



Executive Summary

LIVE • EARN • PLAY • LEARN The City of Baltimore Comprehensive Master Plan is a plan that was eight years in the making! The planning process began in 1997. The objective was to create the first new comprehensive plan for Baltimore in over 30 years. While the process was led by the Department of Planning, the Fannie Mae Foundation and the Annie E. Casey Foundation partnered with the City, supporting outreach efforts which helped to ensure representative and intergenerational input to this important plan. More than 2,000 citizens participated in a dozen meetings and workshops to provide input into the plan and a draft of the PlanBaltimore document was released in April 1999. Hundreds more citizens provided comments on PlanBaltimore through letters, e-mail and input at two public review sessions. While the draft was greatly enhanced, it primarily provided policy recommendations instead of concise goals and strategies to move the City of Baltimore forward. PlanBaltimore created the framework for what Baltimoreans want Baltimore to be: a world-class city.

LIVE • EARN • PLAY • LEARN updates that vision and focuses on implementation steps needed to make that vision a reality. The Live, Earn, Play and Learn categories focus this Comprehensive Plan into discrete, attainable goals in order to respond to residents' needs and visions for the future of Baltimore. This plan also contains all of the required elements and visions as prescribed by the governing State Code (Article 66B, § 1.02 & 1.03) and City Charter (Article VII, § 72 & 74).

Summary of Goals Developed for this Plan

LIVE

LIVE creates the plan that will guide Baltimore as it readjusts its residential land use to account for the changing population, the growing commuter market, the expanding market for condominiums, the impending regional growth over the next 15 years, and the aging housing stock. The goals outlined in this plan aim to maintain and improve upon existing affordable housing opportunities for all Baltimore residents. It also aims to make moderately priced, quality housing available to diverse households in an attempt to strengthen and build Baltimore's middle class. Finally, it seeks to maintain the wonderful mix of architecture, lifestyles, and neighborhoods in order to maximize the City's potential to be an outstanding place to **LIVE**.

LIVE:

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Goal 2: Elevate the Design and Quality of the City's Built Environment

Goal 3: Improve Transportation Access and Choice for City Residents

Some of the strategies identified in **LIVE** to achieve these goals include:

- implement an inclusionary housing plan
- modernize zoning codes to meet current needs
- adopt a landscape ordinance
- provide rehabilitation loans for low income families in locally designated historic districts
- improve water quality and protect the Chesapeake Bay
- create a pedestrian plan city-wide
- create intermodal transit hubs in areas of low automobile ownership

EARN

EARN sets forth strategies to meet the employment needs of residents and local businesses and cultivate seven (7) vital growth sectors: Port-Related Services; Healthcare and Social Assistance; Bioscience; Business Services; Construction; Computer, Internet and Data and Software-Related Services (CIDS); and Hospitality and Tourism.

The following goals will support and foster economic development and maximize the City's potential to be a competitive place to **EARN**:

Goal 1: Strengthen Identified Growth Sectors

Goal 2: Improve Labor Force Participation Rate Among City Residents

Goal 3: Improve Access to Jobs and Transportation Linkages between Businesses

Some of the strategies identified in **EARN** to achieve these goals include:

- establish microenterprise loans for start-up businesses specifically in the growth sectors
- preserve and enhance CBD office space
- provide wireless technology in public areas throughout the City
- install environmental and aesthetic improvements around tourist areas
- expand outreach to encourage use of One-Stop Employment Centers
- expand the number of participants in the Commuter Choice program
- create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City

PLAY

PLAY guides Baltimore as it enhances our rich cultural, entertainment, and natural resource amenities. Based on the interest and demand for these unique aspects of urban life, the following goals aim to make these resources accessible to more of our residents, introduce these amenities to increasing numbers of visitors from the region, state, country and world and maximize the City's potential as a premier place to **PLAY**:

Goal 1: Enhance the Enjoyment, Appreciation, and Stewardship of Baltimore's Historical and Cultural Resources

Goal 2: Improve Night Life, Entertainment, and Recreation Experiences for Residents and Visitors

Goal 3: Increase the Attractiveness of Baltimore's Natural Resources and Open Spaces

Some of the strategies identified in **PLAY** to achieve these goals include:

- develop new visitor centers and enhance existing visitor centers
- teach American History using Baltimore's history museums
- enhance and reuse under-utilized historic structures
- designate Main Street areas as local and/or national historic districts
- implement Bicycle Master Plan to provide recreational opportunities for residents
- locate dedicated funding sources for parks and cultural assets
- develop a plan to reduce trash within Baltimore's parks and open space
- complete the Harbor Promenade and Middle Branch park/trail systems

LEARN

LEARN recognizes the potential of a robust educational network that provides a wide range of services to a diverse market both locally and beyond. By viewing the City's libraries, schools and higher educational institutions as community resources, **LEARN** aims to strengthen the connection between communities and their educational resources, and upgrade and restructure our school and library facilities to meet the educational needs of today's population. The purpose of the goals outlined in this section is to not only prepare Baltimoreans for 21st Century social and economic opportunities but also create a culture of learning within families and communities and maximize the City's potential as an engaging place to **LEARN**.

Goal 1: Improve Public Schools and Libraries

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

Goal 3: Encourage a Culture of Learning by Enhancing Educational and Vocational Opportunities for all Baltimoreans

Goal 4: Ensure Safe and Convenient Transportation to and from Educational Facilities

Some of the strategies identified in **LEARN** to achieve these goals include:

- eliminate poor building conditions within school facilities
- develop a Community Schools Policy to facilitate the use of school buildings beyond the school day
- create and adopt campus master plans
- build tot lots at schools
- broaden access to job training centers and professional development opportunities
- implement "Safe Routes to School" program at schools
- make reduced fare transit programs available to all college students
- improve access to quality library services for all age groups

Implementing Strategies

LIVE • EARN • PLAY • LEARN, The City of Baltimore Comprehensive Master Plan, supersedes the 1971 Master Plan and amendments and sets forth a citywide comprehensive six-year strategy. Different from comprehensive plans of the past, this planning effort sought to merge a business plan and a comprehensive urban development plan into one document. The Baltimore City Planning Commission thought it imperative that this document not be a plan for the shelves, never read, and never truly implemented. Instead, drafted in a business plan format, **LIVE • EARN • PLAY • LEARN** seeks to provide clear goals and objectives to do the following:

- Direct the City's capital investment to more effectively use public resources
- Create zoning strategies which will match the zoning code to 21st Century land uses and patterns of economic and demographic development
- Develop a public policy approach that can be adopted and implemented by all segments of Baltimore.

Implementing Bodies and Agencies

The Mayor, the Mayor's Cabinet and the City Council comprise the management level key to implementing the plan. Of the Cabinet, the Directors of Planning, Finance, Housing, Health, Transportation, Public Works, Recreation and Parks, and the Mayor's Office of Employment Development are most important to the successful implementation of the Plan. Two quasi-city agencies, the Baltimore Development Corporation (BDC) and the Baltimore Area Convention and Visitors Association (BACVA) are critical to implementing the City's economic development strategy.

The Baltimore City Public School System (BCPSS) is the one agency that is critical to the success of the plan that is NOT entirely governed by the Mayor and City Council. This agency has been integral to the development of the plan, however, and the school system's Facilities Master Plan is required by law to be adopted as part of this Comprehensive Plan.

Other management entities of the Plan that are substantially influenced by the State through the budget process are the Maryland Transit Administration (MTA) and funding for substance abuse treatment. Note that the strategy for Growth Promotion Areas (GPA) is largely dependent on additional State dollars to direct future State growth into City areas with high levels of vacancy.

Are you part of the Plan...?

The most crucial stakeholders for the success and sustainability of this Plan include ALL residents, employers and employees in the City of Baltimore. Baltimore's citizenry must direct elected officials to prioritize and balance many desirable actions with available resources, legal constraints and market conditions. The plan will support those seeking grants to carry out its purposes, provide protection of and encouragement for private investment, and give greater predictability and certainty to the City's future. Many of these key stakeholders are organized and represented by the following groups who were identified as having a vital impact on the implementation of this Plan:

Municipal Agencies:

Baltimore Convention Center
 Baltimore Office of Promotion & the Arts
 Mayor's Office of Cable and Communications
 Mayor's Office for Children, Youth & Families
 Mayor's Office of Community, Foundation, and Non-profit Investment
 Mayor's Office of Criminal Justice
 Mayor's Office of Employment Development

Finance, Department of
Fire Department
Health Department
Baltimore City Heritage Area, Office of the Mayor
Baltimore Housing (Dept. of Housing & Community Development/Housing Authority of Baltimore City)
Human Resources, Department of
Law Department
Mayor's Office of Information Technology
Labor Commissioner
Legislative Reference, Department of
Mayor's Office of Women & Minority Business Development
Mayor's Office of Neighborhoods
Planning, Department of
Police Department
Public Works, Department of
Recreation and Parks, Department of
Employees Retirement System
Elected Officials Retirement System
Fire and Police Retirement System
Transportation, Department of

Maryland State Agencies

Department of Planning
Department of Transportation
Department of Natural Resources
Maryland Historical Trust
State Highway Administration
Maryland Transit Administration
Critical Area Commission
Maryland Port Administration

Boards and Commissions

Planning Commission
Civilian Review Board
Commission on Aging and Retirement Education (CARE)
Commission for Historical and Architectural Preservation (CHAP)
Mayor's Commission on Disabilities (MCD)
Baltimore Community Relations Commission
Board of Municipal & Zoning Appeals (BMZA)
Board of Estimates of the Mayor & City Council
Environmental Control Board

Quasi-Government & Advisory Committees

Baltimore City Public School System (BCPSS)
 Baltimore Area Convention & Visitors Association (BACVA)
 Baltimore Development Corporation (BDC)
 Baltimore Regional Council (BMC) Regional Planning Directors
 Baltimore Neighborhood Indicators Alliance (BNIA)
 Comprehensive Economic Development Strategy Committee
 Downtown Partnership of Baltimore
 East Baltimore Development, Inc. (EBDI)
 Enoch Pratt Free Library (EPFL)
 Maryland Stadium Authority
 Baltimore City Parking Authority
 Police Athletic League

Non-profits, Foundations, Private Industry

Abell Foundation
 American Institute of Architects (AIA)
 Alliance for the Chesapeake Bay
 Annie E. Casey Foundation
 Baltimore Alliance for Great Urban Parks
 Baltimore City Chamber of Commerce
 Baltimore Community Foundation
 Baltimore Ecosystem Study/CUERE
 Beyond the Boundaries
 BOOST (Baltimore's Out Of School Time Initiative)
 Citizens Planning & Housing Association (CPHA)
 Collegetown Network
 Concierge Association
 Count Program (Trade Apprenticeship)
 Creative Alliance
 Enterprise Foundation
 Fund for Educational Excellence
 Greater Baltimore Committee
 Greater Baltimore Cultural Alliance
 Harry and Jeanette Weinberg Foundation
 LiveBaltimore
 Maryland Association of Counties (MACO)
 Marina/Harbor Master, Department of Real Estate
 Main Streets Program
 Municipal Markets
 National Trust for Historic Preservation
 Neighborhood Design Center
 Parks & People Foundation
 Projects for Public Spaces
 Restaurant Association of Maryland
 Safe and Sound
 U.S. Green Building Council-Baltimore Chapter
 Urban Leadership Institute (ULI)
 Westside Skills Center

Colleges & Universities

Baltimore City Community College
Baltimore Hebrew University
Baltimore International College
Coppin State University
The Johns Hopkins University
Loyola College in Maryland
Maryland Institute College of Art (MICA)
Morgan State University
Sojourner Douglass College
University of Baltimore
University of Maryland, Baltimore
College of Notre Dame of Maryland
St. Mary's Seminary

Timeline for Adoption of **LIVE • EARN • PLAY • LEARN:** The City of Baltimore Comprehensive Plan

1999	Final Draft of PlanBaltimore issued
July 2004	Official kick-off of Comprehensive Plan effort
March 2005	Team-based staff work begins on new Comprehensive Plan Draft
August-December 2005	Staff teams hold meetings with stakeholder groups to assess key issues and possible approaches for draft
October 2005	Open houses held to gather community input during drafting process, Comprehensive Plan Surveys released
February 2, 2006	First Draft of LIVE • EARN • PLAY • LEARN released to the public
February-April 2006	Special Planning Commission hearings held to receive reaction to Draft Comprehensive Plan
April 17, 2006	End of the comment period on the first draft of LIVE • EARN • PLAY • LEARN
May 22, 2006	Second draft of LIVE • EARN • PLAY • LEARN released to the public, incorporating comments from the public, City agencies and other stakeholders
June 15, 2006	Adoption of Comprehensive Plan by Planning Commission
July 10, 2006	Introduction of resolution to adopt Comprehensive Plan to Baltimore City Council
September 2006	Anticipated adoption of LIVE • EARN • PLAY • LEARN as the City's official Comprehensive Plan by Baltimore City Council