

Targeted Comprehensive Community and Economic Development Initiatives

**Presented to
Baltimore City Council Taxation, Finance, and
Economic Development Committee**

**City Council Bill #15-0226R: Community - Economic Development in
Struggling Neighborhoods**

June 24, 2015



**City of
Baltimore**

Overview

- Growing Green Initiative
- Workforce Development
- Economic Development
- Food Desert Retail Strategies
- Anchor Institutions
- INSPIRE
- Vacants to Value
- What's Next: Opportunities and Challenges



Growing Green Initiative

- **Agency Partners:** *Office of Sustainability*, DPW, DOT, BCRP, HCD
- **Project Description:** Uses sustainable, innovative, and cost-effective practices for stabilizing and holding land for redevelopment. Reuses vacant land to green neighborhoods, reduce stormwater runoff, grow food, and create community spaces that mitigate negative impacts of vacant properties.
- **Neighborhoods Impacted:** East & West Baltimore; Citywide
- **Total Investment:** \$647,000 (FY 2015), plus one dedicated staff



Growing Green Initiative – Green Network Plan

- **Agency Partners:** *Office of Sustainability*, DPW, DOT, BCRP, HCD
- **Project Description:** Planning effort that supports implementation of GGI that will prioritize greening improvements undertaken by both City agencies and partners by connecting green patterns implemented on vacant lots to city's existing network of parks, stream valleys, forests, trails, and green infrastructure.
- **Neighborhoods Impacted:** Citywide, with emphasis on most distressed neighborhoods with highest concentrations of poverty
- **Total Investment:** \$200,000 (FY 2016), plus one dedicated staff
- **City Council Support:** Adoption of Transform Baltimore



Urban Agriculture & Community Gardens

- **Agency Partners:** *Office of Sustainability*, Non-profits – Parks & People, Baltimore Green Space
- **Project Description:** Conducting basic site preparation and install infrastructure for food production sites, including soil testing and remediation, installation of water and electrical lines and fencing.
- **Neighborhoods Impacted:** Community Gardens - City Wide, Urban Farms in Sandtown Winchester, South Clifton Park and Johnston Square
- **Total Investment:** 886 lots adopted and 3 Urban Farms established - Of the \$160K that has been budgeted, \$73K has been spent.



Community Development Block Grant Program (CDBG)

- **Agency Partners:** *Housing*, Rec & Parks, DPW, BDC, Arts & Culture, Mayor's Office of Human Services, Health. 60 nonprofit affordable housing and social service providers.
- **Project Description:** CDBG provides operating funds and underwrites capital activities for a large number of entities and funds a wide range of community development projects and activities to reduce poverty, revitalize distressed neighborhoods, provide decent affordable housing, and enhanced quality of life and economic opportunities for low- and moderate-income households.
- **Neighborhoods Impacted:** Citywide
- **Total Investment:** Averaged \$24.3M a year over the past five years.



YouthWorks

- **Agency Partners:** MOED, All
- **Project Description:** Baltimore City's summer jobs program, which annually places youth between ages 14-21 in paid summer work experiences
- **Neighborhoods Impacted:** Citywide
- **Total Investment:** Over \$1.7 million City general funds (YouthWorks also received funding from the state and others, including philanthropic groups, private sector and businesses, etc.)
- **City Council Support:** Served as YouthWorks sites. Promoted program to potential employers and funders.



Hire One Youth

- **Agency Partners:** *MOED*, City Council President's Office; Baltimore City Council Districts 6 & 8; BCPD; Office of Civil Rights Wage Enforcement; Parking Authority of Baltimore City; Baltimore City Health Department; OTHER: Greater Baltimore Committee; local private-sector employers
- **Project Description:** Launched in 2012 by Mayor Rawlings-Blake, challenges employers to join the city in creating and supporting the costs of summer work experience for older, "job ready" youth.
- **Neighborhoods Impacted:** Citywide
- **Total Investment:** Part of the YouthWorks program; employers hire YouthWorks participants directly at a cost of at least \$1,500 per hire
- **City Council Support:** Promote program to other employers



One-Stop Career Centers

- **Agency Partners:** *MOED*
- **Project Description:** MOED operates two One-Stop Career Centers hosting more than 100,000 visits annually from city residents. Job seekers from all areas of the city access computer literacy training, employment readiness, resume preparation, effective interview techniques, career guidance, job placement assistance and referral to occupational specific job training.
- **Neighborhoods Impacted:** Citywide



One-Stop Career Centers

- **Agency Partners:** *MOED*, MD Department of Labor, Licensing and Regulations, Baltimore City Community College, Maryland Educational Opportunity Center, Senior Service America, MSDE Division of Rehabilitation
- **Project Description:** *Eastside One-Stop Career Center*
- **Neighborhoods Impacted:** Baltimore City and neighborhoods east of Charles Street, including McElderry
- **Total Investment:** \$1,142,618 Federal and City General Funds



One-Stop Career Centers

- **Agency Partners:** *MOED*, State Agencies, Nonprofits & Universities
- **Project Description:** *The ReC at the Northwest One-Stop Career Center* targets city residents challenged to find employment due to criminal background.
- **Neighborhoods Impacted:** Baltimore City, and neighborhoods west of Charles Street, including Park Heights and Mondawmin
- **Total Investment:** \$1,256,999 Federal, State and City General Funds



Community Job Hubs

- **Agency Partners:** *MOED, Govans Ecumenical Development Corporation (GEDCO); Bon Secours Community Works; My Brother's Keeper*
- **Project Description:** MOED partners with community and faith based organizations to operate neighborhood anchored job connection centers to increase access for unemployed and underemployed residents to employment and training services
- **Neighborhoods Impacted:** Govans, Cameron Village, Chinquapin Park-Belvedere, Winston-Govans, Woodbourne Heights, Franklin Square, Union Square, Booth-Boyd, Shipley Hill, Penn Rose, Irvington, Yale Heights, Oaklee, Uplands, Allendale
- **Total Investment:** Over \$380,000 - City General Funds



Employment Center Connection

- **Agency Partners: MOED,** Baltimore Casino Local Development Council, Office of Economic and Neighborhood Development
- **Project Description:** Targets communities within the Casino Impact Area to facilitate job connections, and access to 21st century skill sin high growth areas
- **Neighborhoods Impacted:** Cherry Hill, Lakeland, Mount Winans, Westport, Carroll Park, Carroll-Camden Industrial Area, Washington Village/Pigtown, Barre Circle, Ridgely Delight, Otterbein, Stadium Area, Sharp-Leadenhall, Federal Hill, Spring Garden, South Baltimore, Riverside and Port Covington
- **Total Investment:** Over \$344,000 City General Funds --Casino Impact Funds



Regional Skills Training Center

- **Agency Partners:** *MOED*, Mayor's Office of Economic & Neighborhood Development
- **Project Description:** MOED and END have taken the lead in transforming the former Magna Baltimore Technical Center into a new "skills training center of excellence". First tenant is JARC offering welding and CNC machinist training
- **Neighborhoods Impacted:** Citywide; Park Heights
- **Total Investment:** \$140,000 City General Funds, \$50,000 for skill training scholarships from the Maryland Education Trust Fund - Video Lottery Terminal Revenue -Pimlico Area Local Impact Funds



Vacants to Value – Deconstruction Program

- **Agency Partners:** *Housing*, Planning's Office of Sustainability; Nonprofit - Humanim
- **Project Description:** The deconstruction program is a pilot program to increase blight elimination capacity by removing unsafe structures and creating jobs. The training in the deconstruction of vacant properties provides a skill set for at-risk residents with barriers to employment for future career opportunities.
- **Neighborhoods Impacted:** Broadway East and Milton-Montford
- **Total Investment:** The Contract amount is \$1.2 M for a total of 75 properties



Stabilization Program

- **Agency Partners:** *Housing*, Nonprofit – Living Classrooms
- **Project Description:** Stabilization of historic and other significant building for preservations and future marketability
- **Neighborhoods Impacted:** Harlem park and Johnston Square
- **Total Investment:** \$584,000



Comprehensive Economic Development Strategy (CEDS)

- **Agency Partners:** *Baltimore Development Corporation*, Planning Department, Mayors Office of Economic and Neighborhood Development, Business and Community Stakeholders
- **Project Description:** A five-year strategy to guide economic development efforts focused on expanding the economy and creating jobs through the expansion of existing companies, growing small business, targeted industry growth and attraction of new businesses.
- **Neighborhoods Impacted:** Citywide
- **Total Investment:** Grant Pending



Comprehensive Economic Development Strategy (CEDS)

- **Project Description:** Key Targeted Industry Clusters
(Based on the City's Competitive Advantages)
 - Financial and Professional Services
 - Health and Bioscience Technology
 - Arts, Culture, and Tourism
 - Information and Creative Services
 - Logistics
 - Advanced Manufacturing



Small Business and Entrepreneurship Plan

- **Project Description:** Key Strategies
- Worked with the Mayor's Office of Neighborhood and Economic Development to develop the Small Business Plan
- Strengthening the Small Business Resource Center & Main Street Programs
- Added "BDC in the Community" program to bring BDC and SBRC services to neighborhoods around the city— meeting with folks in the business districts monthly
- Increased staffing at SBRC , including Spanish speaking advisor
- Addition of SourceLink software program making it easier for start ups and streamlines the City processes



Investments in Neighborhood & Commercial Revitalization

- **Project Description:**
 - **Micro Loan Program**

Since its inception, BDC has closed 23 loans totaling \$500,000 in investment in Baltimore small businesses. Those loans triggered more than \$2.07 million in capital investment, generated 111 new jobs and supported 135 existing jobs. 13 of the 23 loans were to MBE or WBE businesses.
 - **Facade Grant Improvement (FIG)**

In FY2013-14, BDC completed twenty-two (22) facade grants using \$47,087 of capital funding which leveraged in total private/public investment of \$157,554 in city-wide commercial corridors and supported over 110 jobs for small and minority businesses.
 - **VLT (Slots)Funds**

\$750,000 in loan funds have been committed to 3 Baltimore businesses since September, 2015. Those loans generated nearly \$1 million in private investment, generated 15 new jobs and supported 94 existing jobs.



Food Desert Retail Strategy A – Retention and Attraction of Supermarkets & Groceries

- **Agency Partners:** *Baltimore Food Policy Initiative, BDC, City Council*
- **Project Description:** Pass City legislation to grant personal property tax credit to supermarkets that locate/renovate in Food Desert Retail Incentive Areas
- **Neighborhoods Impacted:** Attraction - 17 sites, split fairly evenly between East and West Baltimore; Renovation- 16 sites, split fairly evenly between East and West Baltimore
- **City Council Support:** Pass personal property tax legislation



Food Desert Retail Strategy B – Supermarket community engagement and increasing healthy food availability index (HFAI) scores

- **Agency Partners:** *Baltimore Food Policy Initiative*, BDC, City Council, Hopkins WIC
- **Project Description:** With 4 Supermarkets - Help establish community advisory groups; Host town hall meetings for conversations on community food needs; Develop marketing and display strategies to increase redemption of WIC fruit and vegetable vouchers; Develop specific plan with each store owner/manager to raise HFAI score by providing more healthy foods that the community desires and will purchase
- **Neighborhoods Impacted:** *Attraction* - Food Depot West; Food Depot East; *Sav A lot West*; *Save A Lot East*
- **Total Investment:** Grant funding pending



Food Desert Retail Strategy C – Increase HFAI scores in public markets

- **Agency Partners:** *Baltimore Food Policy Initiative, BDC, Public Market Corporation*
- **Project Description:** Support efforts of market management to diversify vendor mix and encourage fresh food vendors so that as a whole, the market serves as a "supermarket alternative"; Provide technical assistance to market vendors in procuring and marketing healthy food, as well as SNAP benefit applications and compliance
- **Neighborhoods Impacted:** Lexington Market, Hollins Market, & Avenue Market Neighborhoods
- **Total Investment:** Grant funding pending

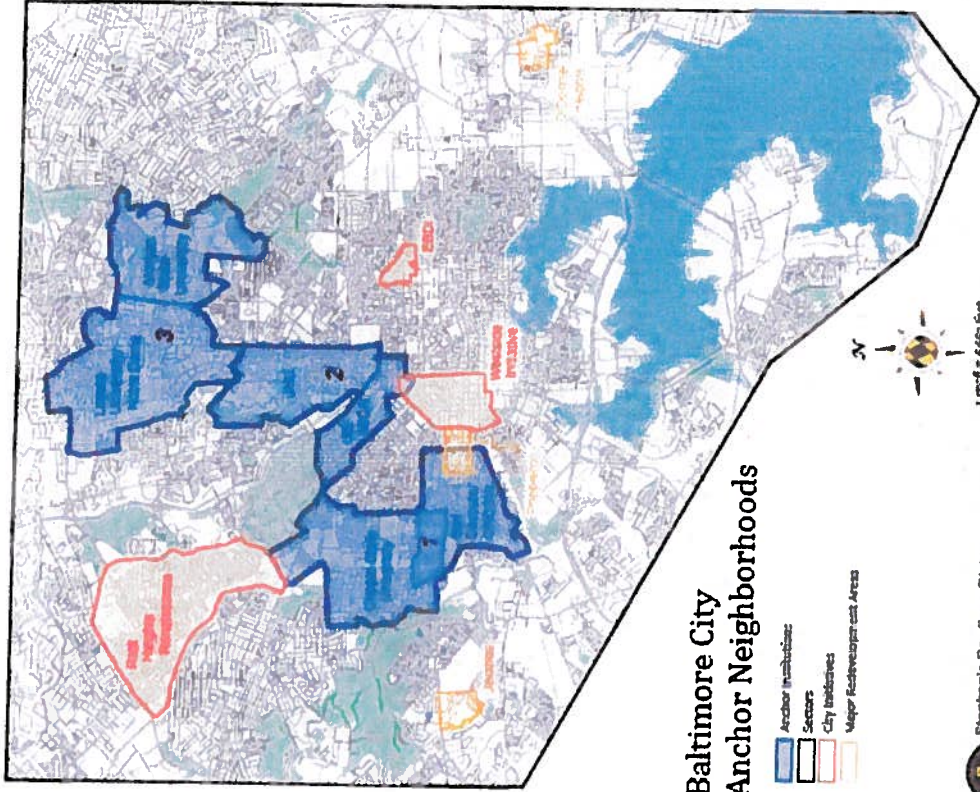


Baltimore City Anchor Plan

- **Agency Partners: Housing, All**
- **Project Description:** A community and economic development strategy centered on leveraging the resources of City agencies and 9 Baltimore higher education and medical institutions to implement community/university partnerships such as the Morgan Community Mile and Southwest Partnership and advance action items in the priority areas of local hiring, local purchasing, quality of life, and public safety.
- **Neighborhoods Impacted:** City is divided into three geographies that include over 50 Baltimore City neighborhoods.
- **Total Investment:** \$300,000 in General Funds and G.O. Bonds (FY15 and FY16)



Baltimore City Anchor Plan



**Baltimore City
Anchor Neighborhoods**

- Anchor Neighborhood
- Sectors
- City Initiatives
- Major Redevelopment Areas



Stephanie Rawlings-Blasio
Mayor
1998-2010
2011-2014

- Major Parks
- Streets
- Harbor, Lakes, & Streams

JULY
2014



City of
Baltimore

Community Development

INSPIRE

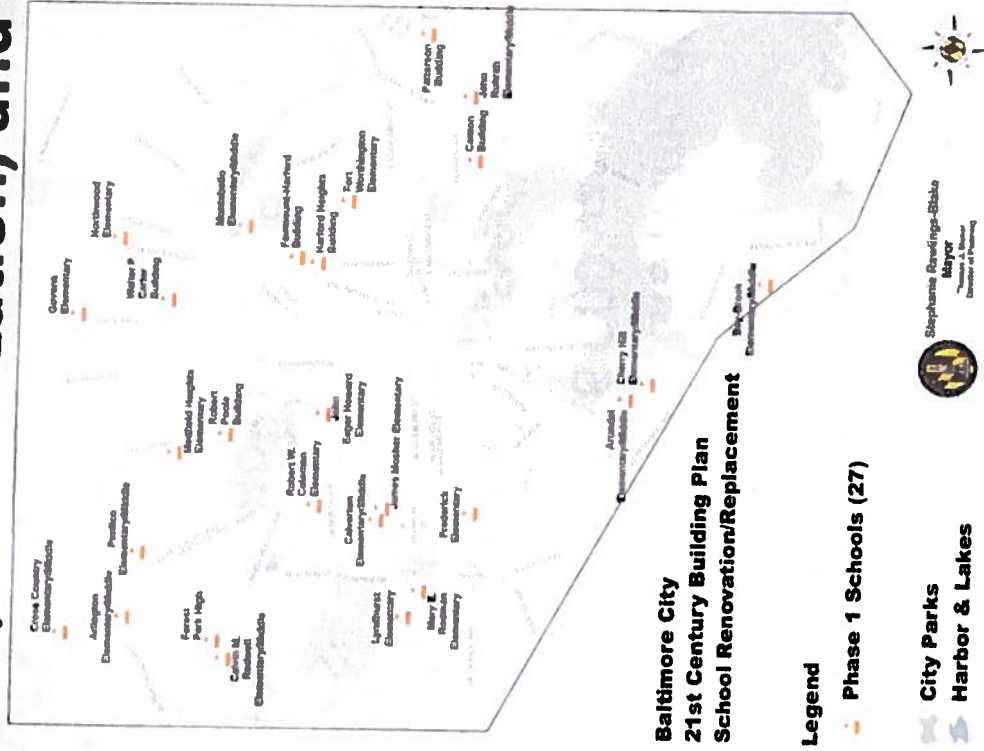
(Investing in Neighborhoods and Schools to Promote Improvements, Revitalization, and Excellence)

- **Agency Partners:** *Planning*, Department of Transportation, Housing, Department of Public Works
- **Project Description:** The Department of Planning is conducting a planning program for the neighborhoods around each of the new or renovated schools through the 21st Century Schools Program.
- **Neighborhoods Impacted:** Neighborhoods around the following year 1 schools: Fort Worthington, Frederick, John Eager Howard, Lyndhurst, Pimlico, Arlington, Cherry Hill, Arundel, Forest Park, Patterson, Robert Poole
- **Total Investment:** \$5,000,000 in G.O. Bonds (FY16 and FY17)



INSPIRE

(Investing in Neighborhoods and Schools to Promote Improvements, Revitalization, and Excellence)



Vacants to Value – Strategic Demolition

- **Agency Partners:** *Housing*, Planning, Rec & Parks, DGS, DPW, BPD, MOIT
- **Project Description:** Prioritized the demo of 4,000 vacant properties in the City out of 16,000 vacant structures citywide
- **Neighborhoods Impacted:** Distressed areas citywide (concentrations in West in East Baltimore)
- **Total Investment:** Since early 2011, Housing has invested about \$20 M and has demolished 1,528 structures



Vacants to Value – Streamline Code Enforcement

- **Agency Partners:** *Housing*, DPW (mowing, cleaning and boarding), Planning (establishing areas for code enforcement)
- **Project Description:** Designed to eliminate blighted property in strong neighborhoods. Issues citations to property owners who don't comply with code violation notices or respond to vacant building notices.
- **Neighborhoods Impacted:** (number of neighborhoods)
District 1 (9), 2 (5), 3 (10), 4 (8), 5 (5), 6 (14), 7 (10), 8 (10), 9 (2), 10 (5), 11 (1), 12 (4), 13 (1), 14 (4)
- **Total Investment:** Over \$2 M in permit revenue; Over \$76.2 M in private investment (construction costs from permits only); 28 demolitions



Vacants to Value –

Community Development Clusters

- **Agency Partners:** *Housing*, BDC and Planning; Nonprofit – One House at Time
- **Project Description:** Baltimore Housing forms partnership with capitalized non-profit and non-profit developers to address every vacant property in designated clusters. Results in legal action, receivership, and in some cases strategic demolition of blight on alleys and streets.
- **Neighborhoods Impacted:** Districts 4, 6, 7, 9, 10, 11, 12, & 13
- **Total Investment:** 24 Cluster Areas, 962 Rehabbed or Rehab underway, 795 Receivership Cases Filed, Over \$1.17M in permit revenue, Over \$58.4M in private investment (Construction Costs from Permits only), 91 Demolitions



Vacants to Value – Major Redevelopment Projects

- **Agency Partners:** *Housing*, Baltimore City Schools, Planning, Transportation, Recreation and Parks, Police, DPW, BDC and the Parking Authority
- **Project Description:** Focused on transforming neighborhoods in the City through the preservation and development of affordable and mixed income housing.
- **Neighborhoods Impacted:** City Wide Development - Neighborhoods include O'Donnell Heights, Johnstown Square, Oliver, Greenmount West, Barclay, Orchard Ridge, Uplands, Poppleton, Central West Baltimore and EBDI.
- **Total Investment:** \$858 M planned of which \$477 M in financing, construction, or completed since late 2010. 35 developments will result in 3,951 units with 2,480 affordable.



What's Next

Opportunities

- Redline
- State Center
- Choice Neighborhoods
- Opportunity Collaborative
- Moving to Work
- Department of Labor Grant
- Public–Private Partnerships

Challenges

- Limited City, State and Federal dollars
- External Economic Factors

