



Executive Summary

LIVE • EARN • PLAY • LEARN The City of Baltimore Comprehensive Master Plan (CMP) 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 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 Master Plan into discreet, attainable goals in order to respond to residents' needs and vision for the future of Baltimore.

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 make moderately priced, quality housing available to diverse households and 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: modernize zoning codes to meet current needs, implement a workforce housing requirement, adopt a landscape ordinance, provide rehabilitation loans for low income families in locally designated historic districts, target sidewalk and lighting improvements near schools and transit areas, and 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 six (6) vital growth sectors: 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 premiere place to **PLAY**:

Goal 1: Enhance the Enjoyment, Appreciation, and Stewardship of Baltimore's Heritage 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 schools and higher educational institutions as community resources, **LEARN** aims to strengthen the connection between communities and their schools, upgrade and restructure our school facilities to meet the educational needs of today's population, and use school dollars more efficiently. 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 School Facilities

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

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, 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 and the Baltimore Area Convention and Visitor's 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 Mass Transit Administration and funding for substance abuse treatment. Note that the strategy for Priority Funding Areas 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:

Quasi-Government & Advisory Committees

BACVA

BDC

Baltimore Office of Promotion

BMC Regional Planning Directors

BNIA

Baltimore Community Relations Commission

Commission on Disabilities

Commission on Aging and Retirement Education

Comprehensive Economic Development Strategy Committee

Downtown Partnership

EBDI

Enoch Pratt Free Library

Maryland Stadium Authority

Parking Authority

Police Athletic League

Non-profits, Foundations, Private Industry

Abell Foundation

AIA

Alliance for the Chesapeake Bay

Annie E. Casey Foundation

Baltimore Alliance of Greater Urban Parks

Baltimore City Chamber of Commerce

Baltimore Community Foundation

Baltimore Ecosystem Study/CUERE

BOOST (Baltimore's Out Of School Time Initiative)

Citizen's Planning Housing Association

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

Labor Organizations/Trade Groups

MACO

Marina/Harbormaster

Main Streets Program

Municipal Markets

National Trust for Historic Preservation

Neighborhood Design Center

Projects for Public Spaces

Restaurant Association

U.S. Green Building Council-Baltimore Chapter

ULI

Westside Skills Center

Universities

Baltimore City Community College
 Baltimore Hebrew University
 Baltimore International College
 Coppin State University
 The Johns Hopkins University
 Loyola College in Maryland
 MICA
 Morgan State University
 Sojourner-Douglass College
 University of Baltimore
 University of Maryland, Baltimore
 University of Notre Dame

Timeline for Adoption of LIVE EARN PLAY LEARN

February 2nd DRAFT of Plan released for public comment

February 21 - April 1 Planning Commission Community Hearings

District	Date	Location	Address
Northwest	Tuesday 2.21.06	Pimlico Middle School	3500 W Northern Pky Baltimore, MD 21215
East	Tuesday 2.28.06	Harford Heights	1919 N Broadway Baltimore, MD 21213
South	Tuesday 3.7.06	Southside Academy	2700 Seamon Ave Baltimore, MD 21225
North	Sunday 3.12.06	Western High School	4600 Falls Rd Baltimore, MD 21209
Central	Monday 3.13.06	War Memorial Bldg	101 N Gay St Baltimore, MD 21202
Southwest	Monday 3.20.06	Edmonson High School	501 N Athol Ave Baltimore, MD 21229
Southeast	Saturday 3.25.06	Hampton Hill Academy	500 S Linwood Ave Baltimore, MD 21213
Northeast	Tuesday 3.28.06	Baltimore City College	3220 The Alameda Baltimore, MD 21218
West	Saturday 4.1.06	Frederick Douglas High School	2301 Gwynns Falls Pky Baltimore, MD 21217

April 20th Expected Planning Commission adoption

April 21st Delivery to City Council

May 8th/15th Anticipated first council hearing

June - July Anticipated Council Adoption