historic Properties (MIHP).** This is a list of potential historic resources and districts. Some of these properties have been determined to be eligible for listing on the National Register of Historic Places, but others have not. This list may not include properties on Baltimore's local landmark list or in local historic districts.

## Federal Inventories

**National Register of Historic Places.** This list is maintained by the National Park Service (NPS) and the Secretary of the Interior. It includes individual structures, sites, and districts that are historically significant to the history of the country. The use of federal or state funding or permits for a property listed on the National Register will trigger a review. This review process is coordinated by the Maryland Historic Trust, and can include community associations, preservation advocacy organizations, CHAP, and others. It only provides a design review if the project is funded by federal funds or needs a federal permit. These properties may be eligible to use local, state, and/or federal historic tax credits.

**National Historic Landmarks Program.** This is a list created and maintained by NPS for properties that are considered highly significant to the country's history. The same processes for reviews and tax credits are the same as for properties listed on the National Register of Historic Places.

## Goals & Measures

**Goal 1** Expand the use of historic preservation programs and services across the City to revitalize neighborhoods and better protect more parts of our historic City.

This can be achieved by partnering across agencies, identifying policy mechanisms to support historic preservation, establishing historic conservation districts, better tracking metrics related to preservation, expanding

the tax-credit program, and integrate historic preservation tools in neighborhood revitalization strategies and programs.

**Goal 2 Increase engagement with residents to tailor historic preservation programs and supports to community needs.**

This can be achieved by partnering with underserved communities to identify needs and opportunities, collaborating with partner organizations to communicate about resources, creating a storytelling program, and other community engagement initiatives.

**Goal 3 Expand workforce development resources and services to support the growth of a local historic preservation workforce and restoration economy.**

This can be achieved by providing workforce training and programming on historic preservation and historic restoration trades and creating new training programs for certain target populations (for example, those who are incarcerated, high school graduates).

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
# of historic tax credit applications granted	↑	DOF/DOP
# of engagements CHAP staff has with organizations/ individuals regarding historic designation, local historic district activities and educational affairs	↑	DOP
# of vacant buildings (VBNs) in conservation and historic districts	↓	DOP

Sources: Baltimore City Agency Performance Plans and Baltimore Sustainability Plan.

# 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.** Convenient and reliable transportation can make jobs, education, healthcare, shopping and social opportunities more accessible. We hope to increase access to public transit by providing new services, modify existing services to go where people need to go, when they need to go, and making existing transit more frequent and more reliable. The Red Line is an important element of transportation equity in Baltimore. We will also make goods and services more accessible by putting new transit stations near retail centers. Lastly, we will work to make the city more pedestrian and bike friendly.

**Food access.** A strong food system helps create a resilient and healthier 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).

### 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.”

## 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.

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,



*MDOT MTA Metro SubwayLink at State Center Station.*

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.

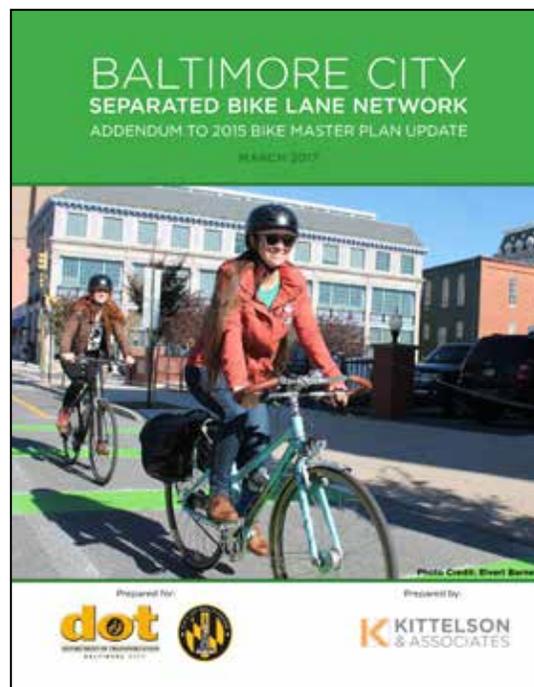
Access and reliability of public transit is important to our residents with disabilities. Nationally, 13.4% of people have a disability. In Baltimore, as of 2022, 17.2% of residents live with a disability. Therefore, we need to make sure our streets, sidewalks, and public transit system can safely and 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. Walking and biking infrastructure promotes better health, creating a default environment in which people are living an active lifestyle. 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. Transit-oriented development (TOD) is an approach that encourages intensifying and inter-mixing land uses (for example, residential, office, retail, and entertainment) around



*Cyclists on Herring Run Trail.*

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.

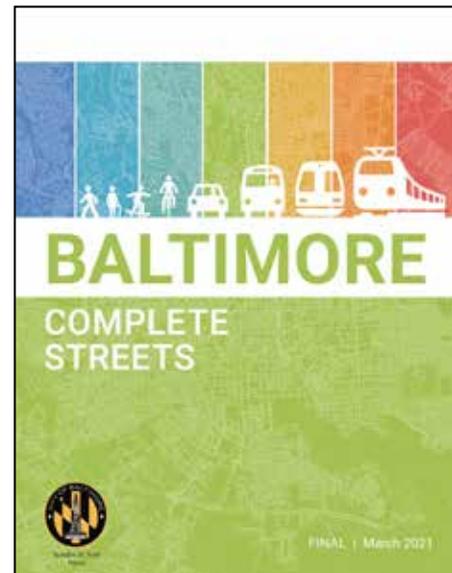
## Importance of Transportation Equity

**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 convenient and reliable 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. Meanwhile, the cost of an MTA pass is \$77 per month (with discounts for older adults, students, and people with disabilities), and bike ownership is around \$15-30 per month. The option to be car free allows residents to reinvest money back into their communities.

**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. In addition, car-oriented design creates a public health impact due to the increased risk of injury or death.



## Current Efforts

### Regional Transit Plan for Central Maryland

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. MTA will launch the next RTP round in fall/winter 2024.

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/Tradeport Atlantic) and the North-South Connection from Towson to Downtown Baltimore.

### 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,



*Spin is one of Baltimore's two dockless scooter providers.*

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. 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.

## Red Line

The relaunched Red Line is a 15-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 faster and more reliable than current transit options. 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.

## Amtrak

Amtrak is spending \$6 billion upgrading the West Baltimore MARC Station, Penn Station, and the portion of the Northeast Corridor (NEC) that runs through Baltimore City and beyond. This current and ongoing development, slated to be completed in 2035 will bring new jobs to residents, allow for resident's access other opportunities throughout the region, and has a commitment of \$50 million in community investment slated specifically for West Baltimore.

## 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 \(2017\)\*\*](#)
- [\*\*Toward Zero Program\*\*](#)
- [\*\*MTA BMORE BUS Transit Plan\*\*](#)

## Goals & Measures

**Goal 1** Update and modernize the City transit system to increase ridership, with an intentional focus on historically marginalized and underserved communities.

This can be achieved by investing in updated tracking technology; retrofitting all aspects of the transit system with modern amenities like wi-fi and outlets, grocery storage, and bike storage; and exploring options to move the transit system, particularly the bus fleet, to renewable energy sources.

**Goal 2** Increase investment in and development of TOD throughout the City.

This can be achieved by further developing policies and practices related to TOD, such as zoning overlays, expansion of TOD zoning and zoning criteria/guidance, and creation of a TOD manual that guides development requirements within TOD zones.

**Goal 3** Support efforts to expand regional transit in partnership with MTA and MDOT to connect more people and places within the Baltimore metro area, with a focus on meaningfully connecting residents of underserved, disinvested, and historically marginalized communities.

This can be achieved through continued participation in BMC and coordination with other partners, including specific transit infrastructure in capital projects, hiring additional transit staff, aligning funding priorities with existing transportation plans, and expanding the existing City transit system.

**Goal 4** Increase city transit service accessibility, frequency, reliability, and affordability for historically marginalized and underserved communities.

This can be achieved through reduced fares, education, application of universal design principles and techniques throughout the transit system, improving first- and last-mile connections, updating transit schedules and staffing to meet changing demand, expanding bus routes, creating small area transit plans, and evaluating signage.

**Goal 5** Increase the use of land use tools and policies to support the development of equitable transit.

This can be achieved through close coordination with MTA, developing an equity-focused transportation plan, regular engagement with residents,

developing partnerships with urban-friendly banks and lenders, removing unused pavement, and removing surface lots in dense areas.

**Goal 6 Implement “Complete Streets” to increase the number of people who walk or bike to destinations.**

This can be achieved by assessing and understanding the existing needs to increase walkability, bike-ability, and use of other mobility devices; including Complete Streets as a typology within the Land Use Map; updating the Complete Streets Manual and related guidance to be more inclusive of all forms of micro-mobility; improving sidewalk conditions; investing in infrastructure to support bike mobility; partnering with organizations to giveaway bikes and mobility devices; and investing in efforts to increase pedestrian and bicyclist safety.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
Walk score	↑	
% of city population that use public transportation to get to work	↑	
# of miles of new bike infrastructure constructed	↑	DOT

Sources: Mayor’s Action Plan for Baltimore and Baltimore City Agency Performance Plans.



# 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.

Local government has a limited role to play in the quantity and location of grocery stores. Grocery stores, like all other stores, are private businesses and make market decisions about where to locate. Baltimore City provides incentives for grocery stores and assists with site assembly and zoning.

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.

#### 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.

There are also economic disparities that impact residents' ability to purchase nutritious and culturally appropriate 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 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.*

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.

### 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

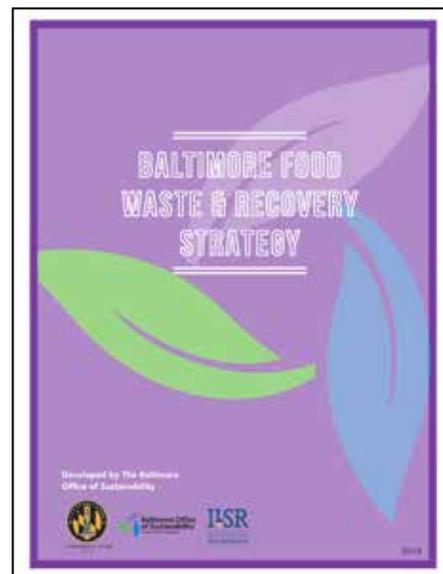
Food retail involves the sale and distribution of food products to consumers. In Baltimore, food retail includes various options, including grocery stores and supermarkets, small grocery and corner stores, convenience stores, public markets, farmers markets, farm stands, food banks and pantries, and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



*Baltimore’s Food System.*



## 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.

### 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 DOP's 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.

### 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.

## 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](#)



*Resident Food Equity Advisors 2023 Cohort.*

## Goals & Measures

### **Goal 1** Increase accessibility of healthy and culturally appropriate foods, particularly in areas of high food insecurity.

This can be achieved through policy and funding that supports initiatives and efforts related to addressing health, economic, and environmental disparities. These could include efforts to expand access and use of programs like SNAP and WIC, supporting formal Food is Medicine legislation, partnering with community organizations on alternative modes of food.

### **Goal 2** Engage residents in food systems education and support community-led work, particularly for urban farmers, families with young children, and older adults.

This can be achieved by more regularly engaging with residents around food systems to develop new policies and processes, increasing opportunities for urban agriculture, partnering with Baltimore City Public School Food and Nutrition team to educate youth and families, connecting existing and prospective urban farmers with educational and training opportunities, supporting existing organizations that engage in food systems and food

sovereignty work, and promote mobile nutrition clinics and food workshops. access, investing in local food growing and storage solutions, and passing a Staple Foods Ordinance.

**Goal 3 Increase opportunities for urban agriculture to facilitate access to fresh, healthy, and culturally appropriate foods for historically disinvested neighborhoods.**

This can be achieved by supporting existing and prospective urban farmers through securing land tenure for existing urban farms, reducing barriers to urban farming, providing more contracting opportunities to sell produce and goods through City institutions and local food businesses, and facilitating connections between urban farmers. The City can further support these efforts by allowing City-owned vacant lots to be used for agriculture, providing soil testing and water infrastructure, creating government positions to support urban agriculture, developing a food hub in partnership with Baltimore Public Markets, and investing in existing organizations that support urban agriculture.

**Goal 4 Provide economic supports to help grow local food businesses and develop the local food economy, with an intentional focus on minority and women-owned businesses as well as those led by other underrepresented identities.**

This can be achieved by establishing local food cooperatives, expanding the procurement and sale of local produce, streamlining processes and regulations for small food businesses, partnering with MOED and other agencies and organizations to create food career pathways, and providing technical assistance to local cooperatives and urban farmers.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
% of city population utilizing SNAP		DOP
Number of residents living in Healthy Food Priority Areas	↓	DOP
Sources: Mayor’s Action Plan for Baltimore and Baltimore Sustainability Plan.		

# 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

#### What is digital equity?

Digital equity 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 participation, employment, lifelong learning, and access to essential services.

#### 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.

portals. Disproportionately, some Black and Hispanic families simply did not have the resources available to spend hours navigating the vaccination reservation systems.

**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 with limited data plans 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. 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.

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.*

## Additional Resources

- [Baltimore City's Digital Inclusion Strategy, 2024-2029](#)
- [Baltimore City's Digital Equity Framework 2.0, May 2023](#)



## Goals & Measures

### **Goal 1** Increase the availability and accessibility of secure high-speed internet and digital devices, prioritizing neighborhoods with low levels of digital equity and inclusion.

This can be achieved through partnerships and efforts to expand wi-fi access in public and private locations, provide digital devices, build out the City's fiberoptic infrastructure, educate residents on the services and programs available, and exploring options to change the number of internet providers.

### **Goal 2** Increase the quality and availability of digital skills training, education, and technical support among residents of low socioeconomic status throughout the city.

This can be achieved by implementing the City's Digital Inclusion Strategy, creating a standard digital literacy curriculum, partnering with public entities and community-based organizations as training partners and centers, developing technology hubs and call centers, and sustainably funding efforts related to digital literacy and support. All trainings, materials, and support services should be available in multiple languages.

### **Goal 3** Increase access to modern computing devices, specifically targeting communities with low digital equity scores.

This can be achieved by implementing the City's Digital Inclusion Strategy and through expanding existing and forming additional partnerships to acquire and distribute devices to households with low incomes. These efforts should be paired with efforts to expand access to digital skills training.

## Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Number and dollar value of devices provided	↑	BCIT
Public internet usage by sessions, bandwidth consumed, locations served	↑	BCIT
Household Internet Access	↑	DHCD

Sources: Mayor's Action Plan for Baltimore and Baltimore City Neighborhood Profiles Dashboard.

# 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 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 Park-Score® 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

#### 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, rights-of-way, 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, golfing, 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.

park systems according to five categories: access, investment, amenities, acreage, and equity. Baltimore is currently ranked #29 nationwide.

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.*

A 2019 study, [How Can Neighborhood Parks Be Used to Increase Physical Activity?](#), found that building parks is not enough:

Park facilities by themselves are not sufficient to attract users; many sit unused or underused, even after recent renovations. On-site marketing and supervised activities are the top two park features that encourage greater use of parks for physical activity. Marketing efforts are likely to be especially important in low-income neighborhoods.

The majority of park facilities are geared toward youths, while fewer facilities tend to target groups who are underrepresented among those using parks for moderate to vigorous physical activity — adults and especially seniors.

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 day-to-day park maintenance and 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.

### **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 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.

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.

## 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.

## 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.



*Indoor pool at the recently constructed Middle Branch Fitness and Wellness Center.*

## 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 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**
- **Physical Activities in Parks**

## Goals & Measures

**Goal 1** Implement a capital investment strategy, operations plan, and funding plan to ensure equitable access to parks, recreational facilities, and activities.

This can be achieved through the creation and implementation of the BCRP Playbook, which will include developing and tracking key metrics, identifying sustainable funding sources, and implementing an asset management system.

**Goal 2** Increase the frequency and quality of maintenance for existing neighborhood parks, open spaces, and recreational facilities to improve public recreational experiences.

This can be achieved by training and building a maintenance workforce, forming partnerships across agencies, and investing directly in existing infrastructure and amenities.

**Goal 3** Expand and improve programming in parks, open spaces, and at recreational facilities to ensure that all residents have access to outdoor and recreational programs.

This can be achieved by streamlining the process to make recreation programming requests, increasing the occurrence of programs (especially in smaller neighborhood parks and green spaces), investing in smaller parks

and recreational/open space deserts, and coordinating with other agencies to offer educational programming.

**Goal 4** Develop and implement an equitable capital investment strategy to make existing and future recreational facilities and parks more accessible and better maintained.

This can be achieved through universal design, identifying priority locations based on need, investing in preventative maintenance, and increasing available amenities to support people in hot and cold weather extremes.

**Goal 5** Increase access to neighborhood parks and open spaces to ensure that all residents have the opportunity to use and enjoy the City’s recreational amenities.

This can be achieved by streamlining the park permitting processes and revising the permit fee structure to reduce burden in accessing parks; embracing technology to book events and check availability; and partnering with DOT and other agencies to help bring people to parks.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
Total enrollment in youth recreation programs	↑	BCRP
Total acreage of public parks and community green space	↑	BCRP
Sources: Mayor’s Action Plan for Baltimore.		

# 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.



*Captain Trash Wheel in Masonville Cove.*

**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.



*Cherry Hill splash park*

# 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,

#### 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 often used interchangeably with environmental justice community include frontline communities, overburdened communities.



*Climate march demonstration, 2019*

Indigenous, and People of Color (BIPOC) or marginalized communities such as flooding, drought, or exposure to extreme heat.

## 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 incorporates higher standards that exceed the minimum standards set by State and federal floodplain regulations, providing a vital mechanism to protecting highly climate-vulnerable communities.

### Community Resiliency Hubs Program

As climate risks grow, the City is doing a great deal of work to mitigate those impacts 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 DOP, the Office of Emergency Management [OEM], and Baltimore City Health Department) 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. CRHs are trusted, service-based, and frontline non-profit community organizations (including faith-based) 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.

### 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 to guide the City's path to a zero-waste future. Waste contributes to over 13% of our emissions making zero-waste policy critical to climate action. In addition, 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."



*Composting workshop hosted by DPW*

## Additional Resources

- [EPA EJScreen: Environmental Justice Screening Mapping Tool](#)
- [MDE Environmental Justice Screening Tool](#)
- [EnviroAtlas](#)

## Goals & Measures

**Goal 1** Increase the services and supports available to frontline, overburdened, and Environmental Justice Communities to help them deal with the impacts of environmental harms.

This can be achieved by targeting capital projects and other projects related to GSI, flooding, and climate resilience in these communities, increasing access to benefits programs for families and children, facilitating access to safe and clean open spaces, providing supports to deal with extreme tem-

peratures, and creating a joint initiative to provide mobile healthcare and testing clinics focused on the harms caused by environmental pollutants.

**Goal 2 Reduce the sources of, and exposure to, environmental pollutants in frontline, overburdened, and Environmental Justice Communities.**

This can be achieved through efforts to improve air quality in partnership with Maryland Department of Environment and the EPA, such as strengthening regulations, moving the City away from trash incineration, and improving and/or reducing coal transportation. These efforts also need to include initiatives to address stormwater runoff, flooding, and noise pollution, as well as a variety of other environmental factors.

**Goal 3 Increase the employment and training opportunities available for climate careers for frontline communities.**

This can be achieved by investing in local teams to facilitate neighborhood cleaning and greening efforts, building a demolition/deconstruction workforce, creating climate career pathways and apprenticeship and training programs.

**Goal 4 Increase City and community environmental and climate literacy to better equip all residents with relevant knowledge.**

This can be achieved by partnering with schools at all levels to facilitate experiential learning and research opportunities related to environmental challenges, supporting citizen science efforts, increasing access to outdoor educational facilities and opportunities, and creating a City-level environmental office.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
# of days that levels of criteria pollutants, including ozone and particulate matter, exceed national standards	↓	MDE
# and distribution of community resiliency hubs	↑	DOP

Sources: Baltimore Sustainability Plan.

# 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 determine 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, BCRP's 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,



*Tree planting by Baltimore Tree Trust*

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 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 planting, 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 associations, garden clubs, business improvement districts, City agencies, and faith-based communities in planting and caring for trees. Each year, thousands of trees, including 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.**

### 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.

## 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.



*Repurposing urban wood waste at Camp Small*

## 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.

## Additional Resources

- [Baltimore Sustainability Plan](#)
- [Green Network Plan](#)
- [US Forest Service Baltimore Urban Field Station](#)

## Goals & Measures

**Goal 1** Increase the City’s tree canopy using native and heat-tolerant species in the neighborhoods experiencing frequent instances of extreme heat to reduce heat island effects.

This can be achieved by improving methods for identifying urban heat islands, updating and implementing the TreeBaltimore plan, establishing a tree planting workforce training program, expanding community-based programs for street tree maintenance, converting City-owned vacant lots into urban forests, and replacing under-utilized pavement with greenery.

**Goal 2** Increase the survival rate of trees planted by the City to better maintain the tree canopy and its cooling effects.

This can be achieved by implementing new tree pit policies, creating and maintaining a tree inventory, updating the City’s street tree list, improving growing conditions in public spaces, increasing pruning, and increasing the number of City staff to support the tree canopy.

**Goal 3** Preserve the City’s existing canopy, including street trees, forested areas, and other natural areas as a way to manage heat, water runoff, and improve overall quality of life.

This can be achieved by better regulating tree removal, amending the zoning code, enacting permanent tree protections, hiring more tree-focused staff, developing and implementing policies related to storm water management, forming partnerships with organizations and local residents to support tree maintenance and growth efforts, and make resources for tree maintenance more available.

**Goal 4** Increase public education and awareness for the City’s natural resources to create a more informed public that can support conservation efforts.

This can be achieved through a partnership with Baltimore City Public Schools, creating youth versions of tree maintenance programs, hosting tree giveaways, educating homeowners on best practices, removing hazardous and invasive trees, and providing signage to identify trees throughout the City.

## Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Trees planted annually	↑	BCRP
% of tree-related SRs closed on-time	↑	BCRP
Increase the Tree Canopy City-Wide	↑	BCRP

Sources: Mayor's Action Plan for Baltimore and Baltimore City Agency Performance Plans.



# 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.
4. **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.*

5. **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.
6. **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 DOP and including DPW, DHCD, and 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 underemployed 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.



*Clean Corps alley cleaning*

In 2024, DOP expanded Clean Corps to 10 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.



*Community cleanup event in Lake Walker*

## 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 (Reed-bird 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.

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.



*Recycling receptacle*

## Goals & Measures

**Goal 1** Increase availability of resources and programs to educate residents on recycling and waste disposal, with an emphasis on moving toward zero waste.

This can be achieved through educational campaigns on 311 and other waste disposal services and topics, facilitating reuse and repair programs, launching a zero-waste incubator, prioritizing related actions in other plans, improving regulations around waste disposal and recycling, and retrofitting buildings to be more eco-friendly.

**Goal 2** Increase and diversify the types of efforts the City provides to support neighborhood-led clean ups.

This can be achieved by providing an appropriate number of dumpsters, offering stipends to residents, reinitiating programs like Clean Block and the DPW Resident Advisory Council, instituting measures and policies to further reduce illegal dumping, and providing more public trash and recycling bins.

**Goal 3** Increase City-led efforts to improve and maintain sanitary conditions in public spaces.

This can be achieved by leveraging appropriate cleaning and disposal technologies, changing notices to go to the owner and the property, creating a commission to monitor cleanliness, increasing and targeting street sweep-

ing efforts, creating incentives to increase recycling and decrease waste, and providing more public restrooms.

## Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Annual per capita recycling tonnage collected	↑	DPW
% of cleaning requests completed on time	↑	DPW
# of miles swept	↑	DPW
Sources: Mayor's Action Plan for Baltimore and Baltimore City Agency Performance Plans.		

# Designing for Public Safety

## Overview

Designing for public safety works by taking away opportunities for illegal activity. It does this by showing those with a propensity to offend 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 of vulnerable communities by mitigating environments conducive to illegal activity. It also addresses the social strain of crime by building a sense of community space in areas, thereby reducing the motivation to commit crimes.

### What is Designing for Public Safety?

The way we build, re-build, and maintain our communities affects the behavior of people and influences livability. The design of public spaces, including streets, alleys, sidewalks, parks, and other gathering spaces can discourage unsafe behaviors, from speeding to criminal activities. Designing for safety might include things like narrowing roads or creating a connected neighborhood street grid (limiting dead end streets that have low visibility). In designing for safety, it is important to target designs to the specific risks experienced in that location and avoid hostile designs that limit residents' use and enjoyment of their neighborhood.

## Key concepts

**The proper placement of physical features, activities, and people can maximize the visibility of community members which deters criminal activity.** This includes design elements such as lighting public spaces at night, 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



*A jogger along the waterfront*

music festivals or other neighborhood events that help form strong bonds within the community.

**The proper placement of entrances, exits, barriers, landscaping, roadway patterns, and lighting can guide people through a space safely.** This works to reduce opportunities for victimization. The use of placemaking and maintenance helps express ownership and reinforces a sense of community. This includes pavement treatment, accessibility and proper placement of waste receptacles, art, signage, and landscaping that help signify communal spaces. This principle is largely about creating a sense of shared ownership and pride in the well-being of one's community, where community members will be less likely to want to harm spaces they feel invested in. This applies to both residential and commercial spaces.

## 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; therefore, public safety requires a holistic approach.

This includes supportive services for survivors of crime, their families, and communities. It is also necessary to address the trauma of those most at risk of resorting to criminal activity in order to treat the root causes of crime.

**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. Therefore, it is important for public safety design principles to focus on areas most impacted by crime without exacerbating inequities related to the legacy of redlining, disproportionate and over policing, and community disinvestment.

**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



*Mayor Scott and Governor Moore at community walk on Erdman Ave., May 2024*

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 in responding to public safety concerns; however, every local government department has a role to play in partnering with Baltimore's communities and businesses to proactively ensure the safety of the city.

## Current Efforts

### Crime Prevention Through Environmental Design Pilot

Efforts are currently underway to develop a Pilot Study of Crime Prevention Through Environmental Design (CPTED) 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 investigate whether CPTED is an effective strategy for making this area less conducive to criminal activity, and in turn, 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 (MONSE), 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.

### Trauma-Informed Training and Technical Assistance

The **Office of Youth and Trauma Services Training and Technical Assistance Center**, within the 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.

### 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.

## Neighborhood Policing Plan Pilot

With project management oversight from MONSE and in line with the requirements of the Consent Decree, BPD is working with select neighborhoods to create Neighborhood Policing Plans (NPP) that address the challenges identified by residents in the neighborhoods in which they live.

Neighborhood Policing Plans are currently being piloted in two police districts before being scaled to other locations: in the Western District – in partnership with Fayette Street Outreach (FSO) and in partnership with the North Avenue/Hilton Street Task Force – and the Southern District – in partnership with the Greater Baybrook Alliance (GBA). These plans were designed as a direct response to calls by Baltimore residents to have more agency over decision-making impacting public safety in their neighborhoods. Included in the fifth round of MONSE's ARPA award allocations announced in February 2023, GBA and FSO were awarded a combined \$700,000 to implement resident-led public safety strategies as part of the initial pilot.

MONSE hosts a standing bi-weekly NPP meeting for each pilot community, bringing together partner organizations, local stakeholders, and City agencies.

Quality of life concerns and various 311 requests are discussed, triaged, and resolved throughout this process, following recommendations from the CPTED model.

## Coordinated Neighborhood Stabilization Responses

As detailed in the Mayor's Comprehensive Violence Prevention Plan (CVPP), MONSE deploys Coordinated Neighborhood Stabilization Responses (CNSRs) proactively in select neighborhoods and on a reactive basis following traumatic events in a neighborhood. Qualifying events, which are listed below, launch reactive stabilizations. These responses involve bringing together agency and community partners to address quality-of-life issues and mitigate residual trauma following these events. Informed by 211, 311 and 911 data, MONSE coordinates with partner agencies and organizations to address direct and residual trauma so that each activation is specifically tailored to the needs of individual communities.

The five CNSR activation criteria are: mass shootings, youth-involved shootings, police-involved shootings, major law enforcement takedowns, and rapid response situations.

As these efforts continue to grow and evolve, MONSE has emphasized tailoring each response to the respective activating incident, including altering response timelines and boundaries to meet the individual needs of the community.

## Additional Resources

- [Mayor Scott's Five Year Comprehensive Violence Prevention Plan](#)
- [Biennial Update to the Comprehensive Violence Prevention Plan](#)
- [BPD Community Policing Plan](#)
- [Baltimore Police Crime Plan](#)

## Goals & Measures

**Goal 1** Increase efforts to educate and empower residents to appropriately use design principles to improve public safety in their communities.

This can be achieved by educating community leaders and providing them tools to assess neighborhood safety, sharing success stories with neighborhoods, encouraging more neighborhood walkers, and educating residents on best practices to increase safety at home.

**Goal 2** Increase the use of appropriate public safety design principles by City agencies.

This can be achieved by collaborating with other agencies and the public, activating public spaces, enforcing requirements for homeowners and businesses to maintain tidy exteriors, supporting neighborhood cleaning efforts, demolishing or better securing vacants, and incorporating appropriate public safety design principles into future plans.

**Goal 3** Support the appropriate use of public safety design principles in the creation and maintenance of public spaces in an effort to deter crime.

This can be achieved by community-led gating of green spaces and alleys, localized placemaking projects, improving sight lines by minimizing tall shrubbery, installing safety measures in public spaces, increasing pedestrian lighting, and creating a City-community maintenance plan.

**Goal 4** Invest in more traffic calming measures and speeding deterrents to improve pedestrian and traffic safety.

This can be achieved by right-sizing roads, installing more traffic cameras, implementing speed humps and traffic circles, using placemaking as a means of traffic calming, improving pedestrian safety through crosswalk signals and signage, and creating an off-street space for dirt bikes.

**Goal 5** Assess and understand the impacts of zoning and land



**use on public safety to identify ways to use them as tools to improve public safety.**

This can be achieved by conducting a community-led assessment to understand how zoning and land use may be impacting public safety, requiring public spaces to be designed with appropriate public safety considerations, increasing housing density in all neighborhoods, and increasing communication between residents and businesses in their community.

## Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Resident perception of public safety	↑	MONSE
% of personal injury accidents involving pedestrians	↓	DOT
# of serious injury crashes (rolling 3-year average)	↓	DOT

Sources: Mayor's Action Plan for Baltimore and Baltimore City Agency Performance Plans.

# 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”.

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 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.

### What is extreme heat?

Extreme heat is a result of increasing carbon dioxide (CO<sub>2</sub>) 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.

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, or for high temperature and poor air quality conditions.

A Code Red Extreme Heat 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



*Children run through sprinklers to cool off during Camp Baltimore activities with BCRP*

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.

### 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, including extreme heat. 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).

## Goals & Measures

**Goal 1** Increase City-led efforts to improve and maintain sanitary conditions in public spaces, especially in underserved and historically marginalized communities.

This can be achieved by hiring a Heat Mitigation Officer, training select staff in each agency on heat preparedness, and refining the City's overarching strategy for responding to extreme heat.

**Goal 2** Implement measures that reduce heat exposure at the pedestrian level to minimize the impacts of extreme heat on youth, aging adults, chronically diseased, low-income, unhoused, and outdoor worker populations in Baltimore.

This can be achieved by applying an equity lens to identify priority locations for planting street trees, expanding parks, adding pools, and installing cooling technologies like splash pads; integrating extreme heat planning into the City's landscaping manual and design review; retrofitting buildings and streets to reduce heat retention; incorporating additional shade structures in public spaces; and developing strategies to specifically support infants and children, older adults, those experiencing homelessness, and those with health conditions during extreme temperatures.

**Goal 3** Implement strategies to make the built environment, specifically homes, schools, and senior centers especially in underserved, disinvested, and historically marginalized communities, more resilient during extreme heat.

This can be achieved by revising building codes to require certain cooling features, incentivizing the installation of air conditioners and other cooling technologies, and requiring energy efficiency upgrades as part of retrofits.

**Goal 4** Reduce the number of residents, specifically low-income residents, marginalized populations, and disinvested communities,

who experience electrical service interruption on days when the heat index is higher than 105 degrees.

This can be achieved by increasing access to programs and services that help with energy bills, working with BGE to expand their Peak Rewards Program, engaging in preventative tree maintenance, updating policies around electricity use during extreme heat, and providing backup power sources for vulnerable populations.

**Goal 5** Increase the diversity of and access to programs and supports that provide relief during extreme heat events, particularly for older adults, infants, those experiencing homelessness, and those with mobility challenges.

This can be achieved by establishing additional cooling centers in targeted locations, renovating public libraries and recreation centers to act as cooling centers, partnering with agencies and organizations that serve vulnerable populations, and distributing personal cooling resources.

**Highlighted measures**

MEASURE	DIRECTION	AGENCY SOURCE
# of energy assistance applications processed	↑	MOCFS
Number of Heat-Related Illness ED/UC Visits	↓	BCHD
Total Reported Heat-Related Deaths	↓	BCHD

Sources: Baltimore City Agency Performance Plans and Maryland Department of Health Weekly Heat Report.



# 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.

## How Will It Show Up?

### Small Business Ecosystem and

**Neighborhood Retail.** Small businesses provide a wide range of services and support 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 attracting 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.



*Open Works makerspace in Greenmount West*

# 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.

### 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.



*Sparky Cleaners in Howard Park business district*

### 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 metrics will continue to be tracked through Baltimore Together.

## Neighborhood Retail Along Corridors

Baltimore's neighborhood retail is primarily located along commercial corridors, relying on close proximity to other retailers and community demand to sustain business activities. 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 commercial clusters 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 neighborhoods rather than being confined to just one. Serving as vital links between our 300 neighborhoods, these corridors offer opportunities to foster equitable and sustainable growth, potentially enhancing the well-being and even perceptions of multiple communities 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?

Baltimore City's neighborhood retail districts face a wide variety of challenges. Some challenges are universal, like online commerce 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 burdens 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.



*Snug Books in the Hamilton-Lauraville Main Street.*

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.
2. **Resilient Local Economy.** Locally owned small businesses create a more resilient economy.
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.
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."
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.

## 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 to provide assistance post-COVID 19.

Business incubators are organizations that help start-up companies and individual entrepreneurs develop their business by providing range of services. Several incubator programs are led by people of color: Innovation Works, Baltimore Creatives Acceleration Network, and Conscious Venture Labs. Some of these organizations have youth entrepreneur mentoring underway.

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.

**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.

### 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 that could be capitalized by local banks and foundations and managed by local Community Development Financial Institutions (CDFI) and other nonprofits.

Baltimore Community Lending (BCL) 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.

## COVID-19 Recovery

- Small Business Task Force, a public-private partnership supported by BDC, coordinated the City of Baltimore's resources and assist small businesses with resources and guidelines.
- Small Business Assistance Fund provided 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, Johns Hopkins Bloomberg School of Public Health and the Neighborhood Design Center (NDC) led Design for Distancing, a tactical urban design initiative intended to help small businesses reopen without compromising public health by finding ways to reconfigure public spaces to help small business re-open and adapt to physical distancing requirements.

## 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 nonprofit 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.



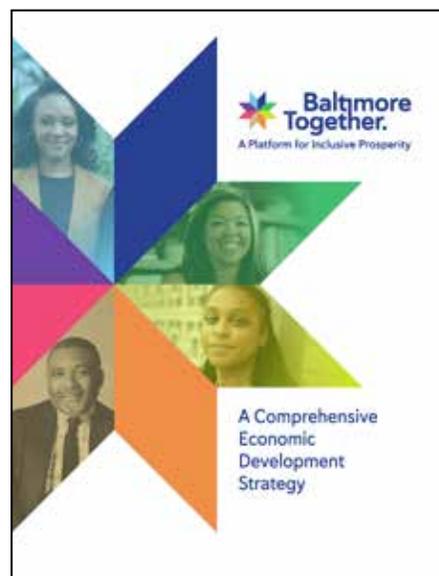
*Lexington Market celebrated a grand reopening of the new building in 2023.*

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 87% BIPOC and 70% 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.

## Baltimore Together

Baltimore Together, Baltimore's comprehensive economic strategic plan, identifies the following strategies for neighborhood investment:

- Commercial corridors: develop develop Commercial District Assessment (CDA) mapping tool to measure 'vitality'
- Evaluate the Main Streets, Retail Business District License, LINC's, 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 economy. Tracking progress across seven outlined goals ensures accountability. While significant 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.

## 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.

## 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.
- 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 storefronts and accelerate the growth of businesses historically excluded from traditional lending programs.
- 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.

## Additional Resources:

- [Baltimore Together](#)
- [Baltimore Together 2023 Progress Report](#)
- [Baltimore Together: Implementation Matrix](#)

## Goals & Measures

**Goal 1** Evaluate the viability, implementation, and success of commercial corridors, city retail programs, and business incentives to identify how best to develop neighborhood retail owned by BIPOC, low socioeconomic status, immigrant, women, and other marginalized residents.

This can be achieved by fully implementing the Baltimore Together Action Plan, which supports funding sources for small businesses and coordination with community partners to create commercial corridors.

**Goal 2** Increase the availability and accessibility of services and supports for helping to launch and maintain small businesses, especially those owned by BIPOC, low socioeconomic status, immigrant, women, and other marginalized residents.

This can be achieved by providing educational sessions on business operations for commercial areas, funding education and support initiatives, aligning funding sources and partners, better advertising City procurement opportunities, and better enable e-commerce within the city.

**Goal 3** Provide more supports to encourage the development of locally-owned and operated retail establishments.

This can be achieved by working with neighborhood retailers to engage in placemaking, assessing the types and needs of businesses in a neighbor-

hood, refining the City’s direct assistance toolkit, and supporting creative ownership and financing structures.

**Goal 4** Provide supports to underserved, disinvested, and historically marginalized communities to help them diversify the types of retail available so that the local economy better matches their needs.

This can be achieved by working with community partners to understand community needs, supporting communities in advocating, developing more commercial corridors with diverse businesses, and changing land use and zoning regulations to encourage diverse commerce.

**Goal 5** Identify policy and practical measures to align broader economic development with local small businesses and neighborhood owned and operated retail development, particularly located in underserved, disinvested, and historically marginalized communities.

This can be achieved by researching relevant best practices, examining incentives and penalties related to vacant commercial properties, aligning programs to support small business development, identifying funding mechanisms for small businesses, and streamlining the processes for creating small businesses.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
Number of new businesses	↑	
Small business employment	↑	
Total revenue, Solopreneurs	↑	

Sources: Baltimore Development Corporation Economic Dashboard and BDC Baltimore Together Goals & Metrics.

# 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 quality 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.
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 access to 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.*

### 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, seven 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.

### 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.

### 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.

## 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.



## Goals & Measures

**Goal 1** Improve quality of and access to job training in high priority fields within the state and region that pay family supporting wages, particularly for populations with lower rates of participation in the workforce.

This can be achieved by refining the City's existing employment and training programs, developing new programs that target high-demand and high-growth industries, developing new and refining existing programs that serve the most vulnerable, and providing educational opportunities to build career skills.

**Goal 2** Streamline and centralize access to the City's workforce and wrap-around services to make them more accessible to historically excluded residents, such as formerly justice-involved and re-entering residents.

This can be achieved by better marketing existing programs and platforms, such as Market Baltimore Data Bridge and the City's expungement program; tailoring GED classes to meet student needs; streamlining and centralizing processes related to enrolling in services; expanding the number of job centers; and providing supports to help people obtain and maintain employment.

**Goal 3** Increase the readiness of all BCPS students for employment and/ or post-secondary education, per the Blueprint for Maryland's Future.

This can be achieved by working with community partners to provide local externship, apprenticeship, internship, and job shadowing opportunities; and providing more training and supports around employment to high schoolers and high school graduates.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
% of youth 14-21 employed during summer	↑	MOED
Black-White Employment Rate Gap	↓	
Living Wage Jobs	↑	

Sources: Mayor's Action Plan for Baltimore and BDC Baltimore Together Goals & Metrics.

# 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

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 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

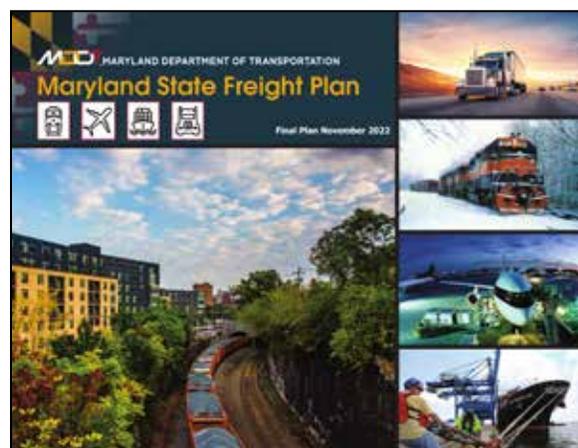
- **Creates lots of jobs, most of which do not require higher education.** According to a 2023 Port Administration economic impact study, the port generates more than 20,000 direct jobs and more than 31,000 additional induced and indirect jobs. The port is an employment powerhouse offering residents with varying educational backgrounds opportunities to provide a family with a stable living wage and access the resources to meet their needs. The average wage of a direct job holder is 12% higher than the average wage in Maryland.
- **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.](#)**

## 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 \$566m, 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.](#)**

## Goals & Measures

**Goal 1** Achieve and maintain a State of Good Repair for roads, bridges, and other critical infrastructure for freight movement building on the work of the State and Freight Movement Task Force.

This can be achieved by prioritizing truck route repairs, holding trucking companies accountable for damages caused, reclassifying certain trucking routes, and considering how to modernize routes.

**Goal 2** Identify and mitigate conflicts between freight movement and other activities to reduce the impacts of freight on residents.

This can be achieved through route planning, street design, and zoning changes.

**Goal 3** Reduce transportation and training barriers for Baltimore city residents seeking freight movement jobs, particularly for traditionally excluded residents.

This can be achieved by better advertising job opportunities, providing more employment and training supports, and providing better transit options to get to freight-related jobs.

**Goal 4** Reduce the environmental impacts of freight movement within the neighborhoods most affected by environmental injustice, environmental racism, and pollution related health disparities to protect residents most affected by historic environmental marginalization.

This can be achieved through research, pilot programs, and support for electrification.

### Highlighted measures

MEASURE	DIRECTION	AGENCY SOURCE
# of major bridge repairs performed	↑	DOT
Average bridge sufficiency rating	↑	DOT
Port and Logistics Employment	↑	

Sources: Baltimore City Agency Performance Plans and BDC Baltimore Together Goals & Metrics.

# 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 planning initiatives with a neighborhood focus.

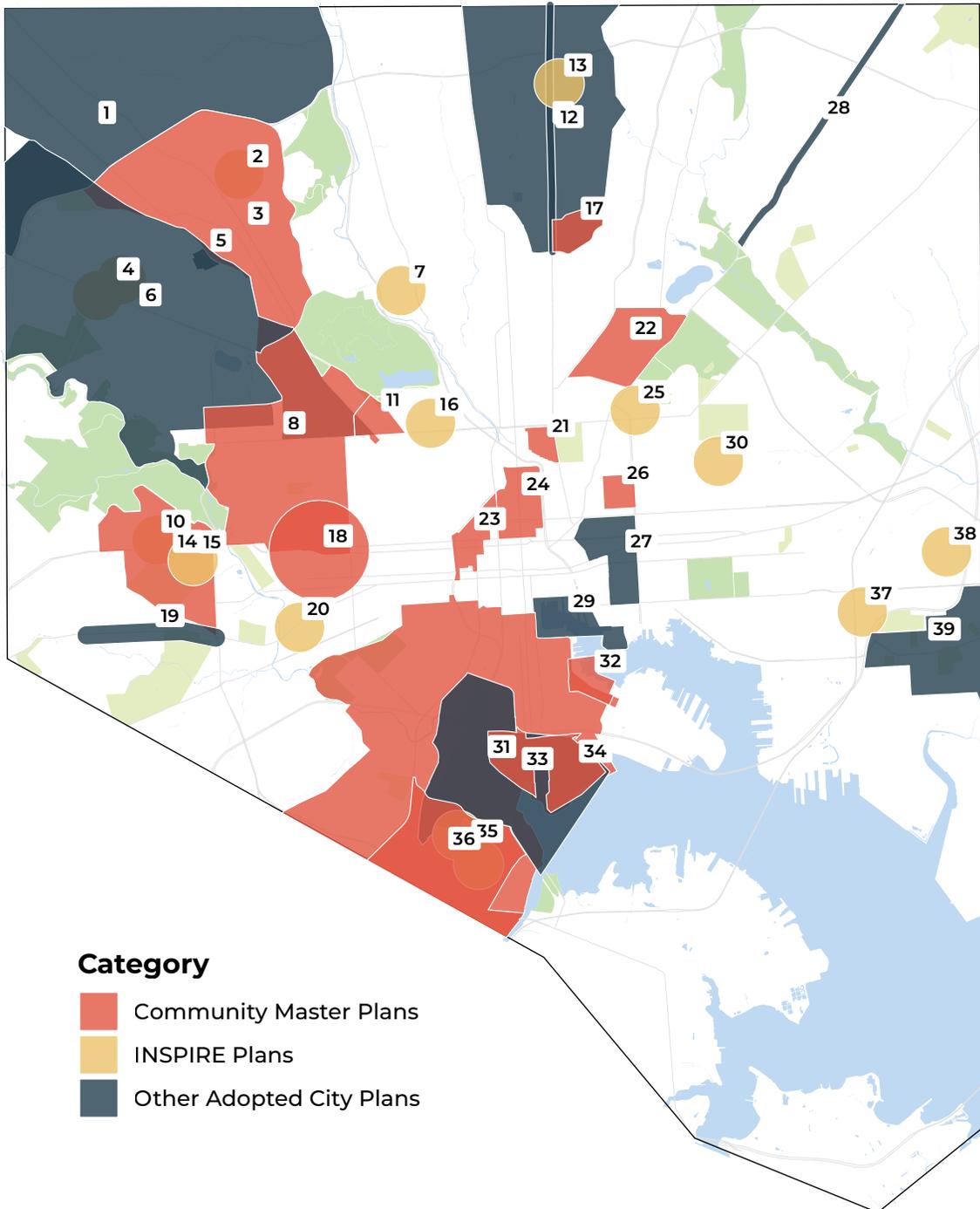
**LINCS.** Leveraging Investments in Neighborhood Corridors (LINCS) is an interagency partnership to revitalize key corridors that connect neighborhoods and communities throughout the city. The goal of this initiative is to enhance the aesthetics and economic vitality of these gateways, while seeking 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 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.



Map 22. City-Managed Plans by Category

**TABLE 12. City-Managed Plans since 2006**

Numbers correspond to City-Managed Plans map.

#	TITLE	YEAR ADOPTED
<b>Community Master Plans</b>		
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
<b>INSPIRE Plans</b>		
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
<b>Other Adopted City Plans</b>		
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

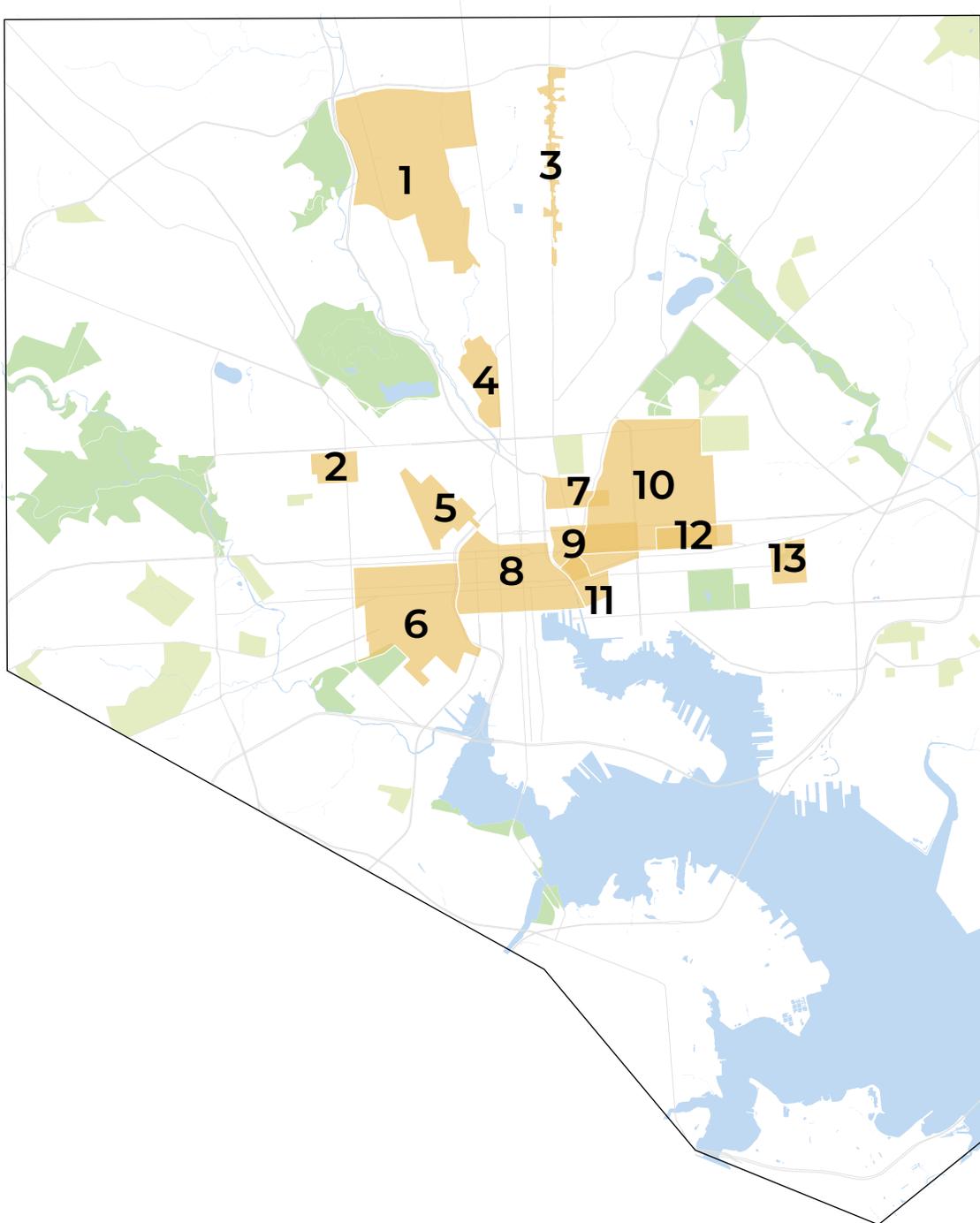
## Community-Managed Plans

Many communities initiate their own planning processes that result in a neighborhood master plan or other planning document. Department of Planning 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.



**Map 23. Community-Managed Plans**

**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

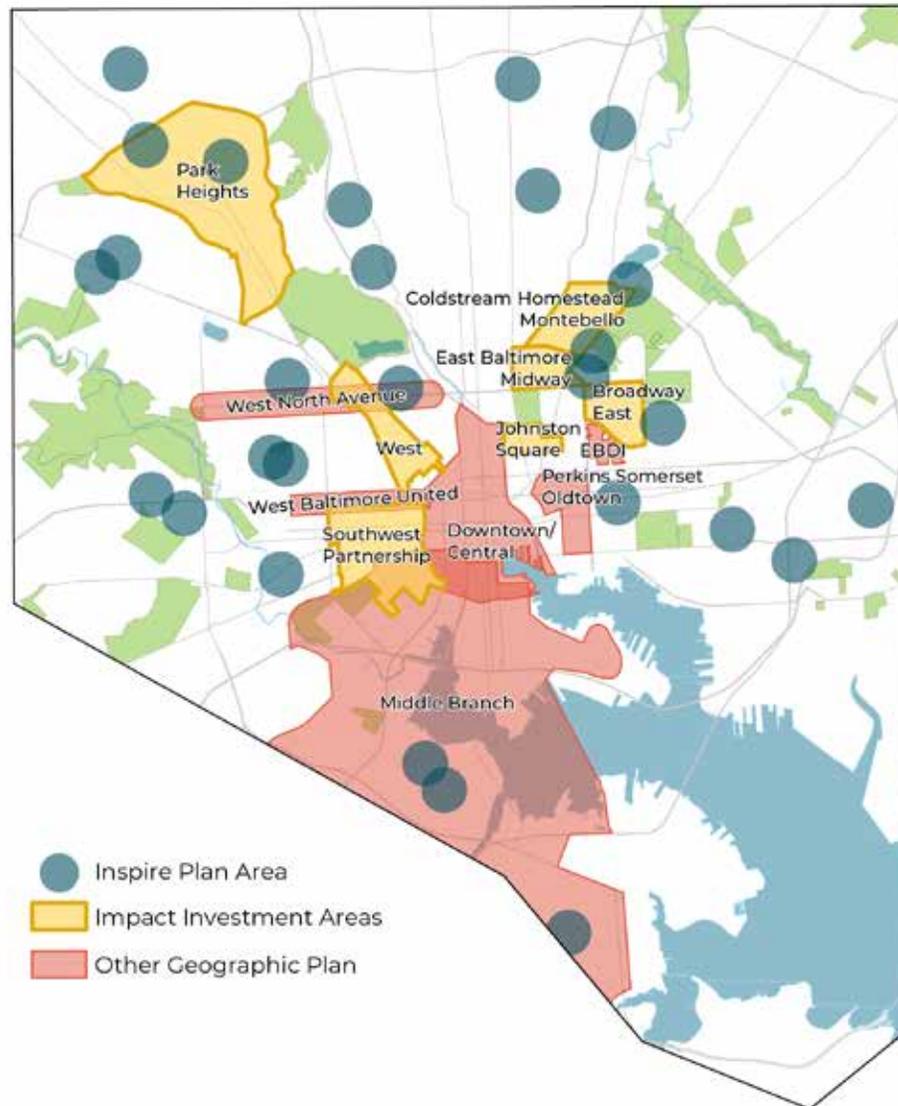
Community-managed plans prior to 2018 may have been approved or adopted by the Planning Commission. Since 2018, such plans are accepted by the Commission but not adopted.

## 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 organized into three sections:

- Citywide Plans
- Area Focused Plans
- Impact Investment Area Strategies



Map 24. 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.



*Greenway Trail in Herring Run Park.*

## 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

**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 Frankfur Avenue from Hanover Street to the Masonville Cove urban wildlife refuge and environmental education center.



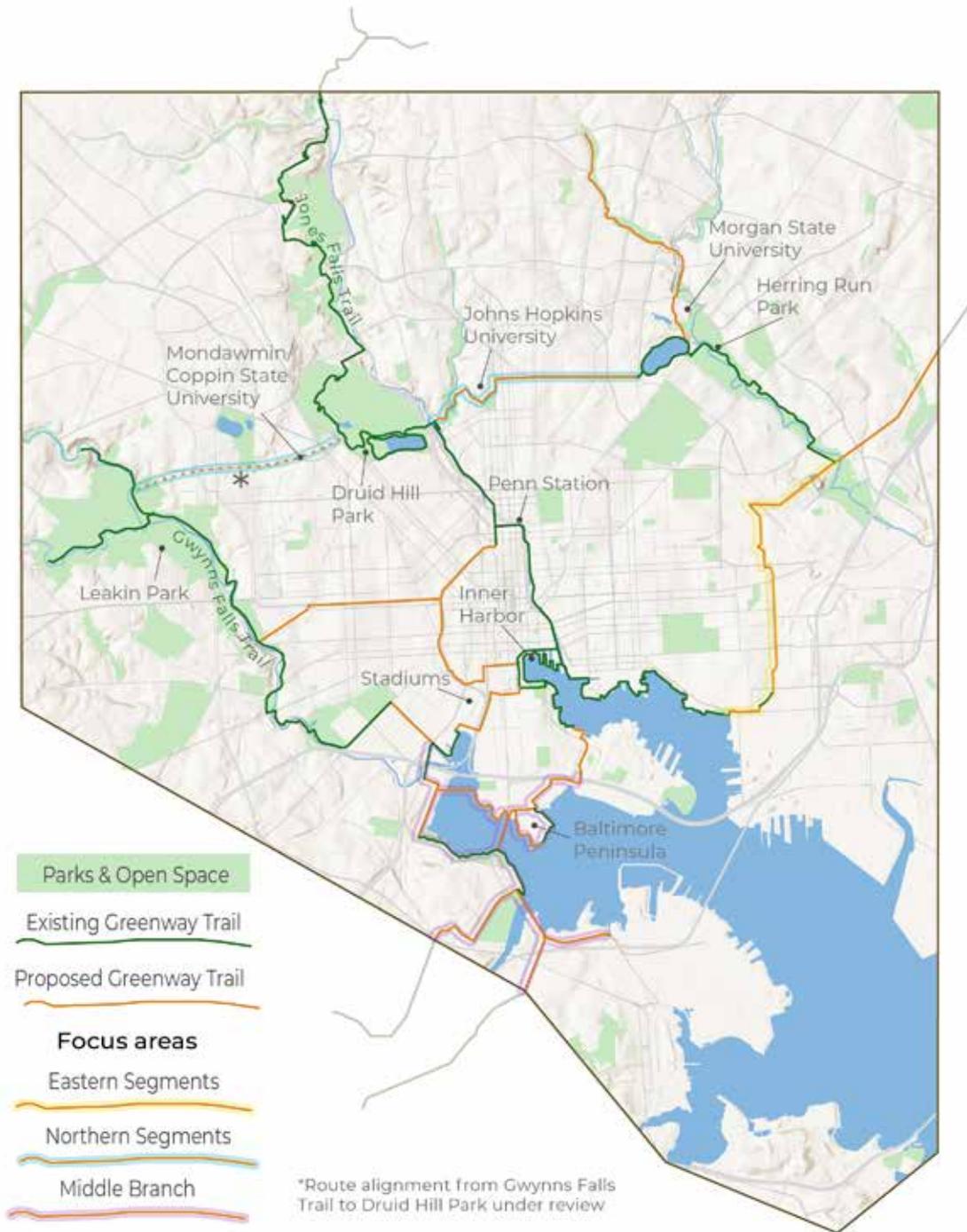
**Shared use path on Cromwell Street.**

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 Trails 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.





Map 25. 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.



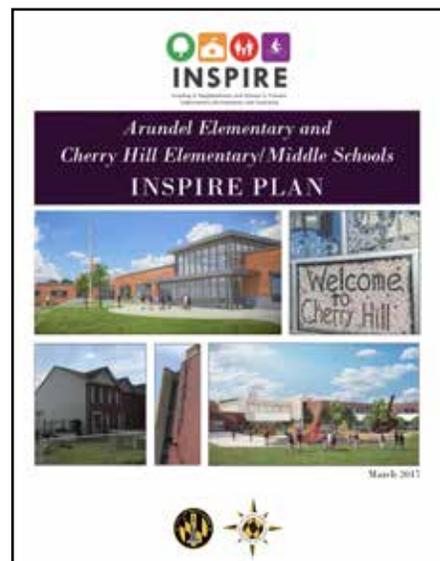
*Students and volunteer walking to school*

## 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 facilitated by DOP. Outreach and engagement are conducted with community members to guide the INSPIRE process, including individuals from the schools and neighborhoods, business owners, and organizations. The recommended actions for the plan are created and implemented in conjunction with other agencies and community partners.



## Status of Plans

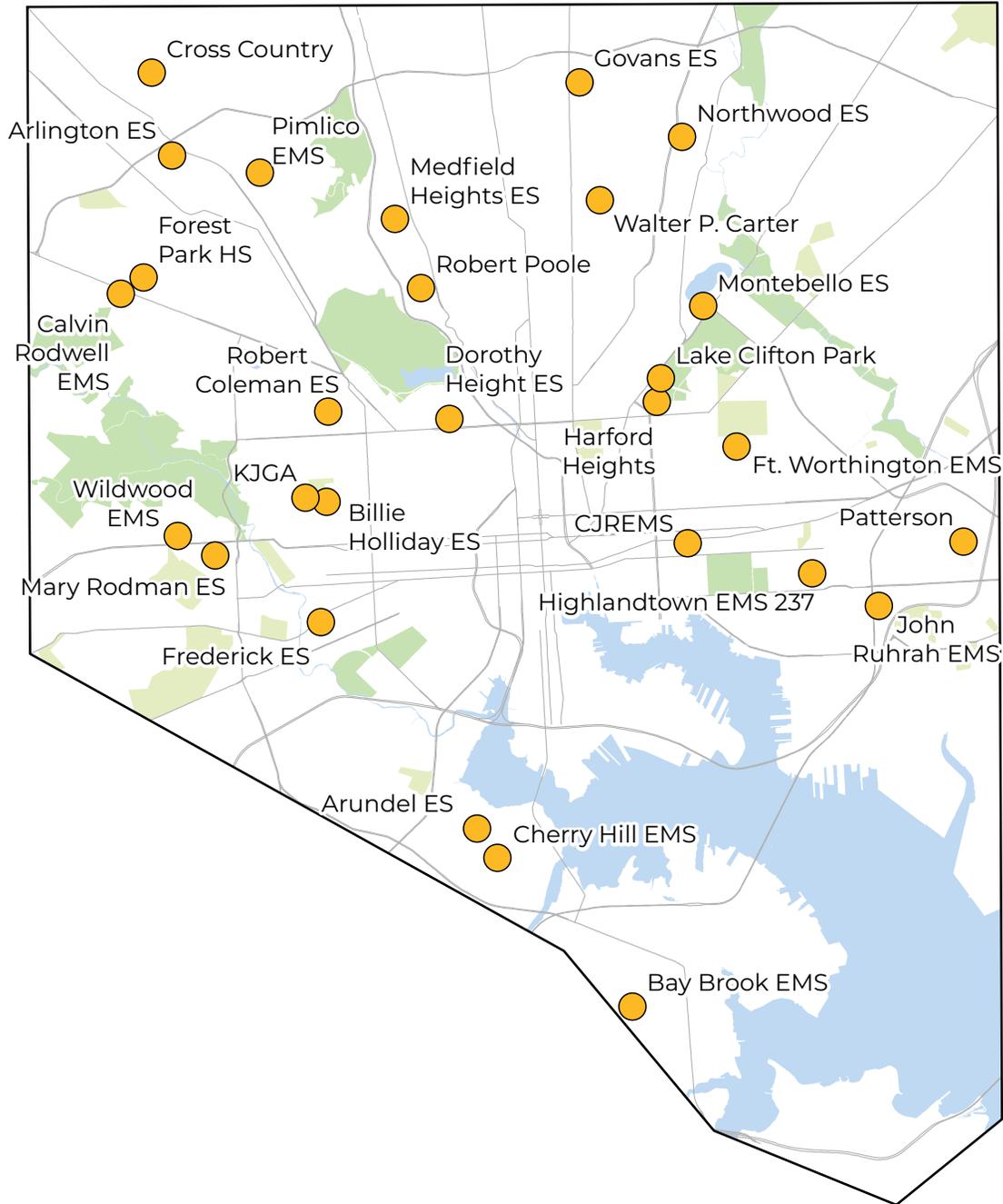
Since the start of the INSPIRE program, fourteen INSPIRE area plans have been adopted by the Planning Commission. Completion and adoption of the remaining ten area plans is expected over the next two to three years.

## 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

INSPIRE AREA	HIGHLIGHTS
Govans Elementary School	Plan adopted December 2023; selected community project was an Art @ Work mural completed in 2019
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 26. 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 Department of Planning. 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.

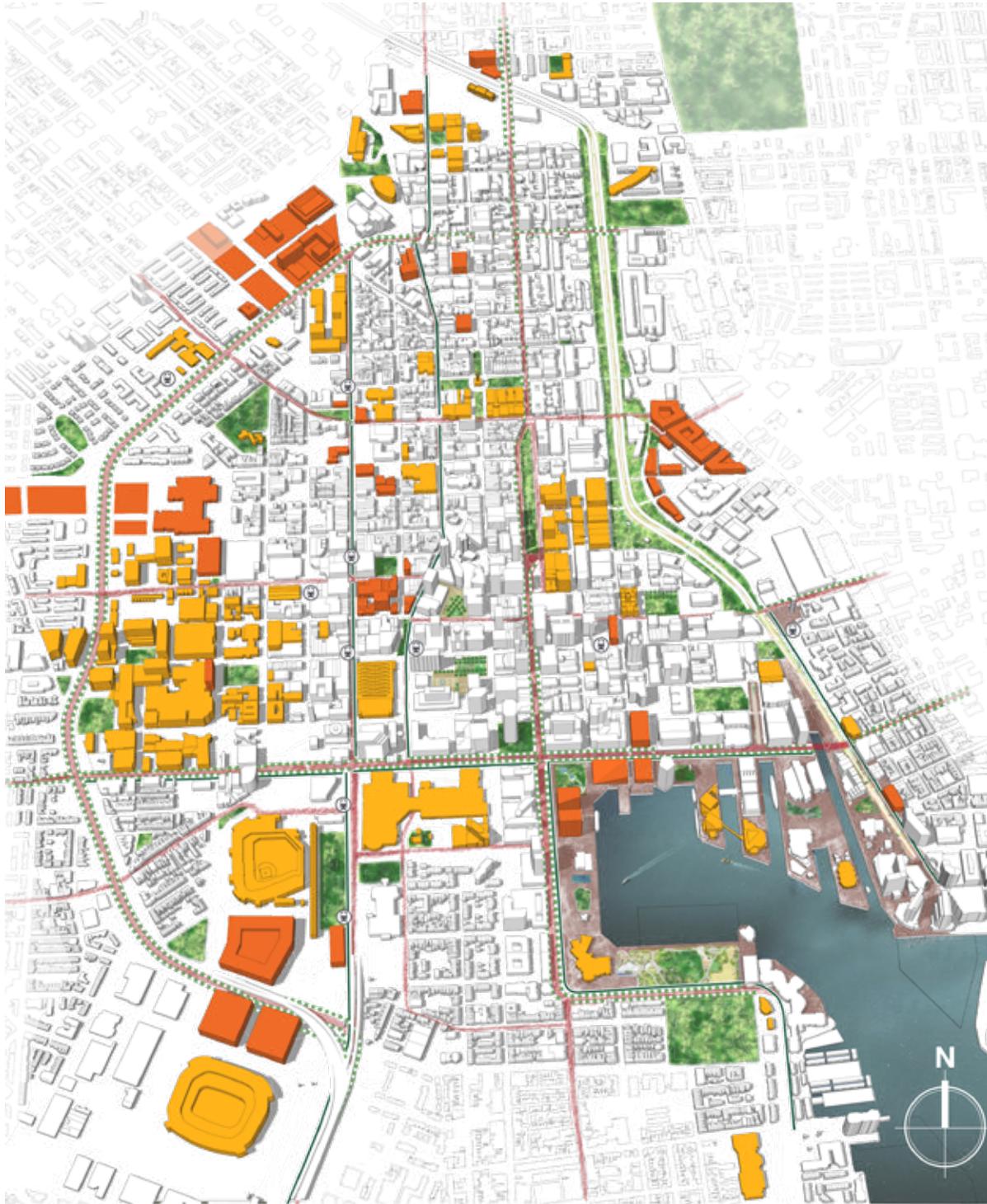
The area identified in the scope extends beyond what is typically considered Downtown, going north to Penn Station and deliberately extending the boundaries a block or two beyond the major roads that isolate Downtown: Martin Luther King Jr. Boulevard, Howard Street, the Jones Falls Expressway, President Street, and Conway Street.

## Planning Process

With the large amount of investment occurring in the Downtown area, the Department of Planning 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 charrette 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 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.



***Public charrette co-hosted with AIA Baltimore to seek input on the future of Downtown Baltimore. January 2024***



- |  |  |   |
|--|--|---|
|  Potential Future Development |  Street Trees       |  Public Park / Plaza |
|  Existing Asset               |  Multi-Modal Street |  Harbor Promenade    |
|  Existing Building            |  Streets Of Focus   |  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.

**Goal 1** Promote the redevelopment of vacant or underutilized properties.

### Downtown RISE

The Downtown RISE Action Plan helps support redevelopment efforts, such as the 400 block of Howard Street (pictured), by focusing on immediate actions such as safety, beautification, and cleanliness.



## Short-Term Actions

- Address vacant and unoccupied storefronts.
  - Create a vacancy tax applied to ground floor, street-facing, commercial properties in certain areas.
  - Invest in residential and commercial land trusts for downtown properties.
  - Create vacant property ordinance that charges a high daily fee based on code violations and vacancy.
  - Promote existing beautification programs to property owners and commercial tenants.
  - 1 W. Baltimore – create park at former site of Mechanic Theater.
- Review city-owned properties and create a strategy to consolidate and reduce city holdings Downtown. Examine the cost/benefit to transferring municipal offices from City-owned assets to privately owned assets such as:
  - Clarence M. Mitchell Jr. Courthouse, 111 N. Calvert, 417 E. Fayette, 401 E. Fayette, Wolman Building, Police Department Headquarters and former District Courthouse.
  - Waxter Center – Construct a new Senior Center within a larger private development.
  - 311 W Saratoga – Consider interim use, with intent to sell in 10-15 years.
- Work with the Department of Housing and Community Development (DHCD) Permit Office and Fire Marshal office to review and modify egress and sprinkler requirements for small-scale rehabilitation projects – consider properties on the east side of the 200 block of N. Howard Street as a case study.
- Designate Commission for Historical and Architectural Preservation (CHAP) Landmarks or Districts for buildings and areas identified as notable buildings or special districts within the Central Business District Urban Renewal Plan.
- Encourage the development of surface parking lots Downtown through financial incentives. Increase temporary landscaping measures to ameliorate the urban heat island impact.
  - Orioles parking lots @ 55 Russell Street and 301 W. Camden
  - 400 E. Pratt
  - 814 N. Charles
  - 1000 N. Charles
  - 907 Cathedral Street

## Long-Term Actions

- Relocate or redesign the Holocaust Memorial to create an engaging open space at the heart of Downtown.
- Designate “The Block” (400 block of E. Baltimore Street) a CHAP conservation or historic district. Explore alternative development scenarios for “the Block” that include City-owned properties.
- Implement the proposed redesign of War Memorial Plaza that will include the removal of parking and create a universally accessible public square.
- Rename and redesign Preston Gardens to create a more welcoming and accessible space that honors the historic African American community displaced by its creation.

## Goal 2 Connect assets and institutions.

### Short-Term Actions

- Soften the edges between Downtown and adjacent neighborhoods.
  - Improve the space below I-83 and consider additional activation beyond the Sunday farmer’s market.
  - Calm traffic on streets that connect to neighborhoods, such as Gay Street.
  - Use interim strategies to initiate slower traffic, such as speed cameras.
  - Support the effort of DOT to give MLK a road diet and multi-modal improvements (already underway).
  - Connect retail corridors and main streets, such as Baltimore Street and Washington Boulevard, through to Downtown.
- Improve major gateways with signage, landscaping and public art. Special attentions should be paid to the stadium area of 295 and Russell Street (especially the W. Hamburg St intersection), MLK Blvd, President, and Conway Streets.



- Consider alternative designs for Howard Street when the MTA installs low-floor light rail vehicles. Consider goals that increase greening, protect light rail vehicles and passengers from automobile traffic, and reducing through traffic.
- Connect Ravens Walk with the Warner Street entertainment area to the south and Oriole Park and the Convention Center to the north. Work with the sports teams and Stadium Authority to develop stadium parking

lots in a manner that enhances the stadium experience and connects the stadiums both physically and programmatically to Downtown, Camden Carroll and the Middle Branch.

- Identify proposed walking routes through Downtown and focus improvements in these areas.
  - Improvement can include sidewalk and infrastructure repair, activation of storefronts, increased tree canopy, traffic calming and improved wayfinding.
  - Prioritize contiguous ground floor retail on walking routes to make streets more inviting.
- Facilitate and foster strategic partnerships between anchor institutions and City government.
  - Coordinate master plans / campus plans across Downtown to understand priorities and align goals.
  - Connect downtown museums and cultural institutions with each other and other regional attractions to create day, week, or seasonal-passes for residents and visitors.
  - Update the open space master plan and support Downtown Partnership in programming efforts for parks and plazas across downtown.
- Aggressively increase downtown green space and pedestrian space wherever possible, including the conversion of automobile lanes to non-automobile use.
- Complete an inventory of existing streetscapes to include sidewalk widths, capacity for street trees, locations of amenities such as trash receptacles, benches, streetlights and trees.
- Develop shading and beautification strategies for streets that are unable to accommodate street trees.
- Conduct a signal timing analysis across Downtown through a lens of pedestrian safety and traffic flow. Consider new traffic signals that clearly prioritize pedestrian crossing and add cameras at high-risk intersections and bus lanes.
- Use Baltimore City Department of Transportation Street Typologies to align goals for pedestrian prioritization, transit routes and vehicular circulation across city agencies.
- Example: Identify Redwood Street and Water Street as unique streets for tourism and street life.
- Close certain blocks to vehicular traffic.
  - 500 Block of Washington Boulevard.
  - 200-400 Blocks of W. Camden Street
  - Certain blocks of Howard Street

## Long-Term Actions

- Remove or redesign barriers – highways and wide, heavily trafficked boulevards – that surround and isolate Downtown from adjacent neighborhoods.
  - Create pedestrian connection from Conway Street to Ridgely’s Delight and to Pigtown crossing 395, Russell, and MLK.
  - Study removal / repurposing or “Boulevard” I-83 from Centre Street to Fayette Street.
  - Study removal of the Orleans Street viaduct or reconstruction that prioritizes pedestrians.
  - Remove St. Paul Street exit from I-83.
- Breakdown Convention Center superblock at street level and activate with mixed-use and pedestrian scale development.
- Work with Federal delegation to examine relocation of the Federal Courthouse to address its changing needs. Redevelop courthouse site to complement Convention Center renovation.
- Address Federal Reserve Site
  - Explore ideas for redevelopment of the parking lot and / or building (relocate the Federal Reserve program).
  - Redesign intersection of Conway at Howard Street.
- Invest in public art Downtown through interactive sculptures, murals and temporary installations.

## 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.

## 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.



*Rendering of the mixed-use Compass Project. Courtesy SM+P.*

- **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](#)





## 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

### 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



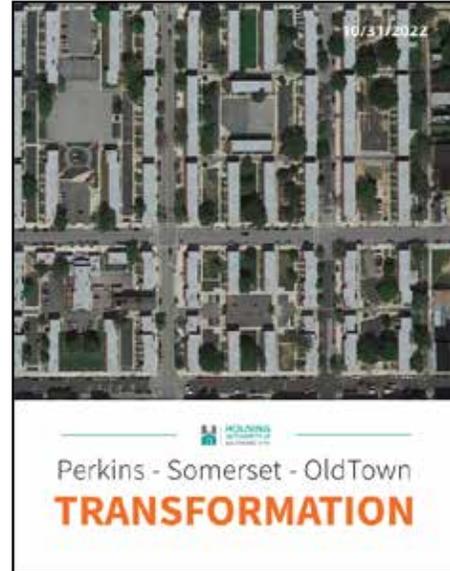
# Perkins Somerset Oldtown Transformation Plan

## 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.

## 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



*New rowhomes in Perkins*

types that would be built at Perkins and Somerset, recreational facilities, accessibility, and economic development.

### 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



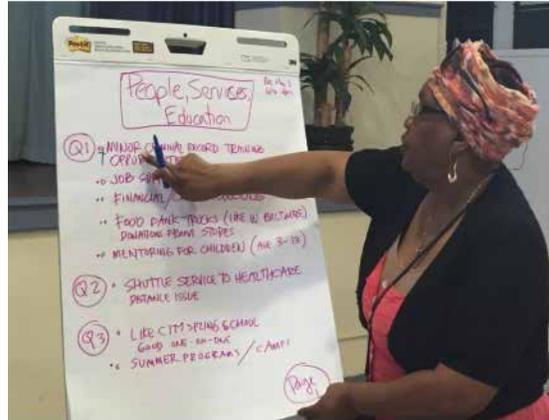
## Key Highlights

**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.

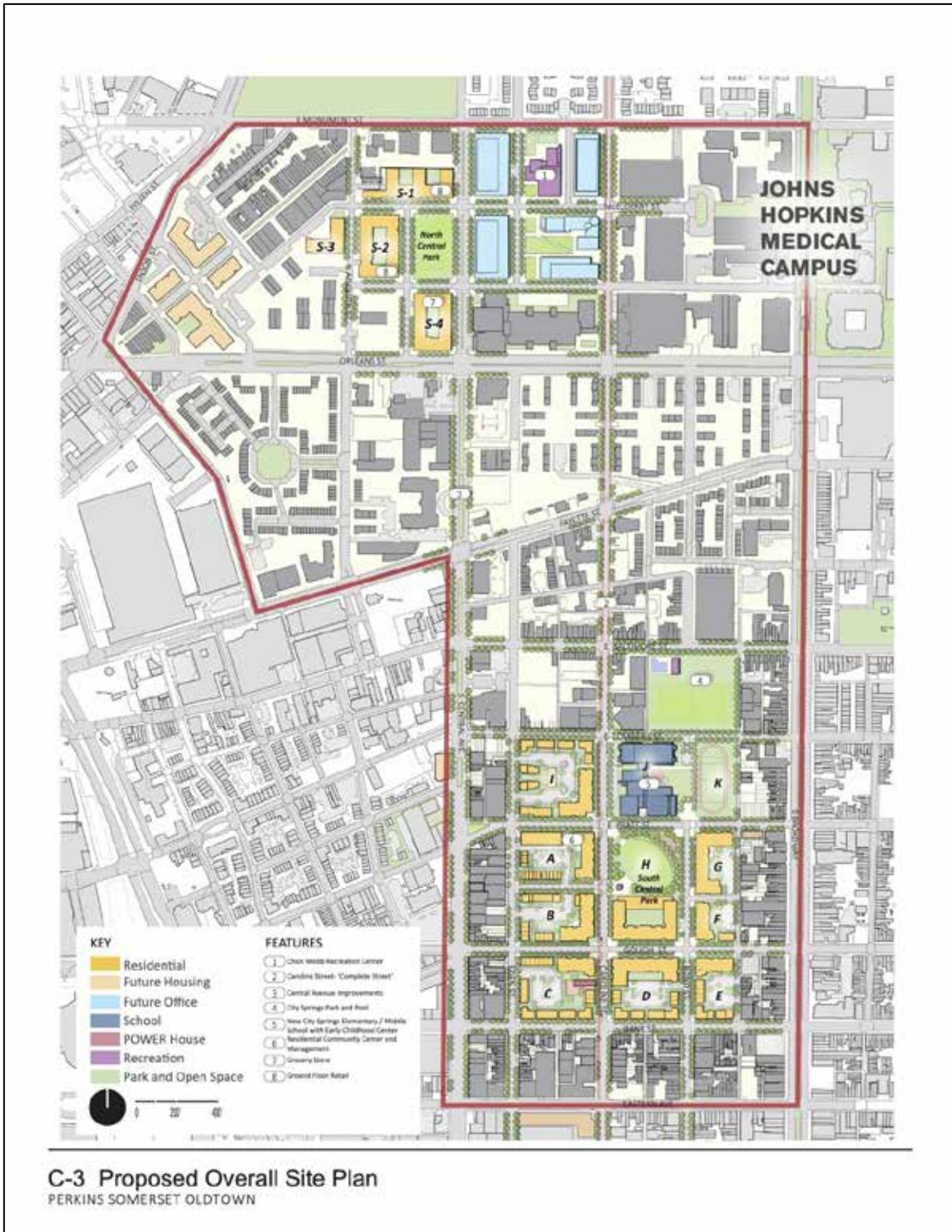
**Lidl Grocery Store:** A 31,000 square foot full-service grocery store will be located on the ground floor of The Blake (Somerset 4). The grocer will have surface parking adjacent to the building as well as parking on the first level of the building for customers.

**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 in January 2028, midway through 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.



Public engagement events for PSO





*View of U.S. Route 40 looking east toward downtown Baltimore*

## Reconnecting West Baltimore

---

### Overview

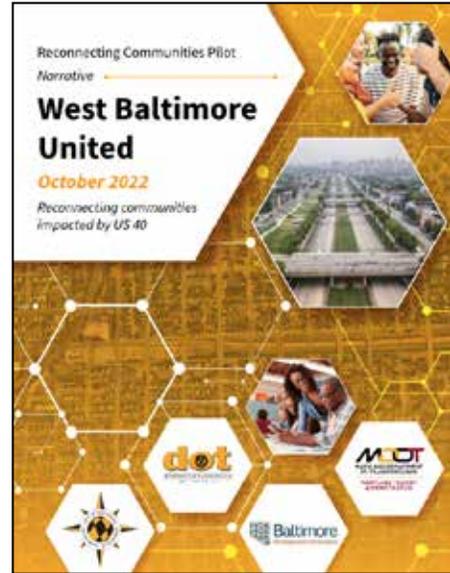
In 2023, Baltimore City was awarded a federal planning grant through the Reconnecting Communities Pilot Program to help advance overdue improvements in West Baltimore. The planning study, called West Baltimore United or **Reconnecting Communities in West Baltimore**, will assess existing conditions, 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 No-

where". The construction resulted in the demolition of 971 homes and 62 businesses, and the displacement of about 1,500 residents, the majority 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 provides 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 future 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.



## 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:

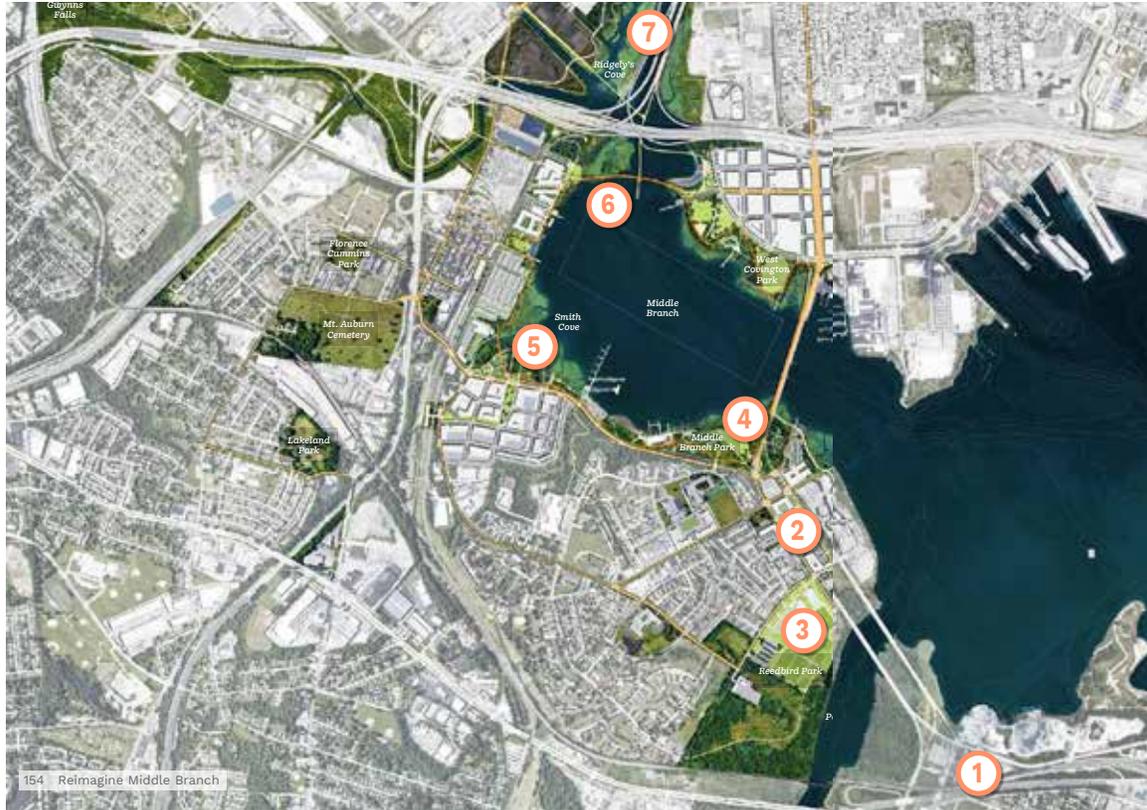
- Reduce inequities by redressing historic discriminatory and divisive infrastructure.
- Encourage increased housing supply by investing in communities experiencing high-vacancy and housing disrepair and integrating opportunities for new housing infill development.
- Improve economic strength and global 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.





## Reimagine Middle Branch

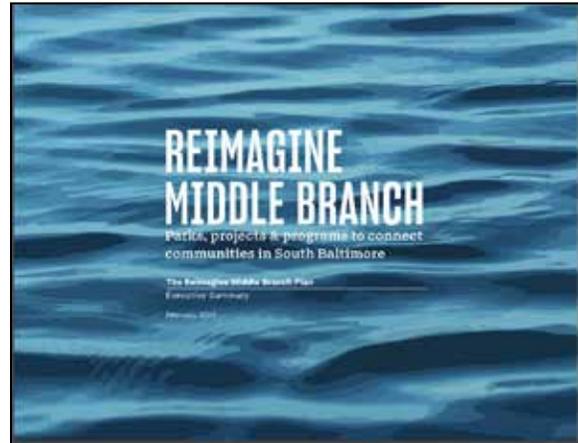
### Overview

**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 Frameworks” 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 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 competition 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 success of the planning process 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. 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 publicly accessible waterfront open space.
- Coordinate improvements to and programming for neighborhood parks in tandem with developing the waterfront to create a connected “park-shed” that provides residents of every neighborhood access to quality green space.
- Increase connectivity between neighborhoods 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



**Renderings from Reimagine Middle Branch Plan. Courtesy Field Operations**

climate change, while fostering biodiversity 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 development.
- Deploy publicly available and philanthropic resources to help people and neighborhoods 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.

## Additional Resources

- [Reimagine Middle Branch Project Website](#)
- [Reimagine Middle Branch 2023 Plan](#)
- [Reimagine Middle Branch 2021 Project Brief](#)



*Greater Mondawmin mural dedication, 2024*

## 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 North Avenue 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.



*Renovation underway in Upton.*

# Impact Investment Area Strategies

## Impact Investment Areas

---

### Overview

Seven Impact Investment Areas were identified in DHCD's Framework for Community Development in 2019. 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 DOP. This process included data-driven, block-level analysis and deliberation on existing structural assets, community support and capacity, avail-

able capital, and selection of the right type of intervention for each block or property. Engagement continues through bi-monthly workgroup meetings.

### **Status of Plans**

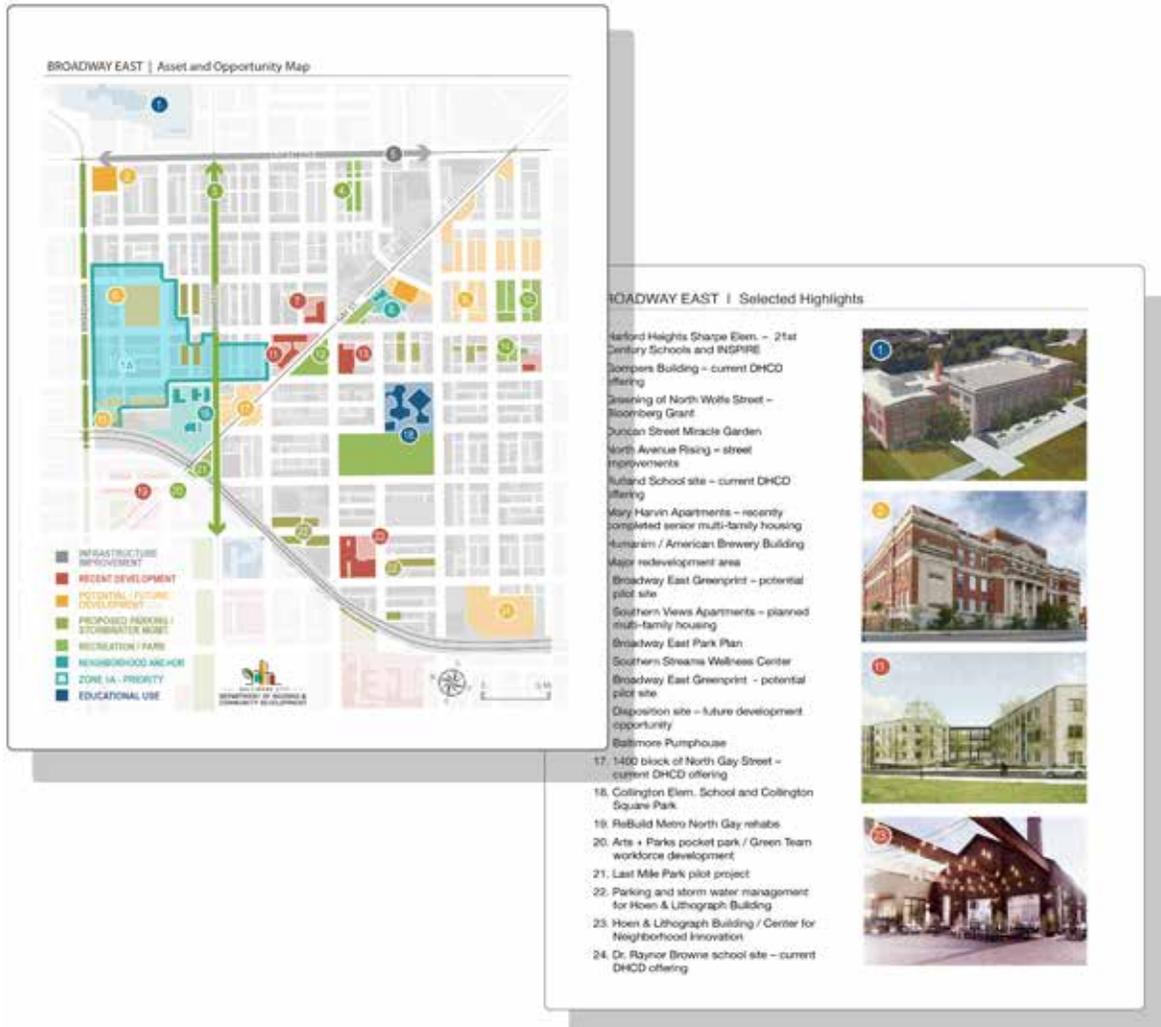
The Impact Investment Area Implementation Strategies are in finalized draft form and are intended to operate as living documents. Thus, they are “In progress.”

# Broadway East Impact Investment Area

## Overview

Located in East Baltimore 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



*Ribbon cutting for new playground.*

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 North Chester Street):** 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 older adults 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 community park I to spur rehabilitation of surrounding blocks. Broadway East CDC has received **Baltimore Regional Neighborhood Initiative** (BRNI) funds to beautify this space for current and future residents.

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 Avenue
- Whole block rehabilitation on 1600 block of Rutland Avenue

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 Avenue
- 1500 N. Wolfe Street
- 1600 Register 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
- 1500 block of Madeira Street

## Additional Resources

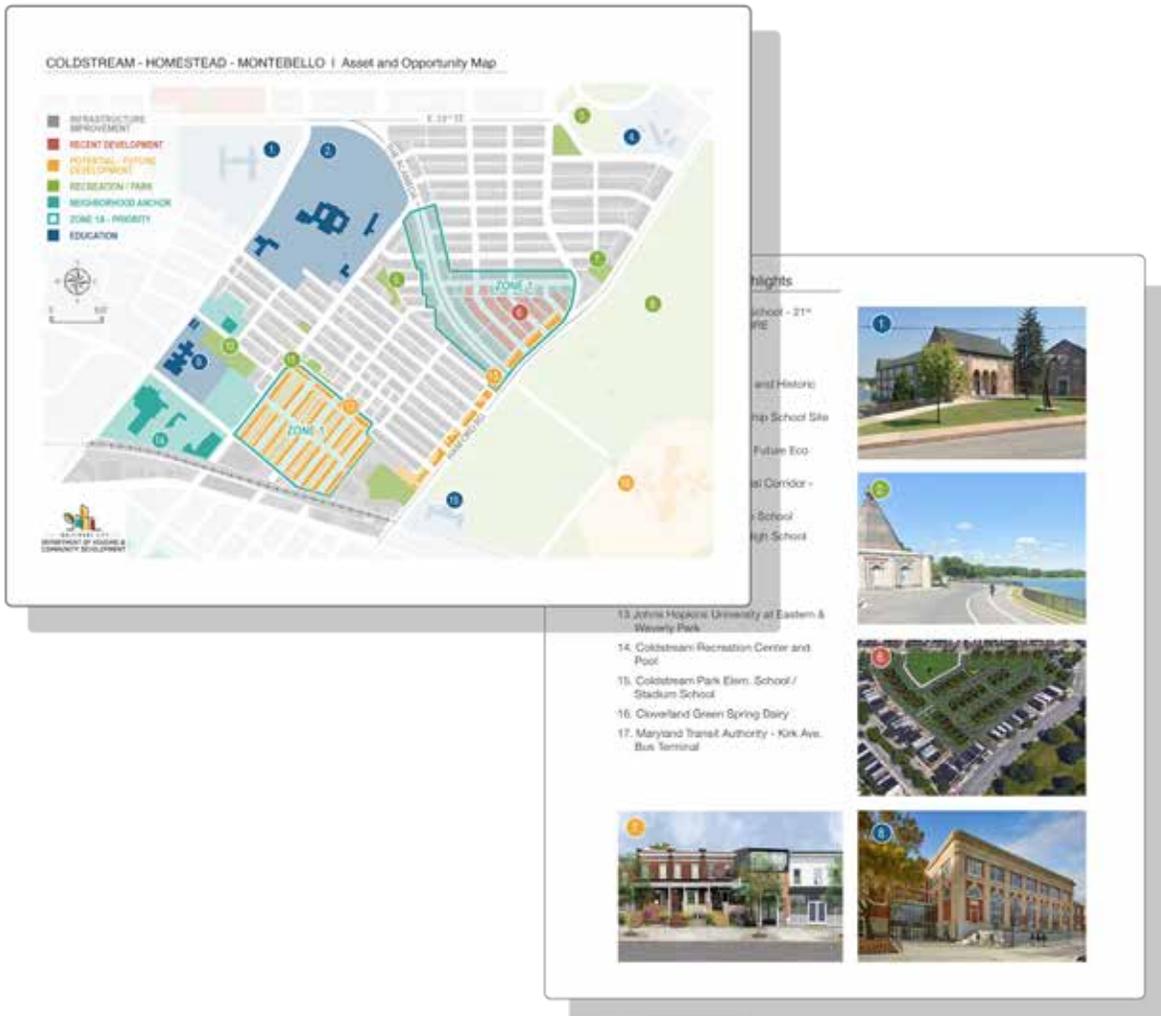
- [Broadway East IIA Community Conversation \(July 2023\)](#)
- [DHCD Impact Investment Area Project Tracker](#)
- [New Broadway East CDC](#)

# Coldstream Homestead Montebello Impact Investment Area

## Overview

Located in Northeast Baltimore, the Coldstream-Homestead Montebello IIA aligns with the boundaries of the Coldstream-Homestead Montebello Urban Renewal Plan.

The Coldstream Homestead Montebello community, also known as CHM, is in north-east 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 \$7 million in American Rescue Plan Act (ARPA) funds for pre-development, construction of infrastructure, and partial construction of Phase 1.
- 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 1500-1700 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 commer-

cial locations. DOP supports the use of the 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
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

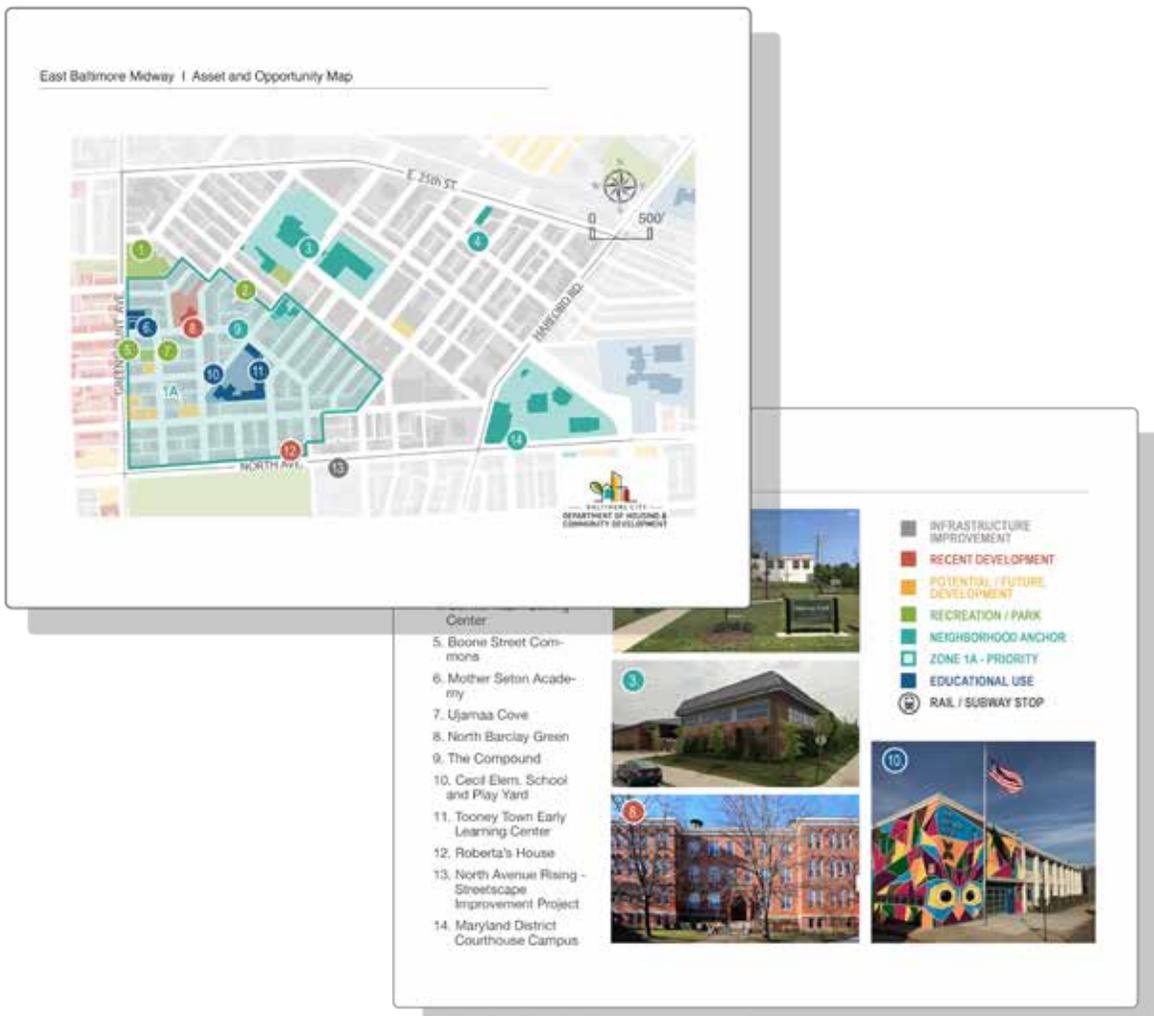
### Additional Resources

- [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

Located in East Baltimore, the East Baltimore Midway IIA (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



*Boone Street Commons park*

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:** Approximately \$50,000 was recently used for traffic calming projects throughout the neighborhood.

**MUND Park:** \$78,000 worth of improvements at MUND Park were completed in 2022 by BCRP 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

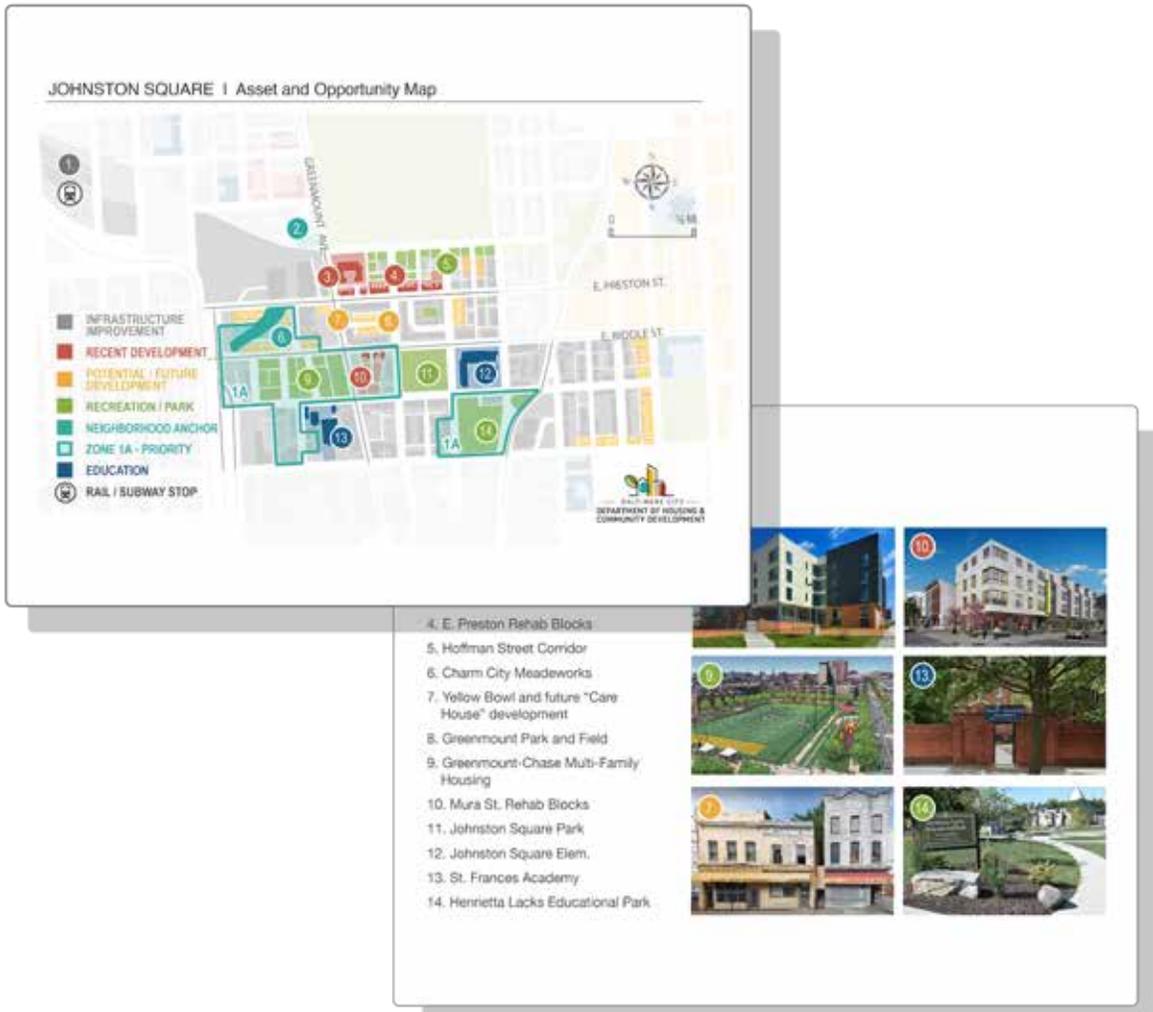
- [East Baltimore Midway IIA - Community Conversation](#)
- [Baltimore City Department of Housing & Community Development](#)
- [DHCD Impact Investment Area Project Tracker](#)

# Johnston Square Impact Investment Area

## Overview

Located in East Baltimore, the Johnston Square IIA also aligns with the boundaries of the Johnston Square Urban Renewal Plan, and the Johnston Square Vision Plan.

Johnston Square 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 Green-



*Mural and renovated housing on Biddle Street*

mount Avenue and the amenity of the park on the west. This building is under construction with an estimated completion date of 2025.

- 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 Street
- 1200 block of Brentwood Avenue
- 700 block of E. Preston Street
- 700 block of Mura Street
- Odd side 800 block of E. Chase Street & even side of 1000 block of Valley Street
- Odd side 1100 block Greenmount Avenue
- Even side 1100 & 1200 block Homewood Avenue
- 900 block E. Chase Street
- Hoffman Street Corridor

The following locations have been identified as potential sites for new or infill development in the Implementation Strategy:

- 508 E. Preston Street
- 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 - BDC, DOP, DPW, and 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 programs for older adults 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.

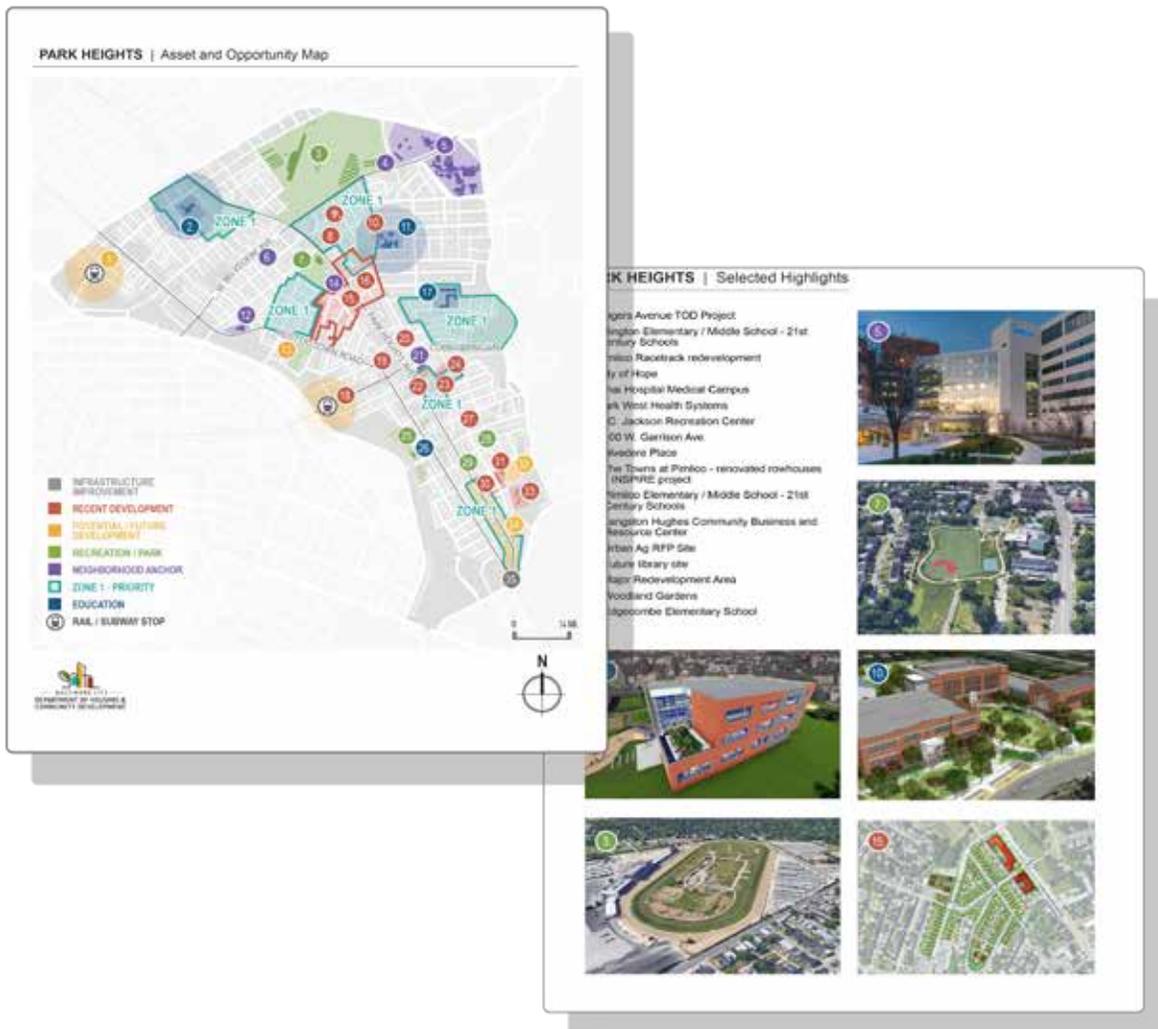
## Additional Resources

- [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 housing for older adults and affordable housing, the first new single-family home construction in 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 building for older adults, 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 housing for older adults and intergenerational affordable housing. Woodland Gardens II is open and leasing to new residents, while Woodland Gardens I is scheduled to open in September of 2024.

**New Park Heights Public Library is finalizing design.** Enoch Pratt is in the final design phase for the new Park Heights Library and is expected to break ground next year. The library will be located at the corner of Woodland and Park Heights Avenues as part of the



*Grand opening of Renaissance Row*

expanded CC Jackson Park campus. This will be the first new Enoch Pratt Free Library branch in 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 August 2024, Park Heights Renaissance had selected a co-developer 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 serving neighborhoods in the Park Heights footprint.** Through fiscal year 2025, Pimlico Local Impact Aid has provided \$2.59M in funding for Homeowner Repair Grants for eight neighborhood statistical areas and two targeted areas in Park Heights. Since 2018, DHCD has provided more than \$395,000 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 long-awaited community asset.

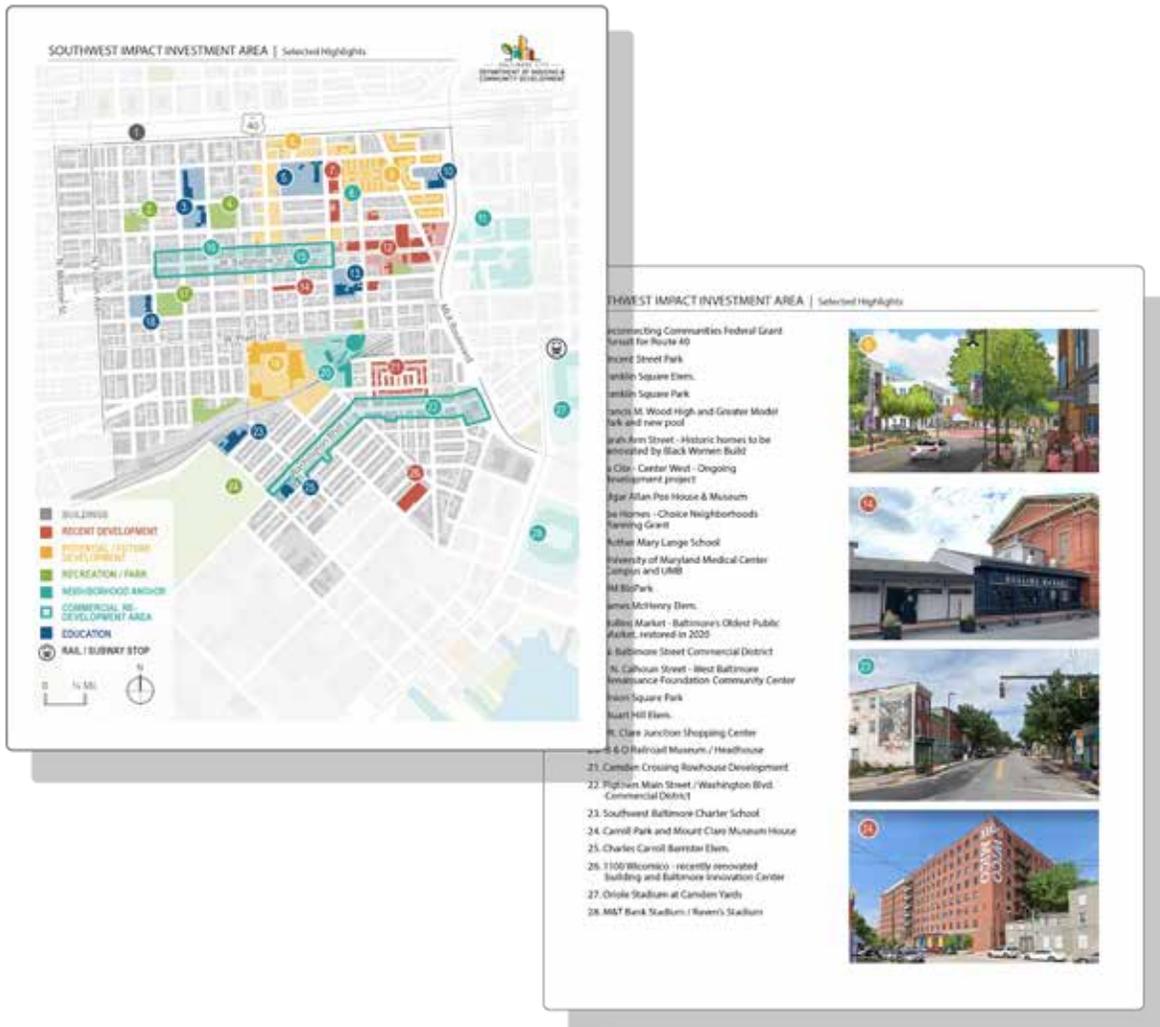
## Additional Resources

- [Park Heights IIA - Community Conversation](#)
- [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 – Poppleton, Franklin Square, Hollins Roundhouse, Union Square, Barre Circle, Pigtown, and Mount Clare – 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 Southwest Partnership, Carroll Park, the University of Maryland BioPark, the B&O Railroad Museum, Bon Secours Community Works, Hollins Market (operated by Baltimore Public Markets), Mount Clare Junction Shopping Center, and Pigtown Main Street.



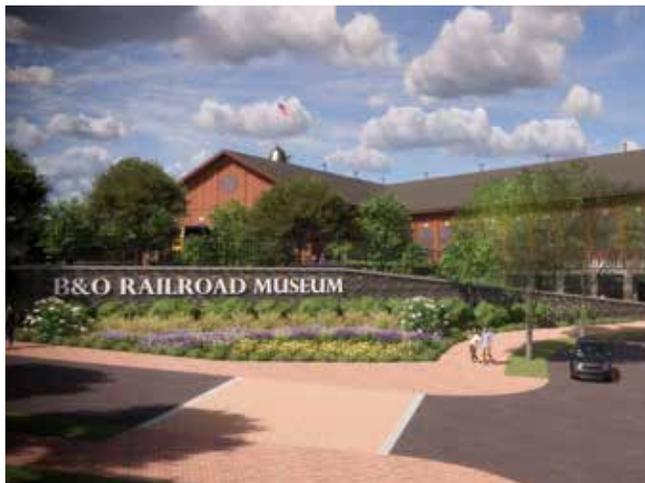
The Southwest IIA has an expanding list of assets and growing interest from investors seeking to boost economic activity along West Baltimore Street, Washington Boulevard, and elsewhere. However, the area continues to experience blight and crime, which has proven to be detrimental to overall neighborhood 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. Further, the West Baltimore Street commercial 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 Mount Clare Shopping Center into investment across the impact investment area.
- More investment is made in affordable and market-rate housing with the goal of retaining and attracting new residents, especially those employed at nearby job centers such as UMB.
- Key streetscapes are improved to create safe, walkable environments that are attractive to retail development, especially West Baltimore Street, Washington Boulevard, Carey Street, and Pratt Street. The gateway intersections along Martin Luther King Boulevard are important as well to improve connectivity to downtown.
- Parks, especially Traci Atkins, Carroll Park, and the Greater Model Park are continually improved and connected to the surrounding neighborhoods. Street trees and vacant



*Rendering of reimagined entrance plaza to B&O Railroad Museum. Courtesy Design Collective*

lot greening projects will also provide a positive impact on health, wellness, and sustainability of the neighborhood.

- People can easily and safely get to and from downtown, the commercial districts, institutions, assets, and the West Baltimore MARC Train Station whether by foot, bike, public transit, car, or other means.
- 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 on vacant housing within the established priority rehab 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.

Commercial revitalization follows improved housing conditions and better income potential, as well as investments in creating a more livable, safe, and healthy public realm. Walkable, viable commercial corridors on West Baltimore Street, Washington Boulevard, and the "market district" on streets surrounding Hollins Market that attract businesses and create opportunities for local entrepreneurs will be the outcome of the above asset-based community development efforts.

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 Mount Clare, Pigtown, Franklin Square, and Union Square. A combination of sales of City-owned vacant properties and receivership 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 priority rehab zones, these blocks are whole-block redevelopment opportunities that will translate to positive neighborhood-wide economic development outcomes.

## Additional Resources

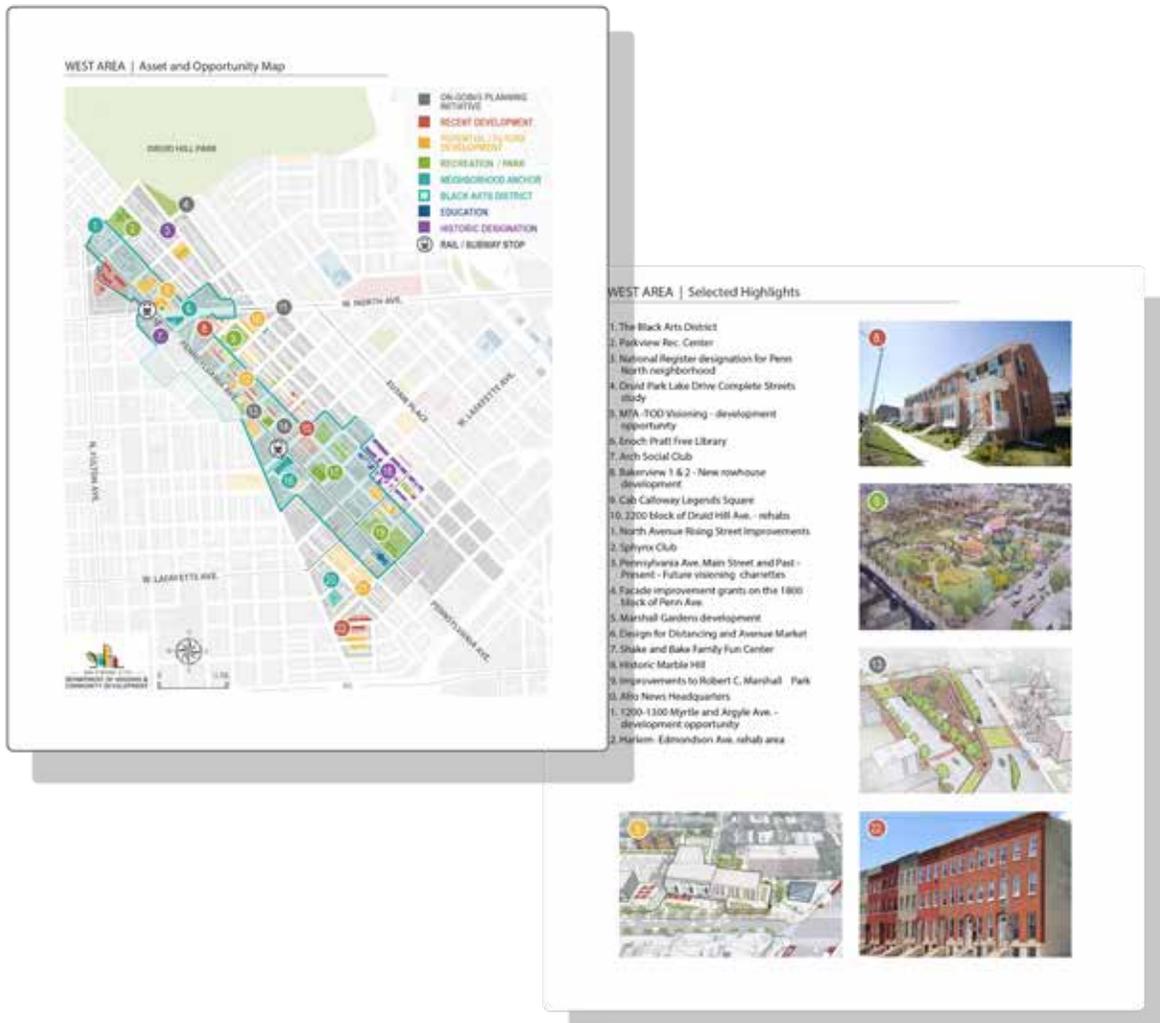
- [Southwest Community Conversation \(March 2023\)](#)
- [Baltimore City Department of Housing & Community Development](#)
- [DHCD Impact Investment Area Project Tracker](#)
- [Southwest Partnership](#)
- [Southwest Partnership Vision Plan \(2015\)](#)

# 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



*Natural Dye Initiative at Indigo Farm*

## Additional Resources

- [West IIA - Community Conversation](#)
- [DHCD Impact Investment Area Project Tracker](#)

# Appendices

# Appendix 1. Recommendations

The following tables outline the potential recommendations within each of the 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.

It is important to note that this Comprehensive Plan does not commit any resources or the City to completing any of the listed recommendations. Rather, relevant agencies partner with residents to prioritize recommendations, plan for implementation, and define and assess success. This ongoing collaboration between the City and residents will be key to the successful implementation of any of the listed recommendations.

Policy recommendations are divided into three types:

-  Actions that can be implemented with existing resources – these are the things that can be done given current funding and agency capacity.
-  Actions that require additional resources – these are the things that may take some additional funding and agency capacity to complete.
-  “Big ideas” – these represent a range of options, some of which require substantial funding, broader policy changes, include complex coordination across state and local agencies, and/or substantial increases to agency capacity.

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 prioritized 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 relationships between different recommendations, topics, and guiding principles.

#	RECOMMENDATION	TYPE
<b>ACCESS TO PARKS, OPEN SPACES, AND RECREATION</b>		
<b>Goal 1. Implement a capital investment strategy, operations plan, and funding plan to ensure equitable access to parks, recreational facilities, and activities.</b>		
1.01	Pass an ordinance to formally adopt the BCRP Playbook as a guide for the Mayor and City Council.	
1.02	Create a structure within BCRP to implement BCRP Playbook recommendations across all BCRP Divisions.	
1.03	Quantify and track the success of the BCRP Playbook over the course of 10 years, with a focus on equity.	
1.04	Implement a public facing asset management system to track routine maintenance activities and plan for future capital investments to ensure equitable delivery of maintenance and investments.	
1.05	Commit capital and operational funding to engage residents in implementing the recommendations from the BCRP Playbook.	
1.06	Create additional sustainable funding sources for capital and operations that are independent of the annual City and State tax revenue approval process.	
1.07	Consider creating a non-profit to raise funds for capital investments similar to the Houston Parks Board.	
<b>Goal 2. Increase the frequency and quality of maintenance for existing neighborhood parks, open spaces, and recreational facilities to improve public recreational experiences, especially in under-served, under-represented, and historically marginalized communities.</b>		
2.01	Develop a joint BCRP-DHCD approach toward BMORE Beautiful, Adopt-a-Lot, and Care-a-Lot programs to further goals for both agencies. #Placemaking	
2.02	Create a public campaign highlighting the value of maintenance workers as well as emphasizing the role of the public in keeping parks' facilities clean. Develop a 'leave no trace' ethos. #Infrastructure #Cleanliness	
2.03	Develop a standard for maintenance and fund it. #Infrastructure	

#	RECOMMENDATION	TYPE
2.04	Re-invest in existing infrastructure to ensure amenities meet modern safety, competition, and design standards. #Infrastructure #PublicSafety	
2.05	Ensure that facility maintenance costs are allocated annually to address existing and new facilities. #Infrastructure	
2.06	Create a workforce training division at BCRP as part of the community engagement division. In collaboration with Park Maintenance, this training division will aim to teach key park maintenance skills to residents, community associations, prospective employees, and current employees. #WorkforceDevelopment #Infrastructure	
2.07	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	
2.08	Create apprenticeship and training programs for multiple BCRP divisions, including dedicated programs for youth and formerly incarcerated individuals. #WorkforceDevelopment	
2.09	Upgrade BCRP maintenance and operation facilities to improve effectiveness and morale. #Infrastructure	
2.10	Add more native and naturalized areas to parks for environmental and aesthetic benefits, and also to reduce maintenance requirements.	
<p><b>Goal 3. Expand and improve programming in parks, open spaces, and at recreational facilities to ensure that all residents have access to outdoor and recreational programs with a priority on under-served, under-represented, and historically marginalized communities.</b></p>		
3.01	Create a clearer and more straightforward process for Friends-of-Groups, community-based organizations, and City residents to better communicate their concerns. #EquityFramework #EquitableDevelopment	
3.02	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	

#	RECOMMENDATION	TYPE
3.03	Invest capital funds in upgrading smaller neighborhood park spaces in areas lacking access to larger citywide parks. #Infrastructure	
3.04	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	
3.05	Provide additional park recreational activities to include pickleball programs, children's nature programs, and arts programming.	
3.06	Coordinate public health and BCRP goals and strategies to implement joint programming/initiatives. Provide signage and programming to promote physical activity.	
3.07	Provide programming targeted to various ages, including older adults and youth, as well as inter-generational programming.	
<p><b>Goal 4. Develop and implement an equitable capital investment strategy to make existing and future recreational facilities and parks more accessible and better maintained, with a priority on underserved, under-represented, and historically marginalized neighborhoods.</b></p>		
4.01	Continue to upgrade and redesign outdated recreation and aquatic facilities using universal design standards and practices to meet citywide demand based on community needs, site conditions, and BCRP's Playbook recommendations. #Equity-Framework #EquitableDevelopment #Infrastructure	
4.02	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	
4.03	Repurpose existing assets and add new assets to meet shifting recreational desires and needs.	
4.04	Prioritize preventative maintenance to prolong the life of facilities and reduce facility closures due to deteriorated conditions. #Infrastructure	
4.05	Provide more restroom facilities in the parks, especially the larger ones.	
4.06	Increase blue-green infrastructure and water-oriented amenities within parks, include cooling centers and places for rest in key locations within parks.	

#	RECOMMENDATION	TYPE
4.07	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	
<b>Goal 5. Increase access to neighborhood parks and open spaces to ensure that all residents have the opportunity to use and enjoy the City's recreational amenities.</b>		
5.01	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	
5.02	Create an app for park users to provide feedback to BCRP on park maintenance issues and user experiences in the parks.	
5.03	Design parks and park amenities using universal design principles.	
5.04	Create a BCRP app that allows residents to search for events and activities by park or facility. #DigitalEquity	
5.05	Increase access to parks by partnering with Baltimore City Department of Transportation (BCDOT) and the Mayor's Bicycle Advisory Council to prioritize capital improvements around parks using principles of universal design to ensure accessibility. Improvements may include way finding, street crossings, street lighting, paths from schools to parks, and shared use paths and trails. #EquitableDevelopment #Infrastructure #PublicSafety	
<b>AFFORDABLE HOUSING</b>		
<b>Goal 1. Increase the amount and types of housing supports tailored to the needs of the City's most vulnerable to housing insecurity to better ensure that all Baltimoreans have stable and safe housing.</b>		
1.01	Provide resources and supports to those who are incarcerated and recently released from incarceration to be able to obtain affordable housing upon their release.	
1.02	Provide resources and supports to those experiencing homelessness (including squatters) to help them obtain temporary shelter and case coaching to identify and obtain stable shelter.	
1.03	Locate supportive and wrap around services near affordable housing developments so that individuals in need of certain economic, health, and social supports have easy access to them.	

#	RECOMMENDATION	TYPE
1.04	Develop a collaborative between developers and social services providers to include counseling and other supportive services directly on the property.	
1.05	Provide options to seniors to move into more accessible housing or upgrade their current housing to meet their needs as they age.	
<b>Goal 2. Increase the number of affordable housing units available for purchase and rent within the City to minimize payment burden for residents, with a priority on reducing the burden on those most vulnerable to housing insecurity.</b>		
2.01	Provide clear guidance to developers about the City's goals for affordable housing in terms of quantity, location, design, quality, etc.	
2.02	Provide a roadmap for developers, particularly small developers, who want to develop affordable housing regarding development review, permitting, financial assistance, etc.	
2.03	Promote and provide a range of educational, professional, and technical assistance to help develop affordable housing expertise.	
2.04	Increase resources available for affordable housing developers.	
2.05	Scale affordable housing production through increased City investments, particularly in smaller scale affordable housing development. #Infrastructure	
2.06	Prioritize affordable housing projects for faster review, more flexible uses, and lower fees.	
2.07	Target Affordable Housing Trust Fund funding/financing to affordable housing near transit stations. #TransportationEquity	
2.08	Include affordable housing in all new development projects along the Red Line. #TransportationEquity	
2.09	Establish a local voucher program through the Affordable Housing Trust Fund.	
2.10	Explore expanding the City's Inclusionary Housing Law to require an increased percentage of affordable housing units in areas with a TOD zoning designation.	

#	RECOMMENDATION	TYPE
<b>Goal 3. Strengthen strategies for addressing vacant buildings and improve the supports to residents to purchase and/or rehabilitate individual vacant buildings, particularly underserved residents most affected by the vacancy crisis.</b>		
3.01	Continue investing in tenants' rights and eviction resources, as well as access to counsel for vulnerable members of the community, including immigrants, low-income families, older adults, etc.	
3.02	Continue to support the Community Land Trust Program to keep homes affordable for those that need it the most.	
3.03	Provide education and access to legal aid/assistance, including estate planning, in multiple languages.	
3.04	Create a financing tool for low-income renters to buy a home with affordable mortgage payments.	
3.05	Provide additional/increased rental assistance.	
3.06	Support new rent-to-own model that is shorter term and not tied to initial occupant.	
3.07	Leverage the Community Reinvestment Act to partner with banks to invest in mortgage and loan products offered by CDFIs, which can meet the needs of residents and small developers that traditional banks cannot.	
3.08	Provide counseling, refinancing assistance, and other support to help people stay in their homes, including those on the verge of foreclosure.	
3.09	Expand the number of housing coaches to support renters and homeowners facing financial difficulties.	
3.10	Use the CLT model of creating escrow accounts and providing grants to help support homebuyers with large expenses.	
3.11	Offer more job training opportunities for tenants of affordable housing units to help them earn a living wage. #WorkforceDevelopment	
3.12	Continue providing funding to cover the gap between what a property costs to build or renovate and what the property will appraise for, known as the appraisal gap. #VacantHousing	
3.13	Explore a mechanism for rent stabilization in the region, without reducing the supply or quality of rental units. #Regional	

#	RECOMMENDATION	TYPE
3.14	Increase legal protections for renters.	
3.15	Allow, promote, and incentivize ADUs to increase affordable housing options.	
3.16	Consider unique housing needs of college students, older adults, and other populations.	
<b>Goal 4. Leverage investment in affordable housing as a tool for community and economic development.</b>		
4.01	Educate residents and elected officials how affordable housing contributes to more jobs and general economic growth to combat NIMBYism and advocate for additional resources. #WorkforceDevelopment	
4.02	Revisit City disposition policies to prioritize affordable housing as a community revitalization tool.	
4.03	Evaluate land use map and zoning categories to ensure amenities are allowed in or near affordable housing. #LandUse	
4.04	Proactively educate residents about the benefits of affordable housing for neighborhood revitalization and stability.	
4.05	Encourage a diverse mix of affordable housing styles that fit into various neighborhood contexts.	
4.06	Examine the building code to identify ways to expand opportunities for the creation of affordable housing (for example, raise the story limit for single-stair buildings).	
4.07	Research and explore programs from other cities that support development of affordable housing, such as, South Bend's program that offers pre-approved development templates to small-scale developers at no cost.	
4.08	When vacant houses are renovated, help nearby residents with curb appeal projects such as planters, lighting, exterior painting, and other related projects. #VacantHousing	
4.09	Encourage health care and other large institutions to invest in affordable housing and share reports about their investments.	
4.10	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.	

#	RECOMMENDATION	TYPE
4.11	Expand the Healthy Neighborhoods Program.	
4.12	Allow large rowhouses to be subdivided by right to allow owner-occupants to rent unit(s) and help offset the costs of ownership. #LandUse	
4.13	Allow and incentivize subdividing large houses to safely and equitably serve the needs of students and older adults, similar to models in other countries.	
4.14	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.	
4.15	Create more mixed income communities and mixed-use communities that are based on a cooperative community structure.	
4.16	Research communities, such as Pittsburgh, that have experienced redevelopment without displacement as a community development best practice.	
4.17	Prioritize transit-oriented development with affordable units. Include amenities like grocery stores and daycares. #TransportationEquity	
4.18	Use tax credits to help build new housing in lower income neighborhoods. #Infrastructure	
4.19	Encourage the State to revise its Qualified Allocation Plan to make Low Income Housing Tax Credits available for mixed-income communities.	
4.20	Implement better tracking and enforcement of real estate investing (REI) and corporate-owned properties, especially those in disrepair.	
4.21	Incentivize mixed income community development.	
4.22	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 around existing and future transit stations with a focus on affordable housing. #TransportationEquity	

#	RECOMMENDATION	TYPE
<b>Goal 5. Increase the amount and types of housing supports tailored to the needs of immigrants to help them stay and grow in Baltimore.</b>		
5.01	Continue to support organizations and programs that help immigrants and refugees buy homes.	
5.02	Partner with CDFIs to expand access to loan products that do not require citizenship or a social security number.	
5.03	Provide enhanced rental support services for newly arrived immigrant and refugee families.	
5.04	Address predatory lending practices targeted to immigrants by increasing education and awareness of tenant rights.	
5.05	Improve resources tailored to the immigrant and refugee community, including language and cultural resources, expanded geographic provision of services, and representation at agencies and service providers. #EquityFramework	
5.06	Create co-housing programs to help immigrant and other families share a house.	
<b>DESIGNING FOR PUBLIC SAFETY</b>		
<b>Goal 1. Increase efforts to educate and empower residents to appropriately use design principles to improve public safety in their communities.</b>		
1.01	Provide community leaders with a checklist to do public safety design assessments. #EquityFramework	
1.02	Encourage more regular neighborhood walkers (for example, dog walkers or exercise groups).	
1.03	Educate residents on best practices to increase their safety at home, such as keeping their porch lights on or using motion sensor lights.	
1.04	Share success stories and best practices with community and other collaborators.	
1.05	Consider providing free or subsidized motion-sensor lights similar to other public safety campaigns, such as smoke detector giveaways.	

#	RECOMMENDATION	TYPE
<b>Goal 2. Increase the use of appropriate public safety design principles by City agencies.</b>		
2.01	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 public safety design principles. #EquityFramework	
2.02	Analyze response times to requests to address street light outages through an equity and public safety lens.	
2.03	Provide information, briefs, and training on public safety design principles as needed to collaborators.	
2.04	Address high weeds, etc. through mutual aid and community resources, when possible, rather than punitive measures, such as code enforcement.	
2.05	Enforce requirements for businesses to keep tidy exteriors. #Cleanliness	
2.06	Activate spaces to deter crime. #Placemaking	
2.07	Provide guidance on corner store design to minimize crime activity outside of stores.	
2.08	Demolish vacant buildings that are attracting crime. #VacantHousing	
2.09	Paint boards on vacant houses. #VacantHousing	
2.10	Explore automatic lighting for vacant buildings. #VacantHousing	
2.11	Support neighborhood-based clean and green (paid) teams to help older adults and others who need assistance #Cleanliness #WorkforceDevelopment	
<b>Goal 3. Support the appropriate use of public safety design principles in the creation and maintenance of public spaces in an effort to deter crime.</b>		
3.01	Support community-led gating of green spaces and alleys. #Placemaking	

#	RECOMMENDATION	TYPE
3.02	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	
3.03	Minimize tall shrubbery to improve sight lines.	
3.04	Install safety measures in public spaces, such as fences, and make them aesthetically welcoming.	
3.05	Create a maintenance plan to be implemented by the City in partnership with communities.	
3.06	Claim green spaces following demolition by cleaning them and maintaining them, including through the Care-A-Lot program. #Cleanliness	
3.07	Explore environmentally responsible lighting options and programs, such as solar powered lighting at bus stops, that reduces energy usage and minimizes light pollution. #EnvironmentalJustice #Infrastructure	
3.08	Increase funding for projects that improve lighting levels in public areas.	
3.09	Install more lighting at the pedestrian scale.	
3.10	Expand tree trimming to prioritize locations where trees block street lighting. Prune trees up and over lights instead of topping them down. #Trees	
<b>Goal 4. Invest in more traffic calming measures and speeding deterrents to improve pedestrian and traffic safety.</b>		
4.01	Install more traffic cameras at locations with a high volume of crashes, beyond school zones. Consider tiered fines so that drivers exceeding the speed limit by larger amounts are fined a larger amount.	
4.02	Implement more bike lanes, speed humps, and other traffic calming and complete streets efforts to slowdown traffic that meet the needs and interests of the neighborhood. #Infrastructure	
4.03	Use placemaking to slow down traffic. #Placemaking	
4.04	Improve pedestrian safety through safer crosswalks, signals, signage, etc. with particular attention to locations near or providing access to transit stations.	

#	RECOMMENDATION	TYPE
4.05	Examine placement of traffic signals to remove unwarranted signals and add others as appropriate.	
4.06	Create a safe space for dirt bikes. #EquityFramework	
<b>Goal 5. Assess and understand the impacts of zoning and land use on public safety to identify ways to use them as tools to improve public safety.</b>		
5.01	Use zoning to require green spaces in new developments and design green spaces using appropriate public safety considerations. #OpenSpace	
5.02	Conduct an assessment in partnership with residents to understand the impact of zoning and land use on safety. #EquityFramework	
5.03	Increase density to provide more natural surveillance (more people=more eyes on the street, which is a deterrent to crime).	
5.04	Reduce density of liquor stores and methadone clinics in neighborhoods. Provide guidance on good neighbor standards and community collaboration.	
5.05	Provide transit within walking distance of key destinations. #TransportationEquity	
5.06	Expand mixed-use zoning/developments to encourage more activity.	
5.07	Increase communication between businesses and communities they are located in and serve. #EquityFramework	
<b>DIGITAL ACCESS AND EQUITY</b>		
<b>Goal 1. Increase the availability and accessibility of secure high-speed internet and digital devices, prioritizing neighborhoods with low levels of digital equity and inclusion.</b>		
1.01	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.	

#	RECOMMENDATION	TYPE
1.02	Provide content and support for educational campaigns among organizations that focus on 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.	
1.03	Encourage Internet Service Providers (ISPs) to partner with local nonprofits to develop MEBB enrollment drives and initiatives.	
1.04	Implement the City's Digital Inclusion Strategy. #EquitableDevelopment	
1.05	Expand use of City-owned conduit to incentivize and support private investment.	
1.06	Expand our backbone fiber infrastructure and enable best-in-class, fully fiber optic connectivity to eight Housing Authority of Baltimore (HABC) properties.	
1.07	Advocate to restore federal funding for the Affordable Connectivity Program (ACP).	
1.08	Pursue alternative low-cost and subsidized service programs to fill gaps due to elimination of ACP.	
1.09	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.	
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	Increase the number of computers available for public use at recreation centers.	
1.13	Provide public Wi-Fi in public spaces, such as public parks.	
1.14	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	

#	RECOMMENDATION	TYPE
1.15	Increase the number of providers offering in-home internet services with multiple pricing plans including fast, reliable service at affordable rates.	
1.16	Explore options for municipal (City-provided) broadband.	
<b>Goal 2. Increase access to modern computing devices, specifically targeting communities with low digital equity scores.</b>		
2.01	Implement the City's Digital Inclusion Strategy.	
2.02	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.	
2.03	Offer additional opportunities for nonprofits and service providers to apply for grant funding through the Digital Equity Fund. Explore endowing a community-directed organization to provide these trainings on demand.	
2.04	Create and deploy digital skills and learning standards for Baltimore City through capacity building and funding opportunities. #WorkforceDevelopment	
2.05	Collaborate with community-based organizations and other relevant groups to provide customized training for targeted communities and demographics, including older adults. #Equity-Framework #EquitableDevelopment #WorkforceDevelopment	
2.06	Create tech hubs in communities. Tech hubs offer an opportunity for inter-generational learning, with job opportunities for youth and learning opportunities for older adults. #WorkforceDevelopment	
2.07	Provide funding to offer tech support for tech hub and other community digital site users.	
2.08	Identify, support, and promote existing resources that provide technical support to residents online and through call centers.	
<b>Goal 3. Increase access to modern computing devices, specifically targeting communities with low digital equity scores.</b>		
3.01	Implement the City's Digital Inclusion Strategy.	

#	RECOMMENDATION	TYPE
3.02	Partner with the Office of Statewide Broadband, Enoch Pratt Free Library, and other organizations to provide free computing devices to low-income households.	
3.03	Help nonprofits to develop and expand existing programs that provide free devices to lower-income households.	
3.04	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.	
<b>ENVIRONMENTAL AND CLIMATE JUSTICE</b>		
<b>Goal 1. Increase the services and supports available to frontline, overburdened, and Environmental Justice Communities to help them deal with the impacts of environmental harms.</b>		
1.01	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	
1.02	Maintain green spaces by providing experience in landscaping and connect those interested to paid green space maintenance roles or volunteer opportunities. #OpenSpace #WorkforceDevelopment	
1.03	Secure financing for resilient infrastructure projects. #Infrastructure	
1.04	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.	
1.05	Launch a circular economy or zero waste business incubator to support businesses in closing the loop on hard to recycle materials. #SmallBusiness #WorkforceDevelopment	
1.06	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	
1.07	Increase environmental amenities in areas dealing with the greatest impacts of extreme heat. #ExtremeHeat	

#	RECOMMENDATION	TYPE
<b>Goal 2. Reduce the sources of, and exposure to, environmental pollutants in frontline, overburdened, and Environmental Justice Communities.</b>		
2.01	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	
2.02	Reduce noise pollution in communities experiencing higher decibels through the implementation of speed reduction, porous asphalt, increased tree canopy, quiet zones, train barriers, etc. #EquityFramework #Infrastructure #Freight	
2.03	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	
2.04	Support a transition away from coal. In the meantime, engage in mitigation strategies such as requiring the covering coal cars and enclosing coal piles to limit health damaging dust particles.	
2.05	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.	
2.06	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	
2.07	Expand GSI in flood-prone communities to build climate resilience. #Infrastructure	
2.08	Relocate polluting facilities that are in locations immediately adjacent to residential properties, posing a health risk to residents. #Infrastructure #EquityFramework	
2.09	Create and fund a coordinated initiative between DOP, Department of Health, and other relevant agencies to provide mobile care and testing clinics related to air and water quality health outcomes.	
2.10	Remove parking minimums for new development projects. #Infrastructure #OpenSpace	

#	RECOMMENDATION	TYPE
<b>Goal 3. Increase the employment and training opportunities available for climate careers for frontline communities.</b>		
3.01	Hire and 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	
3.02	Pass a deconstruction ordinance to reduce waste from the demolition of buildings and foster a trained demolition workforce. #Cleanliness #VacantHousing	
3.03	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	
3.04	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.	
3.05	Raise awareness and increase the quality and/or outcomes of current job training, workforce development, and skill building programs focused on environmental career paths.	
3.06	Create an apprenticeship and/or training program for various climate careers for those who are currently incarcerated that provides job supports upon their release.	
3.07	Partner with MOED to provide relevant climate career training and supports to the City's under-employed and unemployed residents.	
<b>Goal 4. Increase City and community environmental and climate literacy to better equip all residents with relevant knowledge.</b>		
4.01	Curate experiential learning, research, or other equity-focused projects that allow students at various levels (high school, college, graduate) to develop awareness of environmental challenges and generate solutions. #EquityFramework	
4.02	Provide ownership and autonomy of data collected through community involvement. #EquitableDevelopment #EquityFramework	
4.03	Support 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	

#	RECOMMENDATION	TYPE
4.04	Facilitate a citywide support network for environmental justice leaders and/or organizations in Baltimore City.	
4.05	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	

**EQUITABLE NEIGHBORHOOD DEVELOPMENT**

**Goal 1. Increase engagement of under-represented individuals and groups in planning and community development to better ensure development is reflective of the community.**

1.01	Identify long-term funding for community organizing in Black and immigrant middle neighborhoods to build household wealth and stop population loss. Provide resources to support these communities in applying for funding and acquiring resources.	
1.02	Establish outreach and engagement protocols for various planning and community development activities that are tailored to the needs and preferences of specific communities, are culturally appropriate, and inclusive of all demographic groups living in the community, including those experiencing homelessness.	
1.03	Leverage the resources and contacts of anchor institutions, such as universities and hospitals, to engage neighborhood residents.	
1.04	Host conversations about race and community development within government agencies as well as with the public.	
1.05	Train City staff interacting with communities to be sensitive to issues of race, trauma, and historic inequities and provide guidance on how to meaningfully engage and empower communities.	
1.06	Seek ways to recruit, train, and employ residents to support and conduct outreach efforts in their own and neighboring communities to the extent possible.	
1.07	Align planning efforts and community events with other agencies interfacing with residents/groups.	
1.08	Use equitable and person-first language that is empathetic toward and responsive to individual and group experiences, traumas, and cultures.	

#	RECOMMENDATION	TYPE
1.09	Identify ways to improve the permitting process, including hiring more staff, streamlining and simplifying permitting processes, establishing goals, monitoring progress, and sharing information about the process and requirements widely, with specific strategies to reach those who are typically under-represented.	
1.10	Make providing public testimony more accessible for proposed development plans that are subject to City Council or the Board of Municipal Zoning Appeals (BMZA) approval in terms of communications, format, and time.	
1.11	Provide communities with educational opportunities about development and community organizing.	
1.12	Include information regarding accessibility and accommodations for people with disabilities and for those with limited English proficiency for all public meetings and hearings.	
1.13	Target under-represented populations in outreach methods, such as youth, renters, immigrants, and those who do not use or have access to the internet, considering factors such as race, age, housing status, and poverty level.	
1.14	Engage with after school programs to include and involve young people, who can in turn become mentors to their younger peers.	
1.15	Increase neighborhood/community engagement through recurring information sharing about successes, work in progress, lessons learned, etc. #EquityFramework	
1.16	Organize Community Cafés (hosted by the communities) to provide people who are affected by developments opportunities to be involved in community development decisions.	
1.17	Create public health action plans focused on access to healthcare and healthy, culturally appropriate food that are tailored to the needs of each community and the population living there. Include these elements in Community Health Improvement Plans or align planning efforts. #FoodAccess	
1.18	Carry out community asset mapping and education programs created by communities, for communities.	
1.19	Expand access to community services, healthcare and other resources in community facilities such as schools and recreation centers. #Infrastructure	

#	RECOMMENDATION	TYPE
1.20	For neighborhoods with little/no representation, create a location-based mechanism, based on home addresses, that would directly notify residents of upcoming hearings and meetings that impact their area.	
1.21	Connect directly with residents, put up flyers, and partner with community groups, resource centers, and community elders to help notify residents who may lack access to internet about upcoming hearings and meetings that may impact their area.	
<b>Goal 2. Increase opportunities for community and individual wealth building among low-income, immigrant, and BIPOC residents.</b>		
2.01	Eliminate duplicative compliance requirements and unnecessary technical barriers to participation in funding programs.	
2.02	Streamline the Minority and Women Business Enterprise (MBE/WBE) application process to reduce approval time and increase transparency. #SmallBusiness	
2.03	Increase access to and enhance opportunities for minority contractors and developers.	
2.04	Coordinate with the City's Office of Equity and Civil Rights' Wage Commission to develop a matrix for developers who consistently violate wage guidelines, which may increase minority participation. #WorkforceDevelopment	
2.05	Facilitate and invest in empowering current residents to buy and restore houses in their neighborhoods. #VacantHousing	
2.06	Expand programs to support people experiencing homelessness find stable shelter and build financial stability, working toward home rental or purchase.	
2.07	In partnership with various home buying and rental supports, provide estate planning guidance, training, and services directly to residents.	
2.08	Encourage developers of new housing to better integrate opportunities to age in place and design homes to serve families throughout multiple phases of life. #LandUse	
2.09	Prevent cultural and economic displacement of individuals and communities as revitalization occurs.	
2.10	Promote and expedite pathways and models for community control of land through Community Land Trusts.	

#	RECOMMENDATION	TYPE
2.11	Create opportunities for formerly incarcerated individuals to better integrate into and own properties in the neighborhoods they are returning to.	
2.12	Expand tax-credits for development in underserved areas, targeting neighborhoods with specific income levels.	
2.13	Explore providing 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.	
2.14	Explore approaches to taxes and fees that are less regressive and more progressive.	
2.15	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. #AffordableHousing #TransportationEquity	
2.16	Provide risk management programs and mortgage alternative programs for homeowners experiencing financial hardship.	
2.17	Allow one additional dwelling unit by right and up to four units conditional to the BMZA in low density residential zoning categories, provided building type is compatible with surrounding neighborhood. #LandUse	

## FOOD ACCESS

### Goal 1. Increase accessibility of healthy and culturally appropriate foods, particularly in areas of high food insecurity.

1.01	Support technical assistance for corner store owners providing healthy foods and accepting benefits like SNAP and SNAP for Women Infants, and Children (WIC). #EquityFramework	
1.02	Increase awareness and usage of online SNAP to improve resident access to food options, particularly in Healthy Food Priority Areas. #EquityFramework #DigitalEquity	
1.03	Provide training and support to residents on how to use online SNAP and other online food services/supports.	
1.04	Partner with organizations that provide technical assistance to small grocers to provide online grocery shopping and accepting online SNAP and e-WIC. #EquityFramework #DigitalEquity	
1.05	Pursue federal and state action to expand and improve SNAP and other food benefits.	

#	RECOMMENDATION	TYPE
1.06	Pursue federal and state legislation change to expand access to food-is-medicine programs.	
1.07	Support and fund alternative modes of food access, such as mobile food pantries, with a focus on fresh produce. #Equity-Framework #EquitableDevelopment	
1.08	Fund cold storage for community organizations and residents in Healthy Food Priority Areas. #EquityFramework #EquitableDevelopment	
1.09	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.	
<b>Goal 2. Engage residents in food systems education and support community-led work, particularly for urban farmers, families with young children, and older adults.</b>		
2.01	Engage residents in policy creation through Resident Food Equity Advisors program and support community-led processes that seek to build greater food sovereignty, and participation in, and control of, the local food system. #EquityFramework	
2.02	Develop strategies for encouraging community participation in urban agriculture projects and the purchase of local farm products. #EquityFramework #SmallBusiness	
2.03	Partner with Baltimore City Public Schools' (BCPS) Food and Nutrition team for engagement and outreach to provide food and nutrition education in schools. #EquityFramework	
2.04	Promote residents' familiarity with culturally appropriate nutrition and growing, storing, preparing, consuming, and properly disposing of food, with a focus on fruits and vegetables.	
2.05	Connect urban farmers to education and training opportunities. #SmallBusiness #WorkforceDevelopment	
2.06	Continue building a diverse network of collaborators and residents to improve food access in Baltimore. #EquityFramework	
2.07	Support organizations that provide nutrition education and educate residents on food apartheid history. #EquityFramework	

#	RECOMMENDATION	TYPE
2.08	Update existing food assistance databases (for example, CHARMcare) and increase public awareness on how to access them. #DigitalEquity	
2.09	Leverage existing commercial kitchens in neighborhoods to provide classes for food preparation, including canning and food preservation. #EquityFramework #EquitableDevelopment	
2.10	Partner with City and state correctional institutions to bring healthy food programming into correctional facilities.	
<b>Goal 3. Increase opportunities for urban agriculture to facilitate access to fresh, healthy, and culturally appropriate foods for historically disinvested neighborhoods.</b>		
3.01	Protect and support existing urban farms and community gardens by securing land tenure through long-term leases or purchase of property. #EquitableDevelopment	
3.02	Make City-owned vacant lots available to purchase for urban agriculture. #EquitableDevelopment #VacantHousing	
3.03	Reduce barriers to urban farming, especially for new BIPOC farmers. #EquityFramework #EquitableDevelopment	
3.04	Create food forests on City-owned land, including parkland and vacant lots. #OpenSpace #Placemaking #Trees #VacantHousing	
3.05	Create paid positions within City government to directly support urban agriculture. #WorkforceDevelopment	
3.06	Establish a fund for soil testing and water infrastructure for urban farms and community gardens. #EnvironmentalJustice	
3.07	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	
3.08	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	

#	RECOMMENDATION	TYPE
3.09	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	
<p><b>Goal 4. Provide economic supports to help grow local food businesses and develop the local food economy, with an intentional focus on minority and women-owned businesses as well as those led by other underrepresented identities.</b></p>		
4.01	Support the establishment of food cooperatives that are owned and operated by the community. #EquitableDevelopment	
4.02	Expand procurement and sale of locally grown produce. #SmallBusiness	
4.03	Support the creation and expansion of career pathways in the food sector. #WorkforceDevelopment	
4.04	Streamline regulations to support small food businesses. #SmallBusiness	
4.05	Improve healthy food access by focusing on locally sourced produce at Baltimore Public Markets. #SmallBusiness	
4.06	Increase local food sourcing for food businesses, schools, City agencies, and institutions through contract growing partnerships with local urban farms. #SmallBusiness	
4.07	Fund and provide technical assistance for community-owned cooperatives. #EquitableDevelopment #SmallBusiness	

#	RECOMMENDATION	TYPE
4.08	Increase funding for operations and marketing of farmers' markets and the Maryland Market Money nutrition incentives program. #EquitableDevelopment #SmallBusiness #Regional	
4.09	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.	
<b>FREIGHT MOVEMENT</b>		
Goal 1. Achieve and maintain a State of Good Repair for roads, bridges, and other critical infrastructure for freight movement building on the work of the State and Freight Movement Task Force.		
1.01	Work with State and Freight Movement Task Force on infrastructure for port and roads. #Regional	
1.02	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	
1.03	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.	
1.04	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	
1.05	Consider infrastructure needed for autonomous vehicles, such as signal modernization.	
1.06	Reclassify certain routes that serve the port and other regional purposes as state assets. #Regional	

#	RECOMMENDATION	TYPE
<b>Goal 2. Identify and mitigate conflicts between freight movement and other activities to reduce the impacts of freight on residents.</b>		
2.01	Identify and communicate what Complete Streets look like on freight and truck routes. #Infrastructure	
2.02	Update the Official Truck Routes Map of 2012 and publish the process/timeline for future updates. Changes to routes and their designation should reflect land use changes as shown in the future land use map, while ensuring that trucks can move between industrial locations. #LandUse	
2.03	Use infrastructure to prevent trucks turning onto residential streets (for example, bump outs, bollards). #PublicSafety	
2.04	Analyze citywide truck traffic data to inform truck routes, proposed land use map, and other data sources. #LandUse	
2.05	Work with various partners to encourage truck drivers to follow truck routes. Partners may include Port of Baltimore, The Baltimore Industrial Group, Maryland Motor Trucking Association, terminal operators, GPS companies, and federal partners.	
2.06	Consider expanding the use of truck enforcement cameras and pursue legislation that would allow that. #TransportationEquity	
2.07	Use the Proposed Land Use map to develop Complete Streets typologies map that includes freight movement. #LandUse	
2.08	Consider how to address increased home delivery and implications of autonomous vehicles.	
2.09	Consider freight movement and warehousing when planning redevelopment of State Center. #LandUse #Infrastructure	
2.10	Improve safety and aesthetics of rail corridors. #PublicSafety #Placemaking	
2.11	Establish communication with all CSX train lines to address community concerns. #PublicSafety #EquityFramework	
2.12	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.	

#	RECOMMENDATION	TYPE
<b>Goal 3. Reduce transportation and training barriers for Baltimore city residents seeking freight movement jobs, particularly for traditionally excluded residents.</b>		
3.01	Identify and advertise freight movement related job opportunities to marginalized groups, including those who were formerly incarcerated.	
3.02	Provide training to marginalized groups for freight movement industry job opportunities.	
3.03	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	
<b>Goal 4. Reduce the environmental impacts of freight movement within the neighborhoods most affected by environmental injustice, environmental racism, and pollution related health disparities to protect residents most affected by historic environmental marginalization.</b>		
4.01	Offer incentives in pilot area for limited home delivery to reduce pollution caused by frequent deliveries.	
4.02	Shift at least 60% of freight trips that are less than 200 miles in and through Baltimore to electric vehicles by 2025. #TransportationEquity #LandUse #Infrastructure	
4.03	Partner with private industry and other government agencies to increase charging infrastructure to support shifting to electric vehicles for trips under 200 miles. #TransportationEquity #Infrastructure	
4.04	Reduce miles that freight travels by truck by developing mini-distribution centers and e-bike distribution. #Infrastructure	
4.05	Reduce miles that freight travels by truck by creating more goods locally. #TransportationEquity #Infrastructure	
4.06	Increase standards for storage (local) and transport (state) of hazardous materials. #PublicSafety	

#	RECOMMENDATION	TYPE
<b>HISTORIC RESOURCES</b>		
<b>Goal 1. Expand the use of historic preservation programs and services across the City to revitalize neighborhoods and better protect more parts of our historic City.</b>		
1.01	Work with the BCRP Forestry Division and Office of Sustainability on tree planting plans in areas undergoing historic designation. #Trees #EnvironmentalJustice	
1.02	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.	
1.03	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.	
1.04	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	
1.05	Expand resources dedicated to CHAP for code enforcement, such as funding a position for a full-time inspector dedicated to CHAP districts.	
1.06	Develop a system of intervention to prevent properties in good condition in historic districts from becoming vacant/derelict. #VacantHousing	
1.07	Strengthen CHAP's demolition-by-neglect section in Article Six of the Baltimore City Code. #VacantHousing	
1.08	Secure a five-year extension of the CHAP property tax credit.	
1.09	Increase the fee for the CHAP property tax credit in order to increase the number of CHAP staff.	
1.10	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
1.11	Maintain, improve, and increase (for example, transferable income tax credits) local, state and federal tax incentives for the rehabilitation of historic property.	
1.12	Conduct a comprehensive archaeological survey of City-owned properties.	
1.13	Create a public archaeology program.	
1.14	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	
1.15	Create an anti-displacement plan for current residents of an area undergoing CHAP designation, where determined necessary. Historic preservation is often associated with gentrification so these plans would assess risks of displacement and develop strategies to prevent displacement. #EquitableDevelopment	
1.16	Identify regulatory and financial obstacles of reuse, and then recommend solutions.	
1.17	Prepare a detailed Baltimore historic preservation plan and regularly monitor, update, and publicly report on measurable results.	
1.18	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	
1.19	Create legislation to allow the 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.	
1.20	Create a historic preservation tax credit with a sustainability component (building recycling as a guiding principle). #EnvironmentalJustice	
1.21	Create a historic income tax credit for homeowners modeled on the state program.	
1.22	Support an initiative to designate the Chesapeake Bay as a World Heritage Site. #EnvironmentalJustice	

#	RECOMMENDATION	TYPE
1.23	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 home in Baltimore. Ensure that the Old-house Rehabber's Roundtable collaborates and coordinates with other City efforts and organizations such as makerspaces. #EquityFramework #EquitableDevelopment	
<b>Goal 2. Increase engagement with residents to tailor historic preservation programs and supports to community needs.</b>		
2.01	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.	
2.02	Work with city-wide organizations such as Baltimore Heritage, Baltimore City Historical Society, the Baltimore National Heritage Area, etc. to help communities expand their understanding of the history of their communities.	
2.03	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.	
2.04	Adopt and implement a bold, aggressive local and National Register historic designation policy emphasizing underrepresented stories, communities, and resource types.	
2.05	Engage more People of Color in historic preservation and public history activities as well as other Department of Planning 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.	
2.06	Create a storytelling program to support, empower, and share the stories of legacy residents.	
2.07	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 and implement any recommendations	

#	RECOMMENDATION	TYPE
2.08	Create a program, either at CHAP or a citywide nonprofit organization, to help community organizations set-up history roundtables to collect and share historical research, documents, and photographs.	
2.09	Create a program to create storefront exhibits for empty commercial space.	
2.10	Create a city-wide historical markers program that helps tell all of Baltimore's stories, including pre-Colonial history.	
2.11	Develop press coverage, social media, and other outreach 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.	
<b>Goal 3. Expand workforce development resources and services to support the growth of a local historic preservation workforce and restoration economy.</b>		
3.01	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	
3.02	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	
3.03	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).	

#	RECOMMENDATION	TYPE
3.04	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. #Equity-Framework #SmallBusiness	
3.05	Develop a paid apprenticeship or training program for historic preservation to be delivered in the City's correctional institutions that provide job supports upon release and provide paid employment opportunities while still incarcerated.	
<b>NEIGHBORHOOD CLEANLINESS</b>		
<b>Goal 1. Increase availability of resources and programs to educate residents on recycling and waste disposal, with an emphasis on moving toward zero waste.</b>		
1.01	Educate the public about services that can be requested through 311 and services that are accessed in other ways.	
1.02	Address the myth that recycling is pointless because everything ends up in the trash by educating the public about recycling.	
1.03	Encourage campaigns in public schools and support policies to keep school grounds clean.	
1.04	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. Provide a copy of Clean Guide to new homebuyers. #EquityFramework	
1.05	Increase grass roots efforts to reach out to citizens by partnering with non-profit organizations that are trusted messengers within neighborhoods. #EquityFramework	
1.06	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).	
1.07	Partner with the Housing Authority of Baltimore City (HABC) to educate public housing residents about recycling and trash disposal.	

#	RECOMMENDATION	TYPE
1.08	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	
1.09	Use recycling brand ambassadors to educate and drive recycling.	
1.10	Educate businesses about recycling and trash handling. #SmallBusiness	
1.11	Work with summer programs like YouthWorks to build a sense of pride and ownership in the neighborhood, starting with youth. #EquityFramework	
1.12	Empower young people to develop messaging around recycling and littering. #EquityFramework	
1.13	Hire a third party, such as community group, that is better equipped to reach and educate the public. #EquityFramework	
1.14	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	
1.15	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	
1.16	Improve infrastructure to prevent waste from entering waterways, including marine waste and debris. #Cleanliness #Infrastructure	
1.17	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	
1.18	Retrofit houses and other buildings with techniques used in historic houses to keep houses naturally cooler in summer and warmer in winter. #HistoricPreservation	
<b>Goal 2. Increase and diversify the types of efforts the City provides to support neighborhood-led clean ups.</b>		
2.01	Provide dumpsters to areas proportional to the number of Adopt-a-Lots within the community.	

#	RECOMMENDATION	TYPE
2.02	Allow residents to express interest in street sweeping service through 311.	
2.03	Reactivate the Resident Advisory Council under DPW.	
2.04	Bring back programs such as Clean Block. Fund block captain programs to expand into more neighborhoods.	
2.05	Offer stipends to residents to clean up neighborhoods or organize recycling and/or composting campaigns in their neighborhoods. #EquityFramework #EquitableDevelopment	
2.06	Work with community organizations/groups that are already doing clean ups and support them to expand those efforts.	
2.07	Adequately resource programs that do neighborhood clean-ups. #EquityFramework	
2.08	Host a clean street/clean block contest.	
2.09	Increase bulk trash pickup.	
2.10	Allow residents to request the installation of public trash cans at locations via 311 or another known process and ensure that new trash and recycling can requests are fulfilled within a week.	
2.11	Install more dumping cameras for automatic enforcement.	
2.12	Implement stronger consequences for illegal dumping, such as revoking license.	
2.13	Install public trash and recycling bins near food establishments, along main streets, in entertainment districts, and at all bus stops.	
2.14	Research the usefulness of trash compactors for high traffic / downtown areas.	
2.15	Replicate existing, successful cleanup programs in other neighborhoods.	
2.16	Make electronic recycling/hazardous waste disposal more accessible.	

#	RECOMMENDATION	TYPE
<b>Goal 3. Increase City-led efforts to improve and maintain sanitary conditions in public spaces, especially in underserved and historically marginalized communities.</b>		
3.01	Send sanitation notifications, including for illegal dumping, to both the owner and to the physical property.	
3.02	Implement standard operating procedures for the return of garbage cans to their appropriate location.	
3.03	Create a commission to monitor the City's cleanliness and allocate appropriate staffing.	
3.04	Focus street cleaning on main thoroughfares and gateways.	
3.05	Implement a bottle deposit to encourage recycling.	
3.06	Create incentives that drive less waste.	
3.07	Provide public restrooms to cut down on people using the bathroom in public spaces. #Infrastructure	
3.08	Create targeted neighborhood cleanliness plans for neglected neighborhoods. Include a block-by-block detailed cleanup of alleys, abandoned lots, bus stops, etc. to give these neighborhoods a fresh start.	
<b>PUBLIC HEALTH DISPARITIES RELATED TO EXTREME HEAT</b>		
<b>Goal 1. Increase the number of City staff trained in and focused on addressing and mitigating extreme heat to better ensure the City is equipped for a warming climate.</b>		
1.01	Recruit, hire, and retain a heat mitigation officer to oversee heat mitigation strategies. #WorkforceDevelopment #EquityFramework	
1.02	Develop an overarching framework and strategy for addressing the impacts of heat on all residents, including our most vulnerable Baltimoreans, such as those with different abilities, older adults, infants and children, students, and those experiencing homelessness.	
1.03	Identify geographic areas with a large heat vulnerable population to receive visits from the proposed heat mitigation officer or a special designation for those areas to be targeted for additional support	

#	RECOMMENDATION	TYPE
<p><b>Goal 2. Implement measures that reduce heat exposure at the pedestrian level to minimize the impacts of extreme heat on youth, aging adults, chronically diseased, low-income, unhoused, and outdoor worker populations in Baltimore.</b></p>		
2.01	Prioritize the location of street trees based on equity and extreme heat in partnership with neighborhood residents. #Trees #Equity-Framework #EquitableDevelopment #EnvironmentalJustice	
2.02	Increase street tree maintenance in extreme heat areas to encourage faster growth and a larger canopy. #Trees #Equity-Framework #EquitableDevelopment #EnvironmentalJustice	
2.03	Prioritize new green spaces and parks based on equity and extreme heat. #OpenSpace #EquityFramework #EnvironmentalJustice	
2.04	Prioritize extreme heat as part of plan to increase the City's vegetation and tree canopy. #Trees	
2.05	Incorporate extreme heat considerations into the City's landscape manual and design review.	
2.06	Facilitate the sharing of strategies and best practices amongst community organizations around cooling and extreme heat.	
2.07	Develop Green Area Ratio standards for landscape and site design. For high-density areas, particularly downtown and transit-oriented development (TOD), to help reduce stormwater runoff, improve air quality, and keep the city cooler. #LandUse #TransportationEquity	
2.08	Launch a pilot program to install woonerfs, or "living streets," with trees, pedestrian, bike, and car space, on a few city blocks.	
2.09	Create or protect 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 to use less heat absorbent materials at ground level or increase the use of cool roofs and cool surfaces. #Infrastructure	
2.11	Conduct a roof-painting campaign to paint black roofs with white TPO paint. Provide incentives to property owners or partner with private providers.	

#	RECOMMENDATION	TYPE
2.12	Remove a targeted square-foot amount of asphalt from city streets/property every year.	
2.13	Discourage residents (especially of rowhomes) from paving their back yards for the purpose of parking their cars and, instead, encourage the retention and cultivation of back yard green space.	
2.14	Restore display fountains and water features such as splash pads in parks and other civic spaces. #OpenSpace #Placemaking	
2.15	Incorporate additional shade or cooling techniques into bus shelters, starting in the city's five hottest neighborhoods. #TransportationEquity	
2.16	Explore reflective paint for bus shelters to reduce heat.	
2.17	Develop a toolkit and materials for strategies and best practices regarding cooling and extreme heat for community organizations and businesses.	
2.18	Provide incentives to landlords to replace windows, improve insulation, and install other improvements to reduce energy consumption and strain on the grid during extreme heat events.	
2.19	Incentivize low-emission modes of transportation in Baltimore City.	
2.20	Explore daylighting ghost rivers and streams.	
2.21	Provide all City residents with access to a green space or park within a 1/2 mile of their home. #OpenSpace	
2.22	Provide all City residents with recreational water access, such as a pool, splash pad or natural body of water, within a mile of their home. #OpenSpace	
<p><b>Goal 3. Implement strategies to make the built environment, specifically homes, schools, and senior centers especially in underserved, disinvested, and historically marginalized communities, more resilient during extreme heat.</b></p>		
3.01	Promote or require green roofs or white roofs as well as strategically located shade trees. #EquitableDevelopment	
3.02	Require or incentivize landlords to provide energy efficiency improvements and/or air conditioning. #EquitableDevelopment	

#	RECOMMENDATION	TYPE
3.03	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.	
3.04	Promote cooling retrofits as a part of renovations completed using historic preservation tax credits. #HistoricPreservation	
3.05	Incorporate energy efficient retrofits into renovation grants offered by the City, including increasing the maximum grant amount per house. #EquitableDevelopment	
3.06	Install thermostats in public housing units so that inhabitants, especially older adults and people with disabilities, can control the temperature in their units. #EquitableDevelopment	
<b>Goal 4. Reduce the number of residents, specifically low-income residents, marginalized populations, and disinvested communities, who experience electrical service interruption on days when the heat index is higher than 105 degrees.</b>		
4.01	Improve processes for getting help with BGE bill. Streamline assistance between Community Action Partnership (CAP) centers and Fuel Fund.	
4.02	Broaden eligibility for getting help with BGE bill.	
4.03	Expand BGE's Peak Rewards program to reduce the amount of electricity used during periods of peak demand.	
4.04	Increase proactive tree maintenance to increase the development of the canopy and reduce the risk of damaging power lines or houses. #Trees	
4.05	Increase the number of City buildings with back-up power sources that can serve as relief centers.	
4.06	Institute rule about not cutting electricity during extreme heat. This would be similar to the rule about not cutting electricity during winter.	
4.07	Provide backup power sources for vulnerable populations, particularly housing for older adults. #EquityFramework	

#	RECOMMENDATION	TYPE
<b>Goal 5. Increase the diversity of and access to programs and supports that provide relief during extreme heat events, particularly for older adults, infants, those experiencing homelessness, and those with mobility challenges.</b>		
5.01	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	
5.02	Provide cooling resources such as fans and air-conditioners, and window film to residents at highest risk of heat-related illness. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	
5.03	Develop a program to pair vulnerable residents, particularly older adults and people with disabilities, with others to help support them in emergencies. #EquityFramework #EnvironmentalJustice	
5.04	Develop a network of public water fountains and misting stations in parks, bus stops, and other public spaces. #Infrastructure #EnvironmentalJustice	
5.05	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	
5.06	Identify and operate cooling centers within ½ mile of all residents living in areas with low car ownership rates. #TransportationEquity #EnvironmentalJustice #Infrastructure	
5.07	In addition to designated cooling centers, renovate all City libraries and recreation centers to serve as secondary cooling centers. #Infrastructure #EquitableDevelopment	
<b>PUBLIC SPACES AND PLACEMAKING</b>		
<b>Goal 1. Revise policies and processes related to public spaces and placemaking to improve transparency and efficiency.</b>		
1.01	Create and publish an 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.	

#	RECOMMENDATION	TYPE
1.02	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.	
1.03	Evaluate new online application form for Special Events Permitting and expand online application options to other programs and City agencies. #DigitalEquity	
1.04	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.	
1.05	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.	
1.06	Update the BCDOT Street Lighting and Photometric Design Guide with updated guidelines on pedestrian-scale lighting. #PublicSafety	
1.07	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.	
<b>Goal 2. Increase the development of City-supported placemaking projects in historically disinvested neighborhoods.</b>		
2.01	Develop and deliver a training on placemaking and placekeeping for City staff including guidance on how to provide culturally responsive technical assistance and how to apply related design standards to placemaking projects.	
2.02	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.	
2.03	Create new policy guidance to help agencies ensure investments in public space improvements and maintenance are equitably distributed.	
2.04	Work with City agencies to align creative placemaking and placekeeping efforts with Capital Budget requests, programs, and initiatives.	

#	RECOMMENDATION	TYPE
2.05	Prioritize sustainable funding for legacy, Black-led cultural institutions to engage in placemaking activities and identify and reduce barriers to funding for those institutions.	
2.06	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.	
2.07	Ensure that the Creative Baltimore Fund is operating in a manner that is racially equitable and subject to accountability.	
<b>Goal 3. Increase efforts to build community capacity to undertake place-making projects.</b>		
3.01	Create and maintain an inventory of funding sources and technical resources available at the City, State, and federal levels to support public art or placemaking in Baltimore City communities.	
3.02	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.	
3.03	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	
3.04	Evaluate the Design for Distance program and develop policies that build on what was successful about the program.	
3.05	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.	
3.06	Evaluate existing pop-up retail programming to find opportunities for improving sustainability for organizing partners and increasing access for residents and local businesses.	
3.07	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.	
3.08	Create a new dedicated funding source for public art projects beyond murals including large-scale works.	

#	RECOMMENDATION	TYPE
3.09	Create a comprehensive placemaking improvements pattern book and resource guide with local examples and potential funding sources.	
<b>Goal 4. Implement high quality programming and stewardship of public spaces by Baltimore City agencies and partners.</b>		
4.01	Improve consistency in the timely submission of insurance claims for damages to public spaces and public artworks by City agencies.	
4.02	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 property, including benches, fencing, pedestrian-scale lighting, and public artworks. #Infrastructure #PublicSafety	
4.03	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.	
4.04	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	
4.05	Create a dedicated maintenance fund for public art and placemaking projects.	
4.06	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	
4.07	Create or increase the number of City agency staff positions focused on developing community capacity such as supporting park “friends” organizations. #EquityFramework	
4.08	Use Camp Small resources to provide street furniture, planters, and other amenities to create inviting spaces.	
4.09	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.	
4.10	Create an official City placemaking office or division to oversee matters related to placemaking and placekeeping.	

#	RECOMMENDATION	TYPE
4.11	Develop a placemaking workforce by hiring individuals within their communities to lead and engage in placemaking efforts (see Clean Corp as an example). This workforce can also aim to hire those who were formerly incarcerated and those experiencing conditions of homelessness. #WorkforceDevelopment	
<b>SMALL BUSINESS ECOSYSTEM AND NEIGHBORHOOD RETAIL</b>		
<b>Goal 1. Evaluate the viability, implementation, and success of commercial corridors, city retail programs, and business incentives to identify how best to develop neighborhood retail owned by BIPOC, low socioeconomic status, immigrant, women, and other marginalized residents.</b>		
1.01	Continue to identify sources of funds for the small business support system and help to make them accessible to all small business owners. #EquitableDevelopment	
1.02	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	
<b>Goal 2. Increase the availability and accessibility of services and supports for helping to launch and maintain small businesses, especially those owned by BIPOC, low socioeconomic status, immigrant, women, and other marginalized residents.</b>		
2.01	Schedule annual City agency 'back to basics' walk-throughs in commercial areas to identify and resolve issues (cross walks, trash cans, etc.). #PublicSafety #Cleanliness #EquityFramework	
2.02	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.	
2.03	Align resources from Small Business Resource Center, Main Streets, and BDC to increase support for small businesses in commercial corridors.	

#	RECOMMENDATION	TYPE
2.04	Align, coordinate, and bring more financial capital into small business ecosystem and make sure it is dispersed in an equitable manner. #EquitableDevelopment	
2.05	Provide better and more accessible advertisement of City procurement opportunities for small businesses. #WorkforceDevelopment	
2.06	Partner small businesses together to reduce the costs of rent and attract more customers.	
2.07	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	
2.08	Grow the “One Stop” portal to improve the information available on the City’s website for small businesses.	
2.09	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	
2.10	Incorporate mechanisms for supporting businesses in building an online presence and adapting for any needs to shift towards e-commerce. #DigitalEquity	
<b>Goal 3. Provide more supports to encourage the development of local-owned and operated retail establishments.</b>		
3.01	Encourage retail curb appeal improvements, such as signage and awnings, and creative placemaking. #Placemaking	
3.02	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.”	
3.03	Use Baltimore Together plan to track specific metrics/goals by race (for example, increase Black male employment by x%).	
3.04	Redevelop our direct assistance toolkit to better address business needs and the equitable distribution of resources.	
3.05	Identify funds to incentivize tenant improvements and increase the use of grant programs for them.	

#	RECOMMENDATION	TYPE
3.06	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.	
3.07	Support social entrepreneurship and partnerships with organizations like Innovation Works (IW), Baltimore Creatives-Acceleration Network (BCAN), and CLLCTIVLY enables positive impact and solutions.	
3.08	Support co-op and employee-owned business structures.	
3.09	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.	
3.10	Encourage and incentivize businesses to make voluntary upgrades for reasonable accommodation or reasonable modifications in relation to public accessibility.	
3.11	Improve collaboration and information sharing between City agencies to address 311 and 211 needs and services.	
<b>Goal 4. Provide supports to underserved, disinvested, and historically marginalized communities to help them diversify the types of retail available so that the local economy better matches their needs.</b>		
4.01	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	
4.02	Conduct retail mapping to establish what type of retail is located where and where there are concentrations of certain types of retail.	
4.03	Develop and implement 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.	

#	RECOMMENDATION	TYPE
4.04	Analyze the mix of businesses in each area to see whether community needs are being met and seek to attract businesses that match the neighborhood's needs. Develop marketing material for distribution based on analysis and community input. #EquityFramework	
4.05	Provide resources and assistance to community business groups to support revitalization efforts.	
4.06	Address zoning and land-use regulations to meet the diversity of businesses wanted throughout communities. #LandUse	
<p><b>Goal 5. Identify policy and practical measures to align broader economic development with local small businesses and neighborhood owned and operated retail development, particularly located in underserved, disinvested, and historically marginalized communities.</b></p>		
5.01	Support Urban Design and Architecture Advisory Panel (UDAAP)/ 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	
5.02	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	
5.03	Identify groups of vacant or underutilized properties that could be optimized or redeveloped for commercial/retail use based on community needs. #VacantHousing #EquityFramework	
5.04	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.	
5.05	Analyze City and State rules, regulations, and permitting requirements that inhibit business growth and work with City and State elected officials to change them.	
5.06	Encourage and support locally owned business.	

#	RECOMMENDATION	TYPE
5.07	Grow and support local business ownership through alignment, coordination, and access to more financial capital, such as a developing loan loss reserve, alternative underwriting processes, non-debt forms of capital, and provide information via multiple platforms and organizations.	
5.08	Assess and implement policies to facilitate business growth, including evaluating effectiveness of business development incentives, as well as designing and adopting a new toolkit.	
5.09	Expand permitted zones for light-manufacturing uses. #LandUse	
5.10	Explore the creation of permanent affordable commercial space. #LandUse	
5.11	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	
5.12	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.	

## TRANSPORTATION EQUITY

**Goal 1. Update and modernize the City transit system to increase ridership, with an intentional focus on historically marginalized and underserved communities.**

1.01	Retrofit buses with user amenities, such as wi-fi and storage for groceries and bikes. #DigitalEquity	
1.02	Retrofit existing bus stops and design new transit stops to include lights, charging ports, broadband. #DigitalEquity #Infrastructure	
1.03	Invest in updated tracking technology to enhance the accuracy and reliability of public facing transit tracking apps.	
1.04	Offer amenities for transit riders and drivers at transit hubs, including bathrooms, security, and breakrooms.	
1.05	Electrify the bus system. #EnvironmentalJustice	

**Goal 2. Increase investment in and development of TOD throughout the City.**

#	RECOMMENDATION	TYPE
2.01	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	
2.02	Evaluate existing TOD zoning categories (density minimums, parking maximums, etc.) and explore the creation of a fifth TOD zoning category with higher/no height limits, no parking requirements, and/or higher density of commercial uses.	
2.03	Develop a Baltimore City TOD manual to guide developers and site reviewers.	
2.04	Reduce or eliminate parking minimums, especially in TOD zoning. #AffordableHousing	
2.05	Remove self-storage facilities as an allowed use in TOD zoning.	
2.06	Develop vision plans for key TOD opportunity areas. #WorkforceDevelopment #Regional	
2.07	Working in coordination with the MTA, 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	
2.08	Apply for grants for redevelopment of TOD sites, including both complete streets and housing development/stabilization. #Infrastructure #AffordableHousing #PublicSafety	
2.09	Promote and/or incentivize development opportunities where transit hubs already exist.	
2.10	Evaluate MTA fixed routes with high ridership to identify additional TOD hubs.	
2.11	Incentivize affordable housing development in TOD areas. #AffordableHousing	
2.12	Coordinate with DHCD and 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	

#	RECOMMENDATION	TYPE
	<b>Goal 3. Support efforts to expand regional transit in partnership with MTA and MDOT to connect more people and places within the Baltimore metro area, with a focus on meaningfully connecting residents of underserved, disinvested, and historically marginalized communities.</b>	
3.01	Incorporate transit infrastructure (for example, bus bulbs, queue jumps, bus lanes, bus stop improvements – benches, lighting, etc.) into City capital projects for priority roadways. #Infrastructure	
3.02	Create system of regular staff level coordination between MTA, Maryland Department of Transportation (MDOT), BCDOT, school system, other counties, etc. #Regional	
3.03	Fix the city's traffic signal system and implement, traffic signal timing plans that prioritize transit. Monitor and improve timing plans on an ongoing basis.	
3.04	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	
3.05	Align corridor funding priorities with existing Baltimore transportation plans, such as the Regional Transit Plan, Red Line transit project, Separated Bike Lane Network, BMORE BUS, and Greenway Trails Network. #EquitableDevelopment #Regional	
3.06	Identify a location, based on resident need, and build a fifth bus division so that service can be increased in Baltimore City. #EquityFramework #EquitableDevelopment	
3.07	Maintain and improve service on the existing Metro Subway and Light Rail, such as modernizing the Light Rail's signal priority on Howard Street	
3.08	Build the Red Line and the North-South corridor. #EquitableDevelopment #Infrastructure	
3.09	Enhance the link between MTA transit and WMATA transit, starting with the realignment and reconstruction of the West Baltimore MARC Station. #Infrastructure #Regional	

#	RECOMMENDATION	TYPE
3.10	In the long term, build an expansive Metro system to provide transit within the City and region. In the interim, partner with MDOT to update the 2002 Baltimore Region Rail Plan to ensure comprehensive service and the prioritization of projects beyond the North-South corridor. #EquitableDevelopment #Infrastructure #Regional	
<b>Goal 4. Increase city transit service accessibility, frequency, reliability, and affordability for historically marginalized and underserved communities.</b>		
4.01	Advocate at the state level for reduced fares.	
4.02	Advocate for completion of the Bayview MARC Station.	
4.03	Educate families about transit options during the high school choice process.	
4.04	Provide first- and last-mile pedestrian, bicycle, and micro-transit connections that employ universal design principles, to make the connections accessible to all, regardless of ability. #EquitableDevelopment	
4.05	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	
4.06	Work with the State to ensure free transit passes for students outside of school hours.	
4.07	Retrofit existing transit stops to be ADA-accessible, and design new transit stops using universal design, and include shelter/cover, benches, real-time arrival information, and regular trash pick-up. #Infrastructure	
4.08	Hire more transit operators. Hire case managers and/or pursue expungement legislation to assist returning citizens get jobs as transit operators. #WorkforceDevelopment	
4.09	Provide all City transit operators with training on how to support riders with disabilities and mobility devices.	
4.10	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	

#	RECOMMENDATION	TYPE
4.11	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	
4.12	Develop additional Small Area Transit Plans for areas of low access and/or high need.	
4.13	Hire a Safe Routes to School manager to focus on transit access and safety for students. #PublicSafety #WorkforceDevelopment	
4.14	Conduct analysis of transit system as it relates to on-time school access, trip journey, and after-school activities.	
4.15	Increase MTA Priority Toolkit improvements, such as dedicated transit lane miles and signal changes, along Frequent Transit Network routes. #Infrastructure	
4.16	Evaluate transit signage to ensure signs are visible and useful for riders. #Infrastructure #PublicSafety	
4.17	Implement recommendations of the Charm City Circulator Transit Development Plan (TDP).	
4.18	Create disincentives for driving and capture funds to improve transit system (for example, speeding tickets, parking tickets, red light camera tickets, congestion charges, and bus lane violation fines).	
4.19	Improve efficiency and reliability by reducing boarding time, either through eliminating fare collection or moving fare collection off-site.	
4.20	Make public transit free for everyone or for people who meet certain criteria, such as income eligibility, students, City residency, or traveling within designated zones. #EquitableDevelopment #EquityFramework	
<b>Goal 5. Increase the use of land use tools and policies to support the development of equitable transit.</b>		
5.01	Adopt a comprehensive transportation plan that centers equity, public health, sustainability, and accessibility. The process for developing this plan should engage the public around identifying capital needs and organizing priorities. This plan should commit projects to appropriate funding sources and schedules. #EquitableDevelopment	

#	RECOMMENDATION	TYPE
5.02	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	
5.03	Hire dedicated staff to coordinate with MTA to reduce review times and ensure consistent coordination.	
5.04	Build broad and deep partnerships with banks and other lenders to ensure they have modeling that is urban-friendly and does not require excessive parking.	
5.05	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	
5.06	Incentivize the re-use of surface parking lots that create dead zones and throttle economic growth, either through increased taxes, stormwater fees, or other means. Encourage or require shade trees, solar canopy, and other environmental amenities for remaining parking lots.	
5.07	Remove surface parking lots and gas stations from permitted land uses in dense areas. In addition, parking structures should be designed with the pedestrian experience in mind (for example, avoid windowless facades and exhaust fans at pedestrian level). #LandUse	
<b>Goal 6. Implement “Complete Streets” to increase the number of people who walk or bike to destinations.</b>		
6.01	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	
6.02	Promote organizations that provide free or subsidized purchase or micro-mobility memberships for bicycles and scooters, as well as other mobility devices.	
6.03	Implement strategies to prevent bikes and micro-mobility vehicles from blocking sidewalks, such as creating a corral standard for in-street parking of bikes and micro mobility vehicles on all streets in the daylighted portion of an intersection.	

#	RECOMMENDATION	TYPE
6.04	Pursue state grants through Zero Deaths Maryland and other existing resources to improve transportation system management (TSM) to address roadway safety.	
6.05	Create a Complete Streets Typology Plan/Map with significant community engagement. #EquityFramework #LandUse	
6.06	Create a pedestrian plan for Baltimore City, using walk audits, the Complete Streets manual, pedestrian demand, ADA considerations and universal design principles, and safety. Consider prioritizing areas with senior housing and senior centers. #EquitableDevelopment	
6.07	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.	
6.08	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	
6.09	Streamline procurement of materials and installation of materials that are highly visible and effective for safety. #PublicSafety	
6.10	Hire a team of engineers and planners to design and implement transit streetscaping in partnership with MTA, local communities, and transit riders. #WorkforceDevelopment #Regional	
6.11	Finish the last 10 miles of Greenway Trail and other outstanding projects. Include amenities such as places to rest and get water and other refreshments.	
6.12	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	
6.13	Permanentez successful pedestrian and bicycle infrastructure by replacing plastic bollards with steel and concrete where applicable.	
6.14	Increase the number of adaptive scooters within the micro-mobility fleet. #EquitableDevelopment	
6.15	Invest in infrastructure for bike mobility. This includes more places to store and secure bikes as well as to charge e-bikes, better signage and increased lighting for bike lanes. #Infrastructure #PublicSafety	

#	RECOMMENDATION	TYPE
6.16	Publish and promote maps that show common destinations, bike lanes, bike parking, transit lines and frequency of transit service.	
6.17	Launch a public education campaign about the importance of changing streets for multi-modal use.	
6.18	Increase visibility by removing parking closest to the intersection, where appropriate, to allow for safer crossings. #PublicSafety	
6.19	Consider re-branding the City's multi-modal transportation routes, including the Greenway Trail Network, MTA Light Rail and Metro, Charm City Circulator, and water taxi, with a unique, Baltimore-specific naming convention and wayfinding system to improve transportation access and readability as a single system for locals and visitors. Re-branding could build on Baltimore's nickname as Charm City (Charm Bracelet, Ruby Line, Emerald Line, etc.).	
6.20	Improve sidewalks to ensure that they are ADA-accessible. #PublicSafety #Infrastructure #EquitableDevelopment	
6.21	Direct money from speed cameras to making safety-focused design improvements to the street on which they are located, in such a way that modifications to the geometry of the street implicitly results in people driving more slowly on the street (thereby making the speed cameras unnecessary).	
6.22	Create a legislative requirement to build a certain amount of protected bike/scooter lanes per year, until the separated bike network is built out.	
6.23	Explicitly make holistic pedestrian safety and accessibility improvements the primary mission of BCDOT. #PublicSafety	

## TREES AND FORESTS

**Goal 1. Increase the City's tree canopy using native and heat-tolerant species in the neighborhoods experiencing frequent instances of extreme heat to reduce heat island effects.**

1.01	Update and implement Tree Baltimore with attainable goals, with a focus on increasing the tree canopy in areas experiencing extreme heat. #ExtremeHeat #EnvironmentalJustice	
1.02	Explore creative opportunities to add trees in areas that most need them where existing infrastructure makes it difficult to plant trees (for example, areas where the sidewalk is too narrow). #ExtremeHeat #EnvironmentalJustice	

#	RECOMMENDATION	TYPE
1.03	Consider how increasing temperatures can impact the viability of trees planted and plan accordingly.	
1.04	Prioritize planting large, native shade trees in large open tree pits.	
1.05	Remove invasive trees, such as Callery Pear, and replace with native trees.	
1.06	Target areas along tributaries to the Patapsco River and Inner Harbor for tree planting. Where possible, riparian buffers should be created or widened along stream corridors to help reduce extreme heat (to people and aquatic resources) and to reduce stormwater and pollutant runoff.	
1.07	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	
1.08	Offer financial incentives (such as tax breaks) for people and communities that help maintain street trees.	
1.09	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	
1.10	Use select vacant and under-used City property, including vacant lots, to contribute to tree canopy creation, forest preservation, and stormwater management. #VacantHousing #EnvironmentalJustice	
1.11	Establish a City-run nursery that grows a variety of tree species and sizes for residents and nonprofit plantings, sourced from local seed stocks.	
1.12	Establish a City-managed seed selection. In the meantime, support the Herring Run Nursery to provide this service through financial support and expanding of services.	
1.13	Remove pavement from underused parking lots and public streets 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	
1.14	Ensure trees are replaced during the following growing season after removal and that warranty replacements occur on a seasonal basis.	

#	RECOMMENDATION	TYPE
1.15	Partner with organizations to provide training similar to TreeKeepers and Weed Warriors and/or partner with TreeKeepers and Weed Warriors to expand their services and increase the number of residents equipped to support maintenance efforts. #WorkforceDevelopment	
1.16	Investigate innovative financing structures for tree protection and afforestation.	
1.17	Plant and maintain 10,000 trees, ensuring diversity of tree canopy, per year in historically disinvested neighborhoods. #EquityFramework #EquitableDevelopment #EnvironmentalJustice	
1.18	Use vacant lots to create new forest patches that reduce heat island in neighborhoods with extreme heat. #VacantHousing #ExtremeHeat #EnvironmentalJustice	
1.19	Plant conservation landscaping around trees, on corners, and in ROW where planting trees is not able to be done due to utility conflicts or line of site issues.	
<b>Goal 2. Increase the survival rate of trees planted by the City to better maintain the tree canopy and its cooling effects.</b>		
2.01	Develop and implement new tree pit policies in coordination with policies for other infrastructure, including tree pit dimensions, soil specifications, location of underground utilities, and policies for adding new tree pits or expanding tree pits. #Infrastructure	
2.02	Use tree inventory to help track which types of trees have better survival rates, particularly in areas with difficult growing conditions, with an emphasis on native species.	
2.03	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.	
2.04	Train all City agencies on applicable standards, specs, and regulations about trees.	
2.05	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.	
2.06	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
2.07	Amend the parking requirements within the zoning code, such as eliminating parking minimums citywide to mitigate the impact on the tree canopy. #LandUse	
2.08	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.	
2.09	Improve tree health and lifespan by structurally pruning all young, newly planted trees.	
2.10	Improve the quality of trees that are given away.	
2.11	Provide weeding, mulching, watering, and proactive pruning (both structural and maintenance) of all street trees and tree pits throughout the city.	
2.12	Gather information on survival rate of trees planted on private property through tree giveaways and make this information available to the public.	
2.13	Provide resources/support for homeowners in maintaining the trees on their property, including pruning, prevention of pests, and preventing overgrowth of invasive species.	
2.14	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	
2.15	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.	
2.16	Hire dedicated staff to advertise the availability of mulch, deliver mulch to drop off locations around the city, community gardens, parks with impacted soils, etc. #WorkforceDevelopment	
2.17	Develop options for residents to expand tree pits (certification process, permitting process, tool bank, etc.).	
2.18	Offer increased tax breaks for creating permanent protection of existing forested land on private property.	

#	RECOMMENDATION	TYPE
2.19	Increase City capacity to address environmental violations, including hiring staff focused on environmental violations, training staff to understand tree laws, and giving Forestry or DOP authority to give citations or stop work. #WorkforceDevelopment #EnvironmentalJustice	
<b>Goal 3. Preserve the City's existing canopy, including street trees, forested areas, and other natural areas as a way to manage heat, water runoff, and improve overall quality of life.</b>		
3.01	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	
3.02	Create a new zoning category or overlay for natural areas and forested areas outside of the Critical Area. #LandUse	
3.03	Explore mechanisms to protect forests on City-owned land (legislative, regulatory, etc.), including developing criteria to decide which forests to prioritize for protection.	
3.04	Create inter-agency review process prior to clearing or selling public green space.	
3.05	Provide funding and technical assistance to organizations such as Baltimore Green Space that are preserving green space.	
3.06	Evaluate stormwater mitigation requirements to reduce loss of forest.	
3.07	Spread wood chips on the ground nearby tree work done on the edge of a natural area, rather than bringing back to Camp Small.	
3.08	Improve outreach and distribution at Camp Small to maximize usefulness of wood products.	
3.09	Develop Forest Management Plans (FMP) for all City parkland and natural areas, focusing on strategies to maximize ecological function and habitat value. These FMPs should be renewed and/or re-evaluated every five years. #OpenSpace	
3.10	Actively monitor and/or manage forests according to FMP recommendations.	
3.11	Provide review authority to Forestry for projects impacting all publicly owned land with forested areas.	

#	RECOMMENDATION	TYPE
3.12	Collaborate with residents, religious centers, and schools adjacent to forest patches in historically underserved neighborhoods to develop community forestry programs, alongside dedicated professional management of the forest by the City (on an as-needed basis). #EquityFramework #EquitableDevelopment	
3.13	Provide resources to community organizations to take the lead on tree maintenance, such as funding for tool rentals. #Equity-Framework #EquitableDevelopment	
3.14	Increase staff and contractual capacity to maintain existing trees, including weeding, mulching, proactive pruning, watering, and replanting. #WorkforceDevelopment	
3.15	Add mulch or wood chips to natural areas that have poor soil or lack a duff layer.	
3.16	Conduct soil profile rebuilding and add mulch or wood chips to park areas that are compacted.	
3.17	Set up community mulch piles that can be replenished as needed.	
3.18	Create more robust sawmill operations with more kilns and saw.	
3.19	Create more robust mulch production operation with horizontal grinder.	
3.20	Hire more staff at Camp Small to process more wood and keep up with demand. #WorkforceDevelopment	
3.21	Create biochar at Camp Small as a source to improve soils for tree planting as well as for SWM projects.	
3.22	Provide tax breaks to properties that are forested and will not be developed. #OpenSpace	
3.23	Create additional Camp Small hubs in strategic locations around the city to improve ease of access. #EquitableDevelopment	
<b>Goal 4. Increase public education and awareness for the City's natural resources to create a more informed public that can support conservation efforts.</b>		
4.01	Create a Junior TreeKeepers/Weed Warriors program for high school students, providing Service Learning hours to incentivize participation.	

#	RECOMMENDATION	TYPE
4.02	Continue to support Baltimore City Public Schools environmental education with events such as Arbor Day and forest therapy programs.	
4.03	Continue to have tree giveaways at various events and partner with DPW Grow Center.	
4.04	Update TreeBaltimore website and BCRP Forestry website to include up-to-date resources on tree planting and canopy goals.	
4.05	Investigate mechanisms and funding to remove hazardous trees on private property, charging owners a fee that would create revenue for the city for other greening projects.	
4.06	Partner with local educators to integrate Tree Keepers' and Weed Warriors concepts into curricula.	
4.07	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.	
4.08	Create an "in memory of" or adoption program that allows an individual or group to sponsor the planting of a tree.	
4.09	Expand existing programs with more giveaways and tabling events where we can educate the public about trees.	
4.10	Explore more ways to educate the public about the environment that goes beyond the traditional conservation education in an effort to reach more people.	
4.11	Develop multilingual and multicultural educational materials #EquityFramework	
4.12	Increase tree maintenance and response time to requests for tree maintenance.	

## VACANT HOUSING

### Goal 1. Increase the resources and supports provided to residents related to vacancy prevention and elimination.

1.01	Create an app for residents to identify unoccupied and vulnerable properties before VBNs are issued so preventative strategies can be deployed and inspections conducted.	
------	---	---

#	RECOMMENDATION	TYPE
1.02	Foster community understanding of problems and solutions to vacant housing by hosting regular community events to share resources and strategies. Create an online platform for ongoing dialogue and resource sharing and a public digital calendar of community events.	
1.03	Provide residents with a comprehensive guide for what does and does not dictate a reportable/citable vacant building, for commercial, residential, and religious properties. Provide information on how to follow up if a property is marked as 'no issue found' or similar.	
1.04	Broaden community engagement around vacant houses to include all interested residents and groups, rather than only traditional community associations. #EquityFramework	
1.05	Highlight success stories and partnerships between developers and communities. Include case studies with detailed metrics on economic, health, and social impacts. Study unsuccessful partnership efforts and/or unintended consequences to learn how to adjust approaches.	
1.06	Expand the "Buy Back the Block" program which supports legacy renters to purchase formerly vacant houses in their neighborhood. #EquityFramework	
1.07	Continue to engage in block-level planning with community members and interest groups in Impact Investment Areas and other target neighborhoods.	
1.08	Offer Live/Work Incentives for entrepreneurs and artists to create live/workspaces with retail or studio uses on the first floor with living space on the upper floors to prevent these spaces from becoming vacant. #SmallBusiness	
<b>Goal 2. Intervene early, assertively, and proactively to prevent additional houses from becoming vacant.</b>		
2.01	Develop advanced predictive and analytic models to identify at-risk properties, blocks, and neighborhoods.	
2.02	Identify houses that have not changed hands in 25 years and pro-actively offer services (for example, estate planning, grants/loans for deferred maintenance).	
2.03	Educate and work with homeowners about the importance of having a will to specify a clear line of ownership, as well as provide guidance and materials on how to create a will. Conduct outreach at senior centers.	

#	RECOMMENDATION	TYPE
2.04	Explore ways to duplicate Philadelphia's Rowhouse Manual and apply Philadelphia's Healthy Rowhouse Project to repair existing rowhouses to provide affordable housing.	
2.05	Work with banks to prevent foreclosure.	
2.06	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.	
2.07	Develop a comprehensive case management approach for housing that leads with residents' experiences and needs, including health.	
2.08	Create more intervention points to help prevent occupied homes from becoming vacant.	
2.09	Increase funding for Healthy Housing Programs.	
2.10	Expand funding for homeowners to address repairs such as roofs, energy efficiency, façade improvements, etc. Create and distribute marketing materials to target neighborhoods to increase awareness of the funds and services available. #Infrastructure	
2.11	Use federal funds for infrastructure and historic/old house repair and rehabs. #Infrastructure	
2.12	Expand programs to prevent and resolve clouded titles that may block the sale or transfer of an affected property.	
2.13	Leverage health data to expand and target programs for lead paint remediation.	
2.14	Research how new construction impacts vacancy.	
2.15	Develop robust outreach and assistance efforts for older adults and others to ensure eligible homeowners know about and utilize the Homeowners' Property Tax Credit.	

**Goal 3. Strengthen strategies for addressing vacant buildings and improve the supports to residents to purchase and/or rehabilitate individual vacant buildings, particularly underserved residents most affected by the vacancy crisis.**

#	RECOMMENDATION	TYPE
3.01	Make it easier for residents and organizations who already live/work in a neighborhood to purchase vacant houses for redevelopment.	
3.02	Automate systems that track vacant property liens and audit/update systems regularly to maintain data integrity.	
3.03	Issue citations and fines in a more consistent manner.	
3.04	Provide operating and technical support to non-profit organizations and community development corporations that are rehabbing vacant properties.	
3.05	Stabilize vacant properties that pose a threat to adjacent occupied properties. #EquitableDevelopment	
3.06	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	
3.07	Provide Home Repair Grants and other supports to residents who live in target neighborhoods. #EquitableDevelopment	
3.08	Advocate for sufficient State judicial resources to handle in rem and other foreclosures and the establishment of estates for owners that have died.	
<b>Goal 4. Increase the redevelopment of vacant buildings at scale, using a block level approach.</b>		
4.01	Use South Bend's Department of Engagement and Economic Empowerment as a model to nurture and provide resources to novice and first-time infill developers.	
4.02	Train more minority contractors and simplify the process for registering as MBE/WBE. #EquityFramework #WorkforceDevelopment	
4.03	Through DHCD's block-level planning process, and in partnership with communities, identify properties for demolition.	
4.04	Provide Developer Incentives to developers working in focus neighborhoods to rehabilitate vacant properties with strong guardrails and accountability mechanisms for failure to achieve rehabilitation in a reasonable timeframe or for sub-standard rehab.	

#	RECOMMENDATION	TYPE
4.05	Invest in the streets, sidewalks, and basic amenities in target neighborhoods to create thriving communities. #EquitableDevelopment #Infrastructure	
4.06	Implement the Mayor's Vacant Building Strategy.	
<b>WORKFORCE DEVELOPMENT</b>		
<p><b>Goal 1. Improve quality of and access to job training in high priority fields within the state and region that pay family supporting wages, particularly for populations with lower rates of participation in the workforce.</b></p>		
1.01	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, justice-involved citizens, and those affected by the opioid epidemic. #EquityFramework	
1.02	Educate training providers on the needs of participants, including financial literacy and opportunities to “earn as you learn.” #EquityFramework	
1.03	Research best practices for employment training models, including Work Experience, in the United States and abroad that could potentially be replicated and adapted by MOED.	
1.04	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	
1.05	Create apprenticeship and job training programs for those who are currently incarcerated and that provide job supports upon returning to the community. #EquityFramework	
1.06	Promote the Senior Community Service Employment Program (CSEP) in the One Stop Career Centers to increase employment and training opportunities for older adults in Baltimore City. #EquityFramework #EquitableDevelopment	
1.07	Examine where there are workforce shortages in Baltimore City and select training providers to meet the needs of these local employers.	
1.08	Encourage employers to invest in employees through apprenticeships.	

#	RECOMMENDATION	TYPE
1.09	Review models for employer subsidy programs that increase the number of employees hired at a livable wage.	
1.10	Increase the number of City-supported training slots for residents to develop skills demanded by high-growth industries.	
1.11	Establish a dedicated source of funding for MOED to continue to provide needed workforce development when the ARPA funds run out.	
1.12	Provide training programs with the resources to offer paid learning opportunities.	
1.13	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	
1.14	Include opportunities for residents to obtain their HS diploma or equivalent as part of training programs.	
1.15	Provide customized training in partnership with employers to link those seeking employment to a career path meeting both individual and employers' needs.	
1.16	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 and STEM-focused jobs.	
1.17	Support existing small businesses in increasing their revenue through business service education to ultimately increase their wages to their staff. #SmallBusiness	
1.18	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	
1.19	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.	
1.20	Support shrinking the gap between state minimum wage and livable wage.	

#	RECOMMENDATION	TYPE
<p><b>Goal 2. Streamline and centralize access to the City’s workforce and wrap-around services to make them more accessible to historically excluded residents, such as formerly justice-involved and re-entering residents.</b></p>		
2.01	Market Baltimore Data Bridge (WIDS) as source for information about job opportunities and data tracking of workforce development inputs, outputs, and outcomes. #EquitableDevelopment #DigitalEquity	
2.02	Promote the City’s expungements/pardons programs that MOED, Maryland Volunteer Lawyers Service, and Maryland Legal Aid provide to returning citizens. #EquityFramework	
2.03	Tailor GED classes to what students need help with. #EquityFramework	
2.04	Streamline the process to access centralized workforce and wraparound services. #EquitableDevelopment	
2.05	Host a forum in partnership with residents, employers, and workforce service providers to create a true partnership. #EquityFramework	
2.06	Expand the number of community job hubs and mobile career navigator model to other areas of the city. #Infrastructure #EquitableDevelopment	
2.07	Establish reliable funding source for wraparound support services to include adult education, behavioral and mental health support, and financial empowerment counseling.	
2.08	Provide education on how child support rules impact income. #EquityFramework	
2.09	Pursue expungements/pardons for returning citizens. #EquityFramework	
2.10	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.	
2.11	Partner with organizations who can provide childcare and food security for residents who are looking for a job or training opportunity. #FoodAccess #EquitableDevelopment	
2.12	Work to expand digital access to workforce services. #DigitalEquity	

#	RECOMMENDATION	TYPE
2.13	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.	
2.14	Co-locate tailored workforce development services and supports in communities (for example, in rec centers, libraries, and other public spaces).	
2.15	Ensure workforce development tools, resources, and services are available in multiple languages and are delivered in culturally responsive ways.	
2.16	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	
<b>Goal 3. Increase the readiness of all BCPS students for employment and/or post-secondary education, per the Blueprint for Maryland's Future.</b>		
3.01	Work with nonprofits, anchor institutions, for-profit organizations, 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.	
3.02	Continue to strengthen and expand CTE courses and partnerships for high school students who are not pursuing college, leading to industry-recognized credentials at graduation. #EquityFramework	
3.03	Provide youth with job shadowing and career exploration activities, including union apprenticeship programs, to increase exposure to positive possibilities for a career.	
3.04	Collaborate with schools to create work-based opportunities such as creative arts (MD Arts Council), apprenticeships, etc. per the Blueprint for Maryland's Future.	
3.05	Replicate Youth Build model throughout the city.	
3.06	Hire career coach at each high school to provide tailored career advisory sessions to 11th and 12th graders.	

## Appendix 2. Additional Plans

### Prior Baltimore City Comprehensive Plan

The previous Comprehensive Plan for Baltimore City was completed in 2006 and revised in 2009. In 2022, the Department of Planning developed a progress report with the status of each recommendation.

- **City of Baltimore Comprehensive Master Plan 2007-2012 Live Earn Play Learn** (2006, Revised 2009)
- **Status of Recommendations from 2006 Plan** (2022)

### Supplemental Baltimore City Plans

The plans below are complementary to Baltimore City's Comprehensive Plan and support its implementation. The following plans offer more specific recommendations regarding several key topics.

#### 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)

#### Infrastructure

- **Capital Improvement Program** (Annual)
- **Baltimore City's Implementation Plan Non-tidal Baltimore Harbor Sediment TMDL** (2023)
- **Comprehensive Educational Facilities Master Plan** (Annual)

## 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)
- **Maryland Port Administration Master Plan** (in progress)

## Strategic Plans

- **Mayor's Action Plan** (2021)
- 10 Year Financial Plan (in progress)

## Sustainability

- **BCRP Playbook** (2024)
- **Climate Action Plan** (2024)
- **10 Year Solid Waste Management Plan** (2024)
- **Disaster Preparedness and Planning Project (DP3)** (2023)
- **Baltimore City Nuisance Flood Plan** (2021)
- **Less Waste, Better Baltimore** (2020)
- **Sustainability Plan** (2019)
- **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)

## 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)

## Comprehensive Plans in the Baltimore Region

Baltimore City is at the center of the Baltimore Region, and each jurisdiction within the region has developed a Comprehensive Plan:

- [Baltimore County Master Plan 2030](#) (2024)
- [Anne Arundel County Plan2040](#) (2021)
- [Howard County General Plan, HoCo by Design](#) (2023)
- [Harford County Master Plan, Harford NEXT](#) (2016)
- [Carroll County Master Plan](#) (2014, Revised 2019)

## Appendix 3. Supplementary Tables

**TABLE 14. Zoning districts by land use category and subcategory**

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT 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-De-tached	Intended for residential neighborhoods that accommodate both detached and semi-detached dwellings. Limited non-residential uses.
	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.

**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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT DESCRIPTION
Residential	Lower Density	R-4	Detached and Semi-De-tached	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.
	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.

**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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT DESCRIPTION
Residential	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.
Mixed Use	Predominantly Pedestrian Oriented Commercial	C-1	Neighborhood Business	Commercial clusters or pedestrian-oriented corridors of commercial uses that serve the immediate neighborhood. Ensures compatibility between neighboring residential and commercial 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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT DESCRIPTION
Mixed Use	Predominantly Pedestrian Oriented Commercial	C-1-E	Neighborhood Business and Entertainment	Commercial clusters or pedestrian-oriented corridors of commercial uses that serve the immediate neighborhood and allow for clustering of entertainment uses. Ensures compatibility between neighboring residential and commercial uses.
	Predominantly Pedestrian Oriented Commercial	C-1-VC	Neighborhood Business (Village Center)	Intended for areas of pedestrian-oriented corridors of commercial uses that serve the immediate neighborhood in a village center environment.
	Predominantly Pedestrian Oriented Commercial	C-2	Community	Small- to medium-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.
	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.

**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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT DESCRIPTION
Mixed Use	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, water-front-oriented area over time.
	—	AU	Adult Use Overlay	Intended to provide an area in which to operate an adult 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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT DESCRIPTION
Mixed Use	Predominantly 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.
	Predominantly 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.
	Predominantly Residential	OR-1	Office-Residential	A mix of office and residential uses. Areas maintain a residential character. 40' maximum building height.
	Predominantly Residential	OR-2	Office-Residential	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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT 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.

LAND USE CATEGORY	SUBCATEGORY	ZONING DISTRICT	ZONING TYPE	DISTRICT 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		
<b>Year 1-10 - Impact Investment Areas</b>									
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
<b>Year 1-10 - Other Areas</b>									
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
<b>Total</b>	—	<b>65,753</b>	<b>566,857</b>	<b>33,728</b>	<b>18,904</b>	<b>88,416</b>	<b>55,456</b>	<b>189,520</b>	<b>1,068,250</b>
All amounts in thousands of dollars. <b>Source:</b> DHCD, 2024.									

# Appendix 4. Water Resources Element

## Overview

The City of Baltimore is a highly urbanized area with adequate infrastructure capacity to meet projected future demand for water and wastewater management. The City of Baltimore has the primary responsibility of providing water and wastewater service to the Baltimore Metropolitan area. Chapter 539 of the Legislative Acts of 1924, known as the Metropolitan District Act, requires Baltimore City to furnish water to the Metropolitan District of Baltimore County at cost. Portions of Anne Arundel and Howard Counties are served by request and formalized in a series of agreements. The City also provides raw water to Harford and Carroll Counties.

In order to meet anticipated environmental regulations and meet increasing demands for water, the City is continuously engaged in the planning and development of improvements to maintain the system in the sound physical condition through the Capital Improvement Projects (CIP) for the City's water system.

While the City is essentially fully developed with access to water services, some areas within the City are currently vacant, underutilized, or outdated so rehabilitation, infill, or redevelopment can help repopulate them. Our Baltimore articulates a goal of retaining and increasing the City's population. However, major urban expansion continues in the surrounding county areas and growth in water and wastewater demand is expected primarily from future development outside the City boundaries.

## Water and Wastewater

### Water Supply

Baltimore uses surface water from rainfall and snowmelt as the source of its water. The City of Baltimore water supply system consists of three major sources: the Gunpowder Falls, North Branch Patapsco River and the Susquehanna River. Three reservoirs outside the city limits collect and store water.

#### **LIBERTY RESERVOIR**

Liberty Reservoir is located on the North Branch of the Patapsco River on the boundary between Baltimore and Carroll Counties. It collects water from a 163.4 square mile drainage area that includes eastern Carroll County and southwestern Baltimore County.

Liberty Dam was completed in 1954, has a spillway crest elevation of 420 feet above mean sea level (MSL), and impounds approximately 43 billion gallons of raw water with a surface area of approximately 3,900 acres.

The Liberty watershed is divided into seven subwatersheds: Beaver Run (14.11 sq. mi.), Bonds Run (5.83 sq. mi.), Liberty Reservoir (46.57 sq. mi.), Little Morgan Run (7.14 sq. mi.), Middle Run (6.14 sq. mi.), Morgan Run (28.06 sq. mi.), and North Branch (55.51 sq. mi.). Water from the reservoir flows by gravity through a 12.7-mile long, 10-foot diameter tunnel to the Ashburton Water Filtration Plant for treatment.

### **LOCH RAVEN RESERVOIR**

Loch Raven Reservoir is north of Baltimore City and its watershed occupies Northern Baltimore County and small parts of Western Harford County and Southern York County, Pennsylvania. The source of reservoir water is Gunpowder Falls.

Loch Raven Dam was initially constructed in 1915 with a spillway elevation of 192 feet above MSL and raised to its current spillway crest elevation of 240 feet above MSL in 1923.

The reservoir capacity is approximately 23 billion gallons, and the impounded area is roughly 2,400 acres. The Loch Raven Reservoir watershed is divided into eight subwatersheds: Beaver Dam Run (20.73 sq. mi.), Dulaney Valley Branch (3.24 sq. mi.), Gunpowder Falls I (24.56 sq. mi.), Gunpowder Falls II (1.77 sq. mi.), Little Falls (53.63 sq. mi.), Loch Raven Reservoir (59.31 sq. mi.), Piney Run (12.39 sq. mi.), and Western Run (47.67 sq. mi.).

Raw water from Loch Raven Reservoir travels through a 7.3-mile long, 12-foot diameter tunnel for treatment at the Montebello Filtration Plants in Baltimore.

### **PRETTY BOY RESERVOIR**

Prettyboy Reservoir is in the northwest corner of Baltimore County and its 80 square mile watershed lies in northern Baltimore County and small portions of northeastern Carroll County and southern York County, Pennsylvania. Prettyboy Dam was completed in 1932, has a spillway crest elevation of 520 feet of MSL, impounds about 19 billion gallons of water, and covers about 1,500 acres.

The Prettyboy Watershed has been divided into four subwatersheds: Georges Run (15.85 sq. mi.), Graves Run (7.66 sq. mi.), Gunpowder Falls III (27.27 sq. mi.), and Prettyboy Reservoir (28.97 sq. mi.). Prettyboy Reservoir water is transferred to Loch Raven Reservoir via Gunpowder Falls rather than directly to Baltimore. The dam releases water as needed into the river channel, which flows into Loch Raven Reservoir.

### **SUSQUEHANNA RIVER**

Water from the Susquehanna River, approximately 11 miles north of Aberdeen near the Pennsylvania State line, is pumped via the Dear Creek Pumping Station to the Montebello Filtration Plants through the 38-mile-long Susquehanna Conduit. This source is normally used during times of extreme drought when storage becomes depleted in the reservoirs. In 2002 the persistent rainfall deficit gave sufficient cause to tap this water source. It is anticipated that it will be used as a continuous raw water source in the near future.

The Susquehanna Supply has a present capacity of about 150 million gallons per day with a planned future capacity of 200 million gallons per day.

## Water Quality

A top priority for the Baltimore City Department of Public Works is to safely and reliably deliver high-quality drinking water to all customers. DPW provides safe drinking water to 1.8 million residential and business consumers, making the City of Baltimore the major water supplier for the Baltimore region. In addition to Baltimore City, DPW supplies water to the surrounding counties: Baltimore, Howard, Harford, Carroll, and Anne Arundel.

The Prettyboy, Loch Raven, and Liberty reservoirs house some 86 billion gallons of water. Baltimore has three water treatment plants, Montebello I, Montebello II, and the Ashburton Filtration Plant. Combined, the plants produce up to 360 million gallons of drinking water per day. The water filtration plants treat and produce water that meets or exceeds federal and state drinking water standards.

Annual water quality reports are [available on the DPW website](#).

## Wastewater

Wastewater is water that has been used in homes, businesses or industrial operations and carries dissolved and suspended solids. This water is sent to a wastewater treatment plant for processing to remove contaminants.

Baltimore's wastewater treatment system serves approximately 1.6 million people in metropolitan area.

- Two Wastewater Treatment Plants: Back River and Patapsco
- Collects and treats up to 250 million gallons wastewater daily (Back River: 180 MGD/Patapsco: 63 MGD)
- There are 3,100 miles of sanitary mains in the whole system. We maintain the 1,400 miles in Baltimore City.
- Collects and treats an average flow of 210 million gallons wastewater daily (Back River: design flow 180 MGD/ Patapsco: design flow 73 MGD) with
- There are 3,100 miles of sanitary mains in the whole system. We maintain 1,400 miles in Baltimore City.
- Operates eight (8) major wastewater pumping stations and 10 (ten) minor installations.

## Related Plans

The [Comprehensive Water and Wastewater Plan](#) was adopted in 2006. The Department of Public Works is preparing an updated plan for adoption.

The City's 2023 DP3 considers Baltimore's water supply and wastewater treatment systems in the context of climate change and hazard mitigation, while the 2019 Sustainability Plan includes several actions that support access to safe and affordable drinking water. Although Baltimore enjoys relatively plentiful rainfall and water sources, population increases, climate change, and global demand for water resources threaten to challenge the existing levels of water supply. Improving the efficiency of Baltimore's water treatment and delivery system has the potential to significantly reduce energy demand and greenhouse gas emissions from water and wastewater processing. The 2024 Baltimore Climate Action Plan includes several actions that would reduce greenhouse gas emissions generated by the City's wastewater treatment facilities.

## **WATER**

The **Sustainability Plan** includes the following strategies to ensure access to safe and affordable drinking water:

- **Action 1:** Improve watershed management for the City's three raw water reservoirs, by developing and implementing a forest management plan for each. Work with surrounding jurisdictions to improve land-use controls and watershed management in the three watersheds.
- **Action 2:** Evaluate the potential for water re-use. Secure grant funding to identify potential incentives, and work with partners to implement a pilot incentive program to promote water re-use.
- **Action 3:** Promote assistance programs for low-income residents and seniors by connecting those needing assistance to programs providing water bill assistance.

The 2024 Climate Action Plan includes an additional recommendation focused on water conservation:

- **Action W8:** Encourage Water Savings Program: Create and promote a water conservation program in partnership with local nonprofit and community organizations. Possible activities include water collection and reuse or diversion and grey water reuse, among others.

## WASTEWATER TREATMENT FACILITIES

The 2024 Climate Action Plan includes several strategies related to wastewater treatment facilities:

- **Action W9:** Establish Emissions Plan for Wastewater Facilities: Led by Baltimore Department of Public Works, develop and implement an emissions reduction plan for at least one of its wastewater treatment facilities.
- **Action W15:** Explore Reducing Energy Use at Wastewater Facilities: Proactively pilot projects and explore ways to reduce energy use or effectively recover energy sources at wastewater facilities.

## Stormwater

The City is comprised of about 81.8 square miles of land and is characterized as an “ultra-urban environment”, with a high amount of impervious area (over 45%) coupled with a practice of directly connecting roof drains to the street gutter or storm drain collection system. Most of the in-situ soils are highly compacted and clayey (poorly draining). The City’s development occurred prior to the implementation of the City’s stormwater management program in 1984 when developers were required to install stormwater controls to reduce potential pollution during rain events.

The City’s public storm sewer network consists of approximately 52,438 inlets, 1,146 miles of sewer pipe, 27,561 manholes, 4 pump stations and 1,709 outfalls. Compared to other cities of the same size and age, the City is unique for being completely regulated as a separate storm sewer system. Other similar cities have combined sewer systems in part or all of their jurisdictions.

The oldest storm sewers were constructed in 1873; over 80% of the system was constructed prior to 1960. The Baltimore City Department of Public Works (DPW) is responsible for the operation maintenance of the public storm sewer system; but design standards related to drainage on City streets are coordinated with the Department of Transportation.

The City has about 116 miles of streams, with about 45 miles along main stems. This represents a fraction of what was originally a network of small streams and creeks that were piped and paved over as the city developed in the late nineteenth and the early twentieth centuries, in an effort to manage floods, protect property, and control the spread of water-borne diseases like typhoid. The majority of non-tidal streams are highly degraded, as evidenced by incised stream channels, eroded stream banks, and disconnected floodplains. The City’s waterways are classified as Waters of the United States, but some stream reaches are located on private land and are therefore the responsibility of the property owner. The existing stream channels located on property owned by the City (Mayor and City Council) are typically located on land managed by Baltimore City Department of Recreation and Parks (BCRP).

MDE has designated City streams with the following designations:

- Use Class I: Water Contact Recreation, and Protection of Nontidal Warmwater Aquatic Life
- Use Class IV: Recreational Trout Waters)

None of the waterways within the City are used as public drinking water sources. All dwellings within the City are required to be connected to the City's public water distribution system, operated by DPW. The City has approximately 59 miles of coastline. The majority of the coastline is owned by the State of Maryland or private entities. Over half of the coastline is open pervious: however, only a small portion is forested or wetland. Approximately 38% of the coastline is impervious or bulk headed. There are no designated beach areas within the City; but craft recreation activities, such as kayaking and paddle boarding, occur in and around Middle Branch and the northeast branch (also known as Inner Harbor) of the Baltimore Harbor. The City has no designated shellfish harvesting areas and Maryland Department of Natural Resources (MD DNR) has issued fish consumption advisory warnings to avoid American eel and blue crab "mustard" for Back River and Baltimore Harbor.

The City's waterways and storm sewer system are associated with five (5) 8-digit watersheds. MD DNR designates 8-digit watershed areas to represent drainage divides between 3rd order rivers or streams. All of the watersheds (except for Baltimore Harbor) are designated as inter-jurisdictional. Table 1-1 summarizes the watersheds and the discharge patterns. MDE has designated every watershed as impaired by at least one pollutant. Find more information on [Water Quality Assessments \(IR\) and TMDLs on the MDE website](#).

**TABLE 1.** Summary of the City's Watersheds

WATERSHED NAME	WATERSHED ID	AREA (SQ. MI.)		NOTES
		TOTAL	WITHIN CITY	
Back River	02130901	43.3	19.1	Discharges to Back River through Baltimore County.
Baltimore Harbor	02130903	88.4	22.5	Tidal influence. Limited open channels. Discharges to the Patapsco River.
Jones Falls	02130904	26.1	17.5	Downstream of Lake Roland, receives flow from Baltimore County. Discharges to the Inner Harbor of the Patapsco River.
Gwynns Falls	02130905	65.4	20.7	Receives flow from Baltimore County. Discharges to the Middle Branch of the Patapsco River.

WATERSHED NAME	WATERSHED ID	AREA (SQ. MI.)		NOTES
		TOTAL	WITHIN CITY	
Patapsco River Lower North Branch (LNB)	02130906	116.4	1.8	Receives flow from Anne Arundel, Baltimore, and Howard Counties. Limited open channels. Discharges to the Middle Branch of the Patapsco River.

## Baltimore City Modified Consent Decree for Unpermitted Discharges from the Wastewater Collection System

Since 2002, the City has been under a consent decree in Civil Action No. JFM-02-1524 for unpermitted discharges from the wastewater collection system. A modification to this consent decree (MCD) was approved on October 6, 2017 in the United States District Court for the District of Maryland by the U.S. Department of Justice, the U.S. EPA, MDE. By 2022, DPW estimated that the City's investment of over \$1.6 Billion in capital projects, including the Headworks project at the Back River Wastewater Treatment Plant, had resulted in a 90% reduction of sanitary sewer overflow (SSO) volumes for a typical 20-year rain period. In January 2023, the City issued a "Phase II Plan" to further reduce SSO volumes by 2030, via increased pro-active sewer inspection and cleaning, plus capital projects to rehabilitate and replace sewer assets, targeting areas that are more prone to extraneous infiltration and inflow (I/I).

In addition to protecting public health, the MCD is critical to environmental protection, by reducing the amount of bacteria, nitrogen, and suspended solids in City streams and Baltimore Harbor. The Phase II Plan, plus quarterly progress reports and the virtual annual meeting event are available in the [Sanitary Sewer Consent Decree Program section of the DPW website](#).

Since the mid-1990's, DPW has collected monthly grab samples for bacteria, nutrient and sediment analysis as part of the Stream Impact Sampling (SIS) program. Currently, the program includes 35 sampling sites. The long-term data set has shown a general decrease in bacteria concentrations; however, none of the sites meet the state's criteria for recreation (based on statistical analysis of bacteria concentrations). Per the MCD, DPW publishes the SIS results quarterly as the [Surface Water Quality Data 1995 through Present dataset on Open Baltimore](#).

## National Pollutant Discharge Elimination System Permits (NPDES) and Total Maximum Daily Loads (TMDLs)

The National Pollutant Discharge Elimination System (NPDES) permit program was established in 1972 under the federal Clean Water Act (CWA). NPDES permits are effective for five-year terms unless administratively continued. The Maryland Department of the Environment (MDE) is responsible for administering the various NPDES permits to the City (or specific City agency) as described in the following sections.

Many of the conditions of each NPDES permit are guided by Total Maximum Daily Loads (TMDLs) for specific pollutants with an established water quality standard (**Maryland Water Quality Standards**).

Although MDE has designated several of the City's non-tidal streams and tidal waterways as impaired, the U. S. Environmental Protection Agency (EPA) has only approved MDE's reports for the following TMDLs:

**TABLE 2.** EPA approved reports for TMDLs

WATER BODY	IMPAIRMENT	EPA APPROVAL DATE
Chesapeake Bay (entire City)	Nitrogen, Phosphorus, Sediment	2010
Back River Watershed	Nitrogen, Phosphorus	2005
Baltimore Harbor Tidal (entire City except for the Back River Watershed)	Nitrogen, Phosphorus	2007
Back River Harbor	Sediment	2018
Baltimore Harbor Watershed (Non-tidal portion)	Sediment	2021
Gwynns Falls Watershed	Sediment	2010
Jones Falls Watershed	Sediment	2011
Patapsco River Lower North Branch Watershed	Sediment	2011
Gwynns Falls Watershed	E. coli	2007
Back River (Herring Run) Watershed	E. coli	2007
Jones Falls Watershed	E. coli	2008
Patapsco River Lower North Branch Watershed	E. coli	2009
Gwynns Falls, Jones Falls, and non-tidal portion of Baltimore Harbor watersheds	Trash	2015
Back River Watersheds	PCB	2012
Gwynns Falls, Jones Falls, and non-tidal portion of Baltimore Harbor watersheds	PCB	2012

MDE's reports and EPA's approval are available on the [Maryland Waters with TMDL Documents section of the MDE website](#).

In August 2019, MDE issued "Maryland's Phase III Watershed Implementation Plan to Restore Chesapeake Bay by 2025". The plan, plus milestone progress reports, summarizing efforts by regulated entities (i.e. Baltimore City) are available [on the MDE website](#).

### GENERAL INDUSTRIAL STORMWATER DISCHARGE

The City owns and operates fourteen (14) municipal facilities covered under Maryland's NPDES General Permit for Discharge of Stormwater Associated with Industrial Activity (SW Industrial GP), Permit No. 20-SW, as listed in the table below, with the responsible agency. This NPDES permit requires each facility to develop a Stormwater Pollution Prevention Plan and monitor stormwater discharges.

**TABLE 3.** Baltimore City facilities with NPDES permits

FACILITY NAME	AGENCY	ADDRESS	SIC DESCRIPTION
Reedbird Landfill	DPW	701 Reedbird Ave.	Sector L.3 – Landfills and Land Application Sites
Bowley's Ln. Sanitation Yard	DPW	6101 Bowleys Ln.	Sector L – Landfills and Land Application Sites
Quarantine Rd. Municipal Landfill	DPW	6100 Quarantine Rd.	Sector L – Landfills and Land Application Sites
Northwest Transfer Station	DPW	5030 Reisterstown Rd.	Sector L – Landfills and Land Application Sites
Quarantine Rd. Landfill	DPW	5701 Quarantine Rd.	Sector L – Landfills and Land Application Sites
Northeastern Substation	DGS	4325 York Rd.	Sector P – Land Transportation and Warehousing
Western Substation	DGS	239 N. Calverton Rd.	Sector P – Land Transportation and Warehousing
Middletown Fueling Station	DGS	410 Front St.	Sector P – Land Transportation and Warehousing
Northwestern Substation	DGS	4410 Lewin Ave.	Sector P – Land Transportation and Warehousing

FACILITY NAME	AGENCY	ADDRESS	SIC DESCRIPTION
Fallsway Substation	DGS	201 Fallsway	Sector P – Land Transportation and Warehousing
Mechanic Shop	DGS	6400 Pulaski Hwy.	Sector P – Land Transportation and Warehousing
Central Garage	DGS	3800 E. Biddle St.	Sector P – Land Transportation and Warehousing
Patapsco WWTP	DPW	3501 Asiatic Ave.	Sector T – Treatment Works
Back River WWTP	DPW	8201 Eastern Ave.	Sector T – Treatment Works

### WASTEWATER DISCHARGE PERMITS

In addition to this general discharge permit, each of the wastewater treatment plants (WWTP) are under an NPDES Discharge Permit, which establishes limits (as concentrations and / or daily loads) for specific parameters of the treated wastewater (effluent) discharged from the plants. The current permits (issued in 2017 and 2018) were administratively extended while the City negotiates the next 5-year permits.

In the summer of 2021, MDE notified the DPW of alleged permit violations at both plants. Since that time and in compliance with a consent decree for each plant, DPW has implement significant improvements. Back River and Patapsco WWTP have complied with effluent limitations since June 2022 and January 2023, respectively.

Quarterly progress reports of corrective actions completed under the Consent Decree are available on the [Wastewater Treatment Consent Decree Program section of the DPW website](#).

### POTABLE WATER DISCHARGES

The City's drinking water facilities and distribution system is operated under the NPDES General Permit for Discharges from Tanks, Pipes, Other Containment Structures, Dewatering Activities, and Groundwater Remediation (Permit No. 17-HT). This permit establishes numeric limits for specific discharges from potable water system to a municipal storm sewer system or waters of the state. DPW is responsible to submitting Discharge Monitoring Reports (DMRs) of applicable discharges to MDE as required under the permit.

## STORMWATER DISCHARGES

Baltimore City was issued an NPDES Municipal Separate Storm Sewer System (MS4) Permit (NPDES Permit No. MD0068292, MDE Permit No. 20-DP-3315) on November 5, 2021. The City is considered a Phase I Large permit jurisdiction, based on the population. The MS4 authorizes the discharge of stormwater into, through, or from all separate storm sewers owned or operated by the City. This is the 5th issuance of the MS4 permit since 1993. The management, restoration and monitoring programs required by the MS4 permit are designed to control stormwater discharges and improve the health of the City's waterways to the maximum extent practicable. Watershed restoration efforts are related to TMDLs and include restoring impervious areas for the reduction of nutrients and sediments and implement pollution reduction plans target specific pollutants (e.g. PCBs, trash, and bacteria). The current permit requires the City to maintain annual operations for street sweeping and inlet cleaning similar to FY 2019 and restore an additional 3,969 acres of impervious area.

In 2014, the City submitted the "Baltimore City MS4 and TMDL Watershed Implementation Plan" (WIP) to MDE. The WIP provided background information related to the City's physical setting, social demographics, and development trends, in addition to summarizing the City's plan to implement projects, programs and partnerships to attain the WLAs for all of the nutrient and sediment TMDLs that had been issued at that time. Projects were capital restoration projects proposed to be implemented by the Baltimore City Department of Public Works (DPW); many of the projects were based on previously issued watershed assessments and small watershed action plans. Programs were proposed enhancements of existing operational programs, like street sweeping and inlet cleaning. Partnerships included anticipated redevelopment and voluntary restoration efforts, such as tree plantings performed by the City's Tree Baltimore program.

The WIP was then revised in July 2015, based on comments from MDE, received on March 23, 2015. Since submitting the WIP to MDE, the City has developed implementation plans for subsequent TMDLs. At this time, MDE has not approved the City's implementation plans related to stormwater for any of the TMDLs, except for the bacteria and Chesapeake Bay TMDLs.

The City's MS4 permit; watershed assessments; watershed and TMDL implementation plans; and annual reports are available on the [\*\*Regulatory Mandates, Plans and Reports section of the DPW website.\*\*](#)

### Related Plans

The 2019 Baltimore Sustainability Plan identifies clean water as critical to our local economy as well as to public health. Contaminated water can cause illness, and polluted water results in a loss of access and enjoyment of our waterways and lost revenue opportunities. Ultimately, improving water quality contributes to economic, environmental, and public health, and overall happiness. Feeling connected to water is a vital factor in how we interact with and care for our waterways.

Recommendations related to stormwater included in the Sustainability plan include:

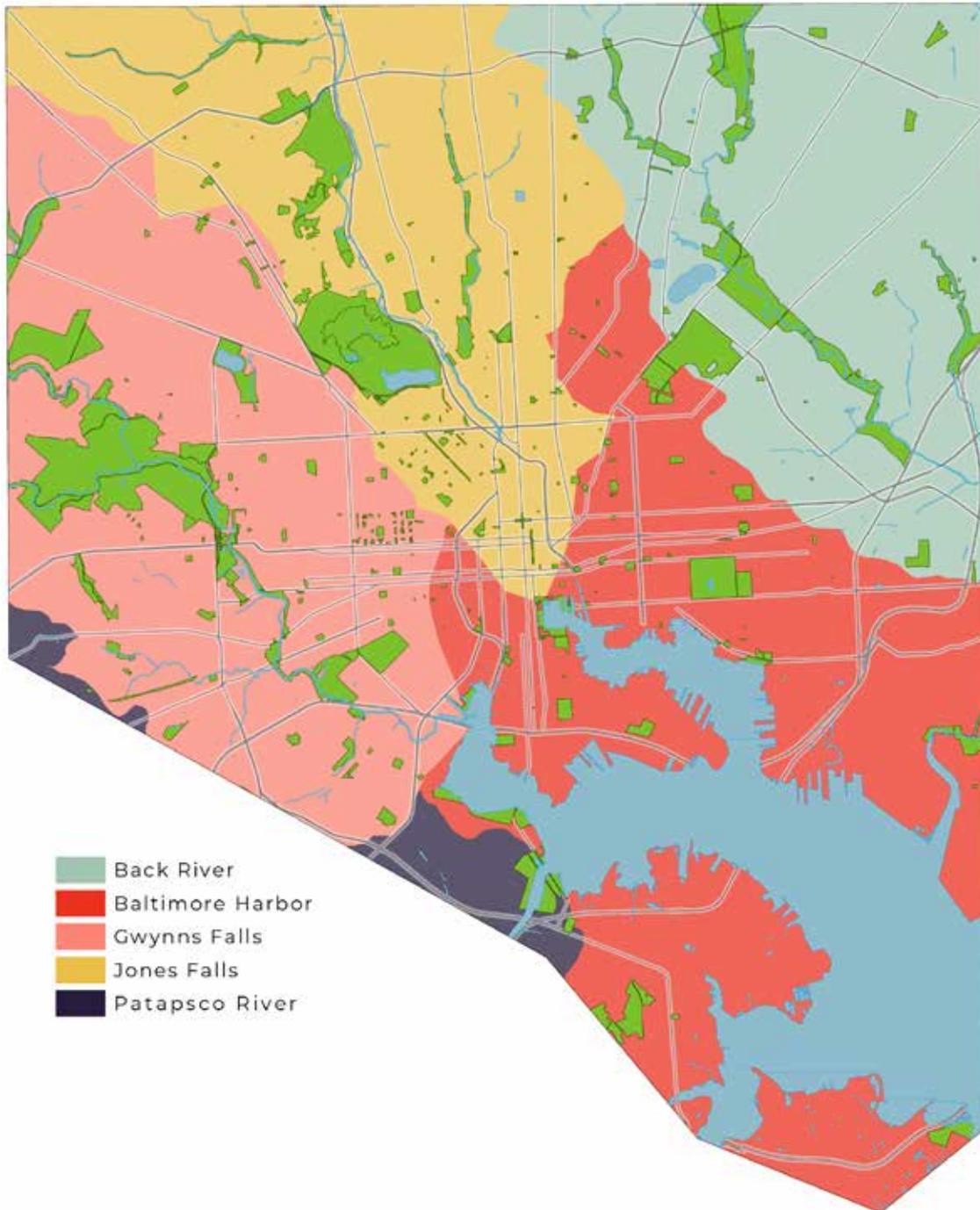
**Strategy 1.** Increase positive and safe connections to public waterways, along with awareness of how litter and other pollutants enter them.

- **Action 1:** Connect more people to water in safe ways via fishing, boating, and activities at the water's edge so they can relax, reduce stress, and enjoy nature. Identify and address concerns and barriers to achieving meaningful engagement with water bodies. These may include geographic, economic, historical, linguistic, cultural, institutional, or other barriers.
- **Action 2:** Increase education and pursue progressive actions to reduce pollutants entering our waterways. For example, consider an awareness campaign to reduce litter and pet waste and encourage proper disposal of fats, oils, and grease. Also expand efforts to train volunteers on reporting suspected sewage leaks.
- **Action 3:** Develop a combination of incentives and deterrents aimed at industrial, commercial, and institutional property owners to reduce pollution impacts, such as promoting innovative financing mechanisms for investment in water quality, developing a recognition program, and proactively pursuing enforcement against "bad actors."
- **Action 4:** Foster cross-jurisdictional partnerships to address water quality, water access, and increased healthy habitat for fish and other aquatic life, and to coordinate meaningful engagement with residents.

**Strategy 2.** Improve aquatic habitats by increasing riparian restoration and water quality monitoring, and creating policies to eliminate sources of pollution.

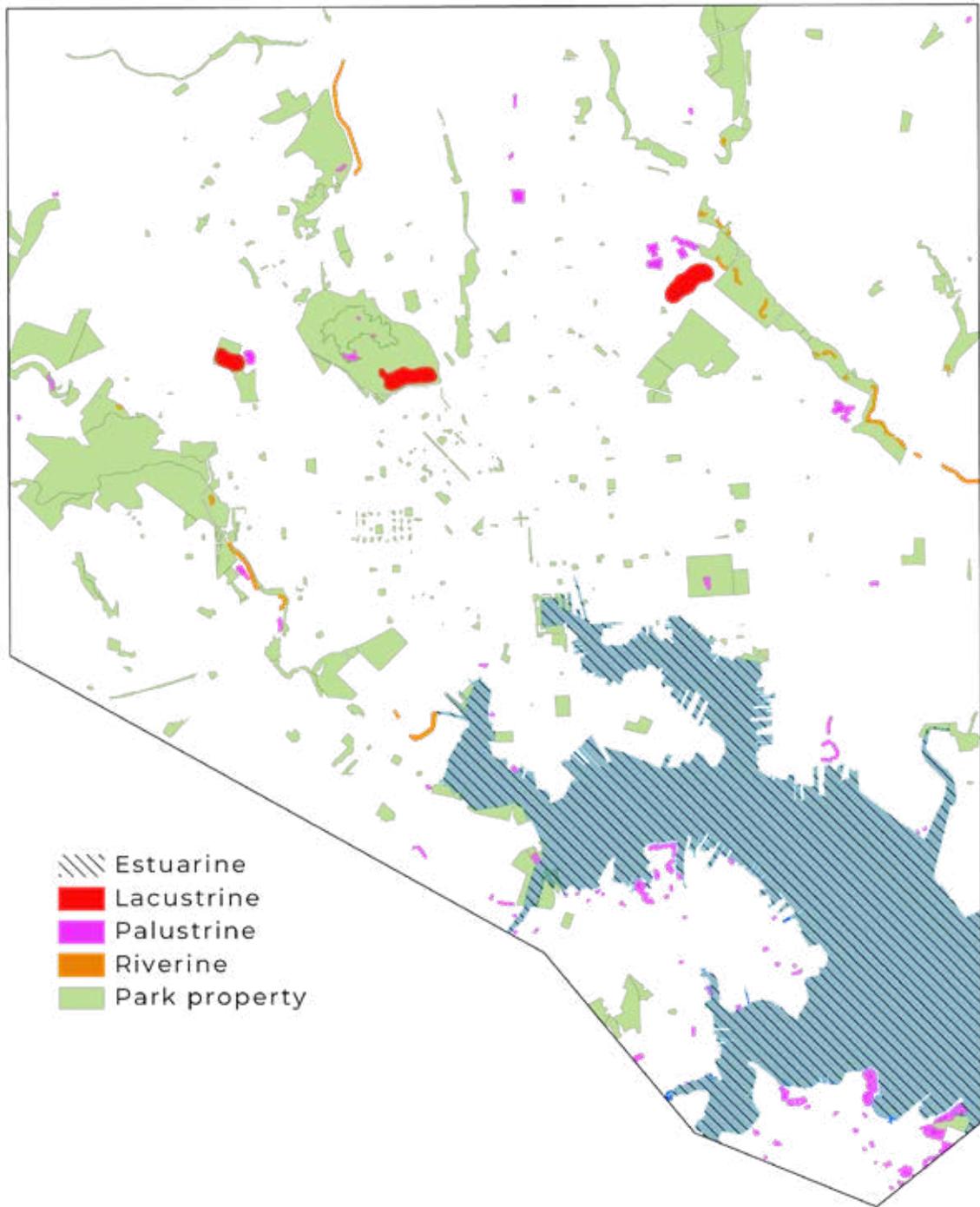
- **Action 1:** Increase restoration of riparian corridors, and pursue other innovative habitat restoration such as floating wetlands, living shorelines, and oyster gardens. Consider small-scale and block-level greening projects in tandem with educational, stewardship, and social fabric building activities.
- **Action 2:** Remove invasive species along waterway buffers, replant with native species, and increase resources for management and maintenance. Promote awareness in neighborhoods surrounding projects.
- **Action 3:** Identify, prioritize, and remediate sources of human fecal bacteria in waterways using the best available technology, including microbial source tracking techniques.
- **Action 4:** Develop and promote legislation and policy at the City and State level to reduce pollution of our waterways, including restricting the use of pesticides and herbicides and reducing the use of single-use plastics (such as plastic bags and beverage bottles).

## Supplemental Maps



**Map 27. Regional Watershed Map**

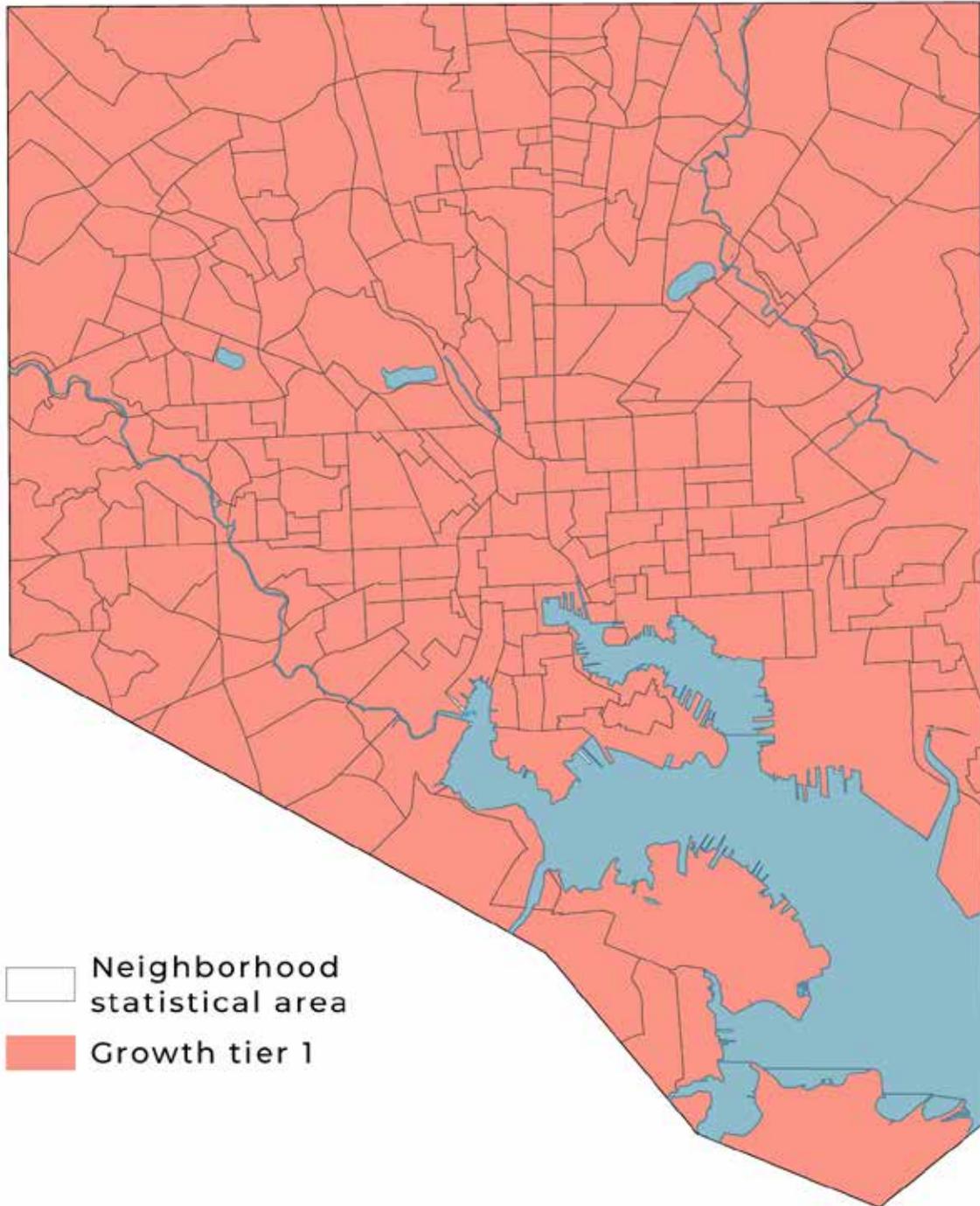
The regional watershed includes the Back River, Baltimore Harbor, Gwynns Falls, Jones Falls and Patapsco River watershed areas.



**Map 28. Wetlands Map**

Wetlands include estuarine, lacustrine, palustrine and riverine areas.

## Appendix 5. Growth Tier Map



**Map 29. Growth Tier Map**

All residential development in Baltimore City is served by public sewerage system and thus the entire jurisdiction is designated as Growth Tier I.

## Appendix 6. Abbreviations

<b>ACP</b>	Affordable Connectivity Program	<b>BMZA</b>	Board of Municipal Zoning Appeals
<b>AHTF</b>	Affordable Housing Trust Fund	<b>BOPA</b>	Baltimore Office of Promotion and the Arts
<b>AI</b>	Artificial Intelligence	<b>BPD</b>	Baltimore City Police Department
<b>AIA</b>	American Institute of Architects	<b>BRNI</b>	Baltimore Regional Neighborhood Initiative
<b>AMI</b>	Area Median Income	<b>BRTB</b>	Baltimore Regional Transportation Board
<b>APA</b>	American Planning Association	<b>BUILD</b>	Baltimoreans United in Leadership Development
<b>ARPA</b>	American Rescue Plan Act	<b>CAN</b>	Commercial Corridor Needs
<b>BASE</b>	Business Assistance and Support for Equity	<b>CAP</b>	Climate Action Plan
<b>BCAN</b>	Baltimore Creatives-Acceleration Network	<b>CDBG</b>	Community Development Block Grant
<b>BCDOT</b>	Baltimore City Department of Transportation	<b>CDC</b>	Centers for Disease Control and Prevention
<b>BCHD</b>	Baltimore City Health Department	<b>CDC</b>	Community Development Corporation
<b>BCIT</b>	Baltimore City Office of Information and Technology	<b>CDFI</b>	Community Development Financial Institutions
<b>BCPS</b>	Baltimore City Public Schools	<b>CDZ</b>	Community Development Zone
<b>BCRP</b>	Baltimore City of Recreation and Parks	<b>CELT</b>	Community Engagement Leadership Team
<b>BDC</b>	Baltimore Development Corporation	<b>CHAP</b>	Commission for Historical and Architectural Preservation
<b>BGN</b>	Baltimore Green Network	<b>CHM</b>	Coldstream Homestead Montebello
<b>BIPOC</b>	Black, Indigenous, and People of Color	<b>CLT</b>	Community Land Trust
<b>BMC</b>	Baltimore Metropolitan Council		

**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 Planning 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

**GSF**

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 Disposition 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

## Appendix 7. 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 people with physical or mental disabilities in employment, public services, and places of public accommodation 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, calculated annually. Families with incomes below 80% of AMI are categorized as low-income by HUD and are eligible 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 characteristics. “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 Development 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 reduction 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 opportunities 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 involvement 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 improvements; economic development; improvements 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.

**Historic Preservation Credits**

A tax credit available to Baltimore City property owners in designated historic districts or of individually designated landmark structures, 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.

**Infrastructure**

Public infrastructure projects include, at a minimum, the structures, facilities, and equipment for roads, highways and bridges; public transportation; dams, ports, harbors and other maritime facilities; intercity passenger and freight railroads; freight and intermodal facilities; airports; water systems, including drinking water and wastewater systems; electrical transmission facilities and systems; utilities; broadband infrastructure; and buildings and real property; and structures, facilities and equipment that generate, transport and distribute energy including electric vehicle (EV) charging.

**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

to 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 residents 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.

### **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.

### **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.

# Appendix 8. References

## Foreword

Baltimore Museum of Industry. Facebook post in response to the collapse of the Francis Scott Key Bridge, March 26, 2024. <https://www.facebook.com/BMIatWork/photos/a-bridge-is-by-nature-designed-to-carry-people-and-freight-from-one-place-to-another/847414494082008/>

## Introduction

Godschalk, David and David Rouse. “Sustaining Places: Best Practices for Comprehensive Plans.” American Planning Association, PAS Report 578, January 1, 2015. ISBN: 978-1-61190-158-0.

## Background

Baltimore Neighborhood Indicators Alliance – Jacob France Institute. “Vital Signs Report.” 2022. [https://bniajfi.org/vital\\_signs/](https://bniajfi.org/vital_signs/)

Manson, Steven, Jonathan Schroeder, David Van Riper, Katherine Knowles, Tracy Kugler, Finn Roberts, and Steven Ruggles. IPUMS National Historical Geographic Information System: Version 18.0 [dataset]. Minneapolis, MN: IPUMS. 2023. <http://doi.org/10.18128/D050.V18.0>

Rothstein, Richard. *The Color of Law: A Forgotten History of How Our Government Segregated America*. Liveright, 2017.

United States Census Bureau. 2018-2022 American Community Survey.

“Twenty-Four Reasons Historic Preservation Is Good for Your Community.” PlaceEconomics, 2020. <https://www.placeeconomics.com/wp-content/uploads/2020/01/City-Studies-WP-Online-Doc.pdf>.

Wright, Carroll. “The Slums of Baltimore, Chicago, New York, and Philadelphia.” United States Bureau of Labor. Garrett Press, 1894.

“Our Epidemic of Loneliness and Isolation: The U.S. Surgeon General’s Advisory on the Healing

Effects of Social Connection and Community.” United States Public Health Service, Office of the U.S. Surgeon General, 2023.

“Healthy Communities Policy Guide.” American Planning Association, October 2017. <https://www.planning.org/publications/document/9141726/#:~:text=APA%20believes%20%22healthy%20communities%22%20are,or%20other%20socially%20defined%20circumstance.>

Brown, Lawrence T. *The Black Butterfly: The Harmful Politics of Race and Space in America*. Baltimore City: Johns Hopkins University Press, 2022. <https://doi.org/10.56021/9781421439884>.

## Growth and Retention

“Action Plan to Advance Property Appraisal and Valuation Equity: Closing the Racial Wealth Gap by Addressing Mis-Valuations for Families and Communities of Color.” Interagency Task Force on Property Appraisal and Valuation Equity, July 31, 2024. <https://pave.hud.gov/sites/pave.hud.gov/files/documents/PAVEActionPlan.pdf>.

“An Analysis of Baltimore City’s Residential Market Potential.” Live Baltimore, December 2020. [https://livebaltimore.com/wp-content/uploads/2021/01/Residential-Market-Potential\\_LiveBalt\\_FINAL.pdf](https://livebaltimore.com/wp-content/uploads/2021/01/Residential-Market-Potential_LiveBalt_FINAL.pdf).

Baltimore City Department of Housing & Community Development. “Resources for Homebuyers: Homeownership Incentives,” December 12, 2018. <https://dhcd.baltimorecity.gov/hho/homeownership-incentives>.

Baltimore City Department of Planning. “Transit Oriented Development.” <https://planning.baltimorecity.gov/programs-initiatives/transit-oriented-development>

City Code Article 32

Mallach, Alan. "America's Middle Neighborhoods: Setting the Stage for Revival." Working Paper. Lincoln Institute of Land Policy, November 2018.

### **Md. Land Use Code Ann. § 3-111**

NCST. "Middle Neighborhoods," July 31, 2024. <https://ncst.org/middle-neighborhoods/>.

Maryland Department of Transportation (MDOT). "Transit Oriented Development TOD," July 31, 2024. <https://mdot.maryland.gov/tso/pages/Index.aspx?Pagelid=37>.

New American Economy. <https://www.newamericaneconomy.org/city/baltimore/>

### **Equitable Development**

Blackwell, Angela Glover. "Promoting Equitable Development." *Ind. L. Rev.*, 34 (2000):1273.

Curren, Ryan, Nora Liu, Dwayne Marsh, and Kalima Rose. "Equitable Development as a Tool to Advance Racial Equity." Local and Regional. Government Alliance on Race and Equity (GARE), July 31, 2024. <https://www.racialequityalliance.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=03c747c1-5d18-776e-c7cf-377f22aadee2&forceDialog=0>.

Theodos, Brett, Eric Hangen, Brady Meixell, Christina Baird, Daniel Wood, Andrew Mangum, Lionel Foster, Elizabeth Forney, and David Hinson. "The Black Butterfly: Racial Segregation and Investment Patterns in Baltimore." Urban Institute, February 2019. <https://apps.urban.org/features/baltimore-investment-flows/>

Theodos, Brett, Eric Hangen, Brady Meixell, and Lionel Foster. "Neighborhood Investment Flows in Baltimore: With a Case Study on the East Baltimore Development Initiative." Urban Institute on behalf of the Annie E. Casey Foundation. 2020. [https://www.urban.org/sites/default/files/publication/102976/neighborhood-investment-flows-in-baltimore\\_1.pdf](https://www.urban.org/sites/default/files/publication/102976/neighborhood-investment-flows-in-baltimore_1.pdf)

Sankofa, John. "Disinvestment in Baltimore's Black Neighborhoods Is Foreboding but Revers-

ible." *Urban Wire* (blog), September 29, 2020. <https://www.urban.org/urban-wire/disinvestment-baltimores-black-neighborhoods-foreboding-reversible>.

Kamin, Debra. "Home Appraised With a Black Owner: \$472,000. With a White Owner: \$750,000." *The New York Times*, August 18, 2022, sec. Real Estate. <https://www.nytimes.com/2022/08/18/realestate/housing-discrimination-maryland.html>.

### **Affordable Housing**

"Legal Support for Renters." *cityhealth*: an initiative of the de Beaumont Foundation and Kaiser Permanente. <https://www.cityhealth.org/our-policy-package/legal-support-for-renters/>

Maqbool, Nabihah, Janet Viveiros, and Mindy Ault. "The Impact of Affordable Housing on Health: A Research Summary." Center for Housing Policy, Insights from Housing Policy Research, April 2015. <https://nhc.org/wp-content/uploads/2017/03/The-Impacts-of-Affordable-Housing-on-Health-A-Research-Summary.pdf>

Maryland Inclusive Housing. "Tenant-Based Assistance Programs." *Citizensinformation.ie*, July 31, 2024. Ireland. <https://mih-inc.org/housing-info/tenant-based-assistance-programs/>.

Why We Care. "Why Do Affordable Homes Matter?," July 31, 2024. <https://nlihc.org/explore-issues/why-we-care>.

United States Census Bureau. "U.S. Census Bureau QuickFacts: Baltimore City, Maryland; United States," July 31, 2024. <https://www.census.gov/quickfacts/fact/table/baltimorecitymaryland,US/PST045221>.

"Safe, Stable Homes Lead to Healthier Children and Families for Baltimore." *Children's Healthwatch*, October 2012. [http://www.childrenshealthwatch.org/wp-content/uploads/MDHousing\\_brief\\_October2012.pdf](http://www.childrenshealthwatch.org/wp-content/uploads/MDHousing_brief_October2012.pdf).

Mood, M.A., Diehl, C., and Miller, J. "Summary Report: Assistance in Community Integration Services (ACIS) Program Assessment, CY 2018

to 2021.” Baltimore, MD: The Hilltop Institute, UMBC. <https://health.maryland.gov/mmcp/Pages/Assistance-in-Community-Integration-Services-Pilot.aspx>

## Vacant Housing

Branas, Charles C., Eugenia South, Michelle C. Kondo, Bernadette C. Hohl, Philippe Bourgois, Douglas J. Wiebe, and John M. MacDonald. “Citywide Cluster Randomized Trial to Restore Blighted Vacant Land and Its Effects on Violence, Crime, and Fear.” Proceedings of the National Academy of Sciences, Biological Sciences, 115, no. 12 (February 26, 2018): 2946–51. <https://doi.org/10.1073/pnas.1718503115>.

“Evaluation of the Baltimore City Vacants to Value Program: Quantitative Analysis.” Baltimore City: Baltimore Neighborhoods Indicators Alliance, December 2016. [https://bniajfi.org/wp-content/uploads/2017/03/V2V\\_complete\\_compressed.pdf](https://bniajfi.org/wp-content/uploads/2017/03/V2V_complete_compressed.pdf).

Mallach, Alan. “Tackling the Challenge of Blight in Baltimore: An Evaluation of Baltimore’s Vacants to Value Program.” Washington DC: Center for Community Progress, March 2017. <https://communityprogress.org/wp-content/uploads/2021/08/2017-03-Tackling-the-Challenge-of-Blight-in-Baltimore-TA-Report.pdf>.

Kavik, Anton, Justin Rose, Frank Curriero, Cassandra Crifasi, Craig Pollack. “The association between vacant housing demolition and safety and health in Baltimore, MD.” Preventative Medicine, Volume 164, 2022. <https://www.sciencedirect.com/science/article/abs/pii/S0091743522003413>

United States Department of Housing and Urban Development, Office of Policy Development and Research. “Vacant and Abandoned Properties: Turning Liabilities Into Assets.” Evidence Matters, Transforming Knowledge into Housing and Community Development Policy, Winter 2014. <https://www.huduser.gov/portal/periodicals/em/winter14/highlight1.html>.

“How Has Baltimore Ensured Occupancy and Rehabilitation?” Baltimore Community Change Project 2010–2020. Baltimore City: Baltimore Neighborhoods Indicators Alliance, February 4, 2022. <https://communitychange-bniajfi.hub.arcgis.com/apps/2f3f9b0f83db41f-39c276014e407f9d2/explore>.

Harris, Susan Fitter. “Addressing Problem Properties and Their Impacts.” Local Initiatives Support Corporation, July 31, 2024. <https://www.lisc.org/our-resources/resource/addressing-problem-properties-and-their-impacts/>.

## Historic Preservation

Meeks, Stephanie, David Brown, Terry Richey, Mark Huppert, James Lindberg, and Michael Powe. “Older, Smaller, Better: Measuring How the Character of Buildings and Blocks Influences Urban Vitality.” National Trust for Historic Preservation Preservation Green Lab, May 2014. [https://cdn.savingplaces.org/2023/07/14/14/23/09/514/NTHP\\_PGL\\_OlderSmallerBetter\\_ReportOnly.pdf](https://cdn.savingplaces.org/2023/07/14/14/23/09/514/NTHP_PGL_OlderSmallerBetter_ReportOnly.pdf).

“Demonstration Analysis: Land Area, Population, and Density in Local Historic Districts - Baltimore, Maryland.” PlaceEconomics, July 31, 2024. [https://www.placeeconomics.com/wp-content/uploads/2021/04/Land-Area-Density-Example-Mock-Up\\_updated-2.pdf](https://www.placeeconomics.com/wp-content/uploads/2021/04/Land-Area-Density-Example-Mock-Up_updated-2.pdf).

## Placemaking

“Public Art Inventory.” Open Baltimore, July 31, 2024. <https://data.baltimorecity.gov/datasets/baltimore::public-art-inventory-/explore>.

Project for Public Spaces. “What is Placemaking?” <https://www.pps.org/category/placemaking>.

“Tactical Urbanism Materials and Design Guide.” Public Space: Stewardship Guide. San Francisco: San Francisco Planning, 2016. [https://issuu.com/streetplanscollaborative/docs/task2\\_mgmt-guide\\_final\\_web](https://issuu.com/streetplanscollaborative/docs/task2_mgmt-guide_final_web).

Hohl, Bernadette C., and Michelle C. Kondo. “Greening Vacant Lots Reduces Feelings of

Depression in City Dwellers, Penn Study Finds - Penn Medicine." Penn Medicine News, July 20, 2018. <https://www.pennmedicine.org/news/news-releases/2018/july/greening-vacant-lots-reduces-feelings-of-depression-in-city-dwellers-penn-study-finds>.

## Trees and Forests

Bratman, Gregory, Christopher Anderson, Marc Berman, et al. "Nature and Mental Health: An Ecosystem Service Perspective." *Sci Adv.* 2019 Jul 24;5:eaax0903.

Frumkin, Howard, Gregory Bratman, Sara Jo Breslow, et al. "Nature Contact and Human Health: A Research Agenda." *Environ Health Perspect.* 2017 July 31;125(7):075001.

Saavedra, Casilda, William W. Budd, and Nicholas P. Lovrich. "Assessing Resilience to Climate Change in US Cities." *Urban Studies Research* 2012, no. 1 (2012): 458172. <https://doi.org/10.1155/2012/458172>.

Wolf, Kathleen, Sharon Lam, Jennifer McKeen, et al. "Urban Trees and Human Health: A Scoping Review." *Int. J. Environ. Res. Public Health*, 2020, 17(1), 4731.

## Parks and Open Space

Cohen, Deborah, Bing Han, Kathryn Derosé, Stephanie Williamson, Terry Marsh, and Thomas McKenzie. "Physical Activity in Parks: A Randomized Controlled Trial Using Community Engagement." *American Journal of Preventative Medicine*, 2013, 45(5);590-597.

Cohen, Deborah and Kristin Leuschner. "How Can Neighborhood Parks Be Used to Increase Physical Activity." *Rand Health Q.* 2019 May 16;8(3):4. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6557046/>

Davies, Clive and Giovanni Sanesi. "COVID-19 and the importance of urban green spaces." *Urban Forestry & Urban Greening*, August, 2022; 74:127654. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9212889/#>

Trust for Public Land. "ParkScore Ranking," July 31, 2024. <https://www.tpl.org/city/baltimore-maryland>.

White, Mathew, Ian Alcock, James Grellier, et al. "Spending at least 120 minutes a week in nature is associated with good health and wellbeing." *Sci Rep* 9, 7730 (2019).

Meredith, Genevive, Donald Rakow, Erin Eldermire, et al. "Minimum Time Does in Nature to Positively Impact the Mental Health of College-Aged Students, and How to Measure It: A Scoping Review." *Front. Psychol.* 2020 Jan 14; 10:2942.

Mazumdar, Soumya, Vincent Learnihan, Thomas Cochrane, and Rachel Davey. "The Built Environmental and Social Capital: A Systematic Review." *Environment and Behavior*, 50(2), 119-158.

## Food Access

Baltimore City Department of Planning. "Food Policy Action Coalition," March 31, 2016. <https://planning.baltimorecity.gov/baltimore-food-policy-initiative/food-policy-action-committee>.

Daniel Sturm. "Food Insecurity in Maryland." MFB Strategy Group Research Report. An MFB Strategy Group Research Report. Maryland: Maryland Food Bank, July 2022. <https://md-foodbank.org/wp-content/uploads/2022/07/MFB-Strategy-Group-Research-Report-Food-Insecurity-in-Maryland.pdf>.

## Equitable Transportation

Baltimore City Department of Transportation. "Complete Streets Manual." <https://transportation.baltimorecity.gov/completestreets>

"Transit Equity and Environmental Health in Baltimore City." Johns Hopkins Bloomberg School of Public Health and the Baltimore Transit Equity Coalition. September 2021. [https://americanhealth.jhu.edu/sites/default/files/2021-09/JHU-016%20Transit%20Equity%20Report-FINAL\\_0.pdf](https://americanhealth.jhu.edu/sites/default/files/2021-09/JHU-016%20Transit%20Equity%20Report-FINAL_0.pdf)

“Community Design Resources.” United States Centers for Disease Control and Prevention (CDC), February, 14, 2024. <https://www.cdc.gov/physical-activity/php/community-design-resources/>

## Digital Equity

“Baltimore City’s Digital Equity Framework 2.0.” Broadband and Digital Equity. Baltimore City: Baltimore City Office of Information and Technology, May 2023. <https://technology.baltimorecity.gov/files/cobdigital-equity-framework-20pdf>.

Bell, Charles. “Towards a Digital Equity Foundation: Best Practices for Governance, Accountability, and Transparency for Foundations Established with Public Assets.” Philanthropication thru Privatization Project and New America, 2022. [https://p-t-p.org/sdm\\_downloads/towards-a-digital-equity-foundation-best-practices-for-governance-accountability-transparency-for-foundations-established-with-public-assets-5-2022/](https://p-t-p.org/sdm_downloads/towards-a-digital-equity-foundation-best-practices-for-governance-accountability-transparency-for-foundations-established-with-public-assets-5-2022/)

Harris, Jamie, and Bayo Adetunji. “Digital Literacy Framework: Instructor Implementation Guide.” Maryland, 2020. <https://labor.maryland.gov/adultliteracy/dlfinstructorguide.pdf>.

Horrigan, John B. “Baltimore’s Digital Divide: Gaps in Internet Connectivity and the Impact on Low-Income City Residents.” The Abell Foundation, May 2020. [https://abell.org/wp-content/uploads/2022/02/2020\\_Abell\\_digital20divide\\_full20report\\_FINAL\\_web20dr.pdf](https://abell.org/wp-content/uploads/2022/02/2020_Abell_digital20divide_full20report_FINAL_web20dr.pdf)

Mamedova, Saida, Emily Pawlowski, Lisa Hudson. “A Description of US Adults Who Are Not Digitally Literate.” U.S. Department of Education: National Center for Education Statistics, NCES 2018-161. May 2018. <https://nces.ed.gov/pubs2018/2018161.pdf>

National Digital Inclusion Alliance. “The Words Behind Our Work: The Source for Definitions of Digital Inclusion Terms,” July 31, 2024. <https://www.digitalinclusion.org/definitions>.

## Public Health Impacts of Extreme Heat

Central Baltimore Partnership. “Current Central Baltimore Partnership Programs,” July 31, 2024. <https://centralbaltimorepartnership.org/programs/>.

“Climate Action Plan Update.” Baltimore City: Baltimore City Office of Sustainability, 2024. <https://www.baltimoresustainability.org/wp-content/uploads/2024/02/2024-Climate-Action-Plan-Update.pdf>.

“Climate Change and Social Vulnerability in the United States: A Focus on Six Impacts.” Climate Change and Law Collection. United States of America: United States Environmental Protection Agency, September 2021. <https://primarysources.brillonline.com/browse/climate-change-and-law-collection/climate-change-and-social-vulnerability-in-the-united-states-a-focus-on-six-impacts;ccc016620210513>.

United States Centers for Disease Control and Prevention. “Extreme Heat and Your Health.” <https://www.cdc.gov/extreme-heat/about/index.html>.

## Environmental Justice

“Baltimore Food Waste and Recovery Strategy.” Baltimore City: Baltimore City Office of Sustainability, 2018. [https://mayor.baltimorecity.gov/sites/default/files/BaltimoreFoodWaste&RecoveryStrategy\\_Sept2018.pdf](https://mayor.baltimorecity.gov/sites/default/files/BaltimoreFoodWaste&RecoveryStrategy_Sept2018.pdf)

Baptista, Ana, Adirenne Perovich, Amanda Sachs, Anna Yulsman, Brandon Jordan, Claudia Rot, and Kevin Capuno. “U.S. Municipal Solid Waste Incinerators: An Industry in Decline.” The New School: Tishman Environment and Design Center, May 2019. [https://www.no-burn.org/wp-content/uploads/2021/03/CR\\_GaiaReport-Final\\_05.21-1.pdf](https://www.no-burn.org/wp-content/uploads/2021/03/CR_GaiaReport-Final_05.21-1.pdf).

Rosenzweig, Bernice R., Lauren McPhillips, Heejun Chang, Chingwen Cheng, Claire Welty, Marissa Matsler, David Iwaniec, and Cliff I. Davidson. “Pluvial Flood Risk and Opportunities for

Resilience.” WIREs Water 5, no. 6 (2018): e1302. <https://doi.org/10.1002/wat2.1302>.

United States Environmental Protection Agency. “Environmental Justice.” <https://www.epa.gov/environmentaljustice>.

Climate Central: Climate Matters. “Urban Heat Hot Spots,” August 1, 2024. <https://www.climatecentral.org/climate-matters/urban-heat-islands-2023>.

Wilson, Bev. “Urban Heat Management and the Legacy of Redlining.” Journal of the American Planning Association 86, no. 4 (October 1, 2020): 443–57. <https://doi.org/10.1080/01944363.2020.1759127>.

Schwarz, Kirsten, Michail Fragkias, Christopher G. Boone, Weiqi Zhou, Melissa McHale, J. Morgan Grove, Jarlath O’Neil-Dunne, et al. “Trees Grow on Money: Urban Tree Canopy Cover and Environmental Justice.” PLoS ONE 10, no. 4 (April 1, 2015): e0122051. <https://doi.org/10.1371/journal.pone.0122051>.

## Crime Prevention through Environmental Design

Jeffery, Ray C. “Crime Prevention Through Environmental Design.” 1971.

## Freight Movement

Maryland State Department of Transportation. “Maryland State Freight Plan.” December, 2022. [https://www.mdot.maryland.gov/OPCP/MDOT\\_State\\_Freight\\_Complete\\_2022\\_12\\_06.pdf](https://www.mdot.maryland.gov/OPCP/MDOT_State_Freight_Complete_2022_12_06.pdf)

“The 2023 Economic Impact of the Port of Baltimore in Maryland.” The Maryland Port Administration within the Maryland Department of Transportation. March 2024. [THE ECONOMIC IMPACTS OF THE PORT OF BALTIMORE, 2023 \(maryland.gov\)](https://www.maryland.gov).

William Johnson. “The Southeast Baltimore Port Industry Freight Corridor Plan: Promoting Economic and Community Development in a Maritime Industrial Setting.” Baltimore City: Baltimore City Department of Transportation

(BCDOT), 2015. [https://transportation.baltimorecity.gov/sites/default/files/TIGER\\_Narrative.pdf](https://transportation.baltimorecity.gov/sites/default/files/TIGER_Narrative.pdf).

## Workforce Development

Wolf, Steven H, Laudan Aron, Lisa Dubay, Sarah Simon, Emily Zimmerman, and Kim Luk. “How Are Income and Wealth Linked to Health and Longevity?” Income and Health Initiative, April 2015. <https://www.urban.org/sites/default/files/publication/49116/2000178-How-are-Income-and-Wealth-Linked-to-Health-and-Longevity.pdf>.

“Family Economic Stability: Work Supports and Tax Credits.” Giving Kids a Healthy Start to Life: A Briefing Series for New State Policymakers. Robert Wood Johnson Foundation, April 2019. [https://www.rwjf.org/content/dam/farm/reports/issue\\_briefs/2019/rwjf452927](https://www.rwjf.org/content/dam/farm/reports/issue_briefs/2019/rwjf452927).

## Small Business Retail

Baltimore Development Corporation. “Commercial Districts Assessments.” <https://www.baltimoredevelopment.com/pages/commercial-districts-assessments>.

## Appendix 9. 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  
 Danielle Bilot  
 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