



CITY OF BALTIMORE 2007 COMPREHENSIVE MASTER **PLAN** 2012

A Business Plan for a World-Class City.

Planning Commission Adoption • June 15, 2006

Mayor and City Council • November 21, 2006

*This Plan is dedicated to Richard Benjamin Phyfer and all others whose lives reflect a belief in,
and a commitment to, the realization of our greatest potential.*



Dear Baltimore:

First and foremost, I'd like to thank each and every one of you who participated in the development of Baltimore's Master Plan, **LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan**. Your input was insightful, constructive and a key element in the historic adoption of the plan, which took place on June 15, 2006. It's wonderful to see so many of our citizens taking ownership of our City's strategic direction.

This has been a long and challenging process – one that started back in 1997 with Plan Baltimore – but I am pleased to say that for the first time in 35 years, Baltimore now has a master plan that offers a clear vision of how we intend to make our City stronger, safer, cleaner and healthier in the decades to come. While we've made some great progress over the last couple of years, we've still got a lot of work to do to make Baltimore all that we know it can be – and this plan will act as a guide in improving every aspect of City life – on every corner in every neighborhood.

Thank you again for your help, your vision and your dedication to our City. Our goals are now clearly laid out in front of us – now it's time to turn dreams into reality and show the world that Baltimore really is the greatest city in America.

Sincerely,

A handwritten signature in black ink, which appears to read "Martin O'Malley". The signature is fluid and stylized, with a large, sweeping "M" and "O".

Martin O'Malley
Mayor
City of Baltimore



Dear Baltimore:

The Baltimore City Planning Commission is pleased and proud to approve and present to you **LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan**. *LIVE • EARN • PLAY • LEARN*, is more than a traditional urban plan: it is a business plan which will assist the Planning Commission in performing our Charter-mandated responsibilities to guide growth and development in Baltimore City. One responsibility is reviewing the City's capital budget, which funds improvements of the City's physical plant and facilities – projects like resurfacing streets, reconstructing bridges, and renovating or building schools, playgrounds, water treatment plants, libraries, and police stations. These are not “flashy” projects – these are the kinds of projects which make a real difference in neighborhood quality of life, and in Baltimore's attractiveness as a place to live, earn, play, and learn.

The Plan creates a benchmark for future capital improvements across the City. We can measure proposed projects against the vision and goals set forth in our new Comprehensive Master Plan and make sure that they mesh. We can ensure that capital improvement dollars follow the capital improvement needs of Baltimore's citizens. This new plan will also guide the Planning Commission's review of neighborhood land use and improvement plans, as well as revision of Baltimore's Zoning Code, zoning districts map, and urban renewal plans – the next major city planning tasks awaiting us. So, as Commissioners, not only will the Plan help us do our jobs; it will help us do our jobs better.

One requirement for serving on the Planning Commission is being a Baltimore City resident. As residents, we also welcome this new plan. It is an eloquent yet direct expression of our City's visions; a treasury of valuable and useful information about this place we call home; and a practical guide to achieving our visions, goals, and objectives. This did not just happen overnight. It happened because many committed hard-working Baltimore-loving people helped over several years to make it happen.

On behalf of the Planning Commission I thank everyone who participated in the process of creating the Plan. It's a long list, too long to allow me to name all who participated in this bold venture. However, I do want to recognize Director Otis Rolley III and the staff of the Planning Department for leading the master plan process, and for involving so many diverse interests and stakeholders in crafting this non-traditional business plan for Baltimore. As a member of the Planning Commission since 1995, I have had first-hand exposure to the professionalism, enthusiasm, and integrity of the men and women who work for the Planning Department. During creation of the Plan, my admiration for these dedicated civil servants has increased.

Baltimore's citizens deserve no less than a first-rate comprehensive master plan for their city's future. Here and now they have it.

Peter E. Auchincloss
President
Baltimore City Planning Commission



Dear Baltimore:

When the Draft Comprehensive Master Plan was released on February 2, 2006, we hoped that the citizens of Baltimore would tell us what they thought. Your input was vital to crafting this final draft. Your comments, constructive criticism and corrections helped us to substantially strengthen and expand upon our 13 goals, 45 objectives, 143 strategies. The Department of Planning, your humble public servants, not consultants, worked tirelessly on this Plan. Thank you to them and you, for playing a major role in making Baltimore THAN EVER. The Comprehensive Master Plan, adopted by the Baltimore City Planning Commission on June 15, 2006, is a bold new approach to urban planning: a business plan. Business plans turn harsh realities into explicit challenges and transform previously overlooked opportunities into obtainable goals to be achieved in a finite period of time. A business plan can make a corporation analyze its strengths and commit specific resources, in time and money, to make those strengths pay off competitively.

LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan. will guide Baltimore in the right direction. This new plan is a product of, and for, the people who ultimately make up the corporation known as the City of Baltimore. It is your expression of how, individually and collectively, you will thrive in the global economy in which we all now share and compete. It is your statement to the region, country, and the world of what Baltimore offers now and what it intends to offer in the future. It asserts that Baltimore is a competitive city with a healthy income now and the potential to be greater yet. Baltimore will be greater for its customer-investors as wage earners, and greater for its public treasury in terms of increased revenues. It will be a city, which is committed to reinvesting its increased earnings on public services that will enhance our greatest asset. That asset is you!

Sincerely,

Otis Rolley, III

Director

City of Baltimore Department of Planning



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Introduction

The Planning Commission in its current form dates back to a revision of the City Charter in 1947. Article VII, § 70 of the City Charter creates a Department of Planning, the head of which is the Planning Commission. Article VII, § 71 stipulates that the Commission shall be a nine-member board composed of six citizens appointed by the Mayor, the Director of the Department of Public Works or his designee, a member of the City Council, and the Mayor or his representative.

The City Charter, Article VII, § 72, also defines the key responsibilities of the Commission as:

- Developing and maintaining a Comprehensive Master Plan for the City;
- Preparing and updating plans showing the physical development of the City;
- Developing a capital budget and six-year capital development program for consideration of the Board of Estimates;
- Reviewing all proposals for the subdivision of land within the City for conformance to specified standards; and
- Reviewing all proposed amendments to the City's Zoning Ordinance and making recommendations to the City Council.

The Planning Commission directs its staff, the Department of Planning, to accomplish these mandates, as well as to carry out new and expanded responsibilities the Commission has assumed over the years. The Department's mission is to provide the highest level services and leadership in urban and strategic planning, historical and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore.

In pursuit of achieving the afore-mentioned mission, and in adherence to Article VII, § 74, of the City Charter, the Commission has completed **LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan (CMP)**. Though drafted in a non-traditional business plan format, the CMP, both in text and graphic components, painstakingly meets the requirements of both the City Charter, as well as Article 66B of the Maryland Annotated Code. A matrix at the conclusion of this plan (see Appendix A) provides you with a point by point reference citing how and where we comply with Article VII and Article 66B requirements.

THE PLAN

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 Planning Commission and 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 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 of additional 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. Although not formally adopted, 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 the CMP on discrete, attainable goals.

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 need for affordable and moderately priced, quality housing to retain socio-economically diverse current citizens of Baltimore; and attracting new households is a central goal of the CMP. Aided by the wonderful mix of architecture, lifestyles, and neighborhoods that already make Baltimore a premier place to live, **LIVE** sets forth an implementation strategy for how the City can begin to capture the 172,200 individuals that Baltimore has the holding capacity to comfortably absorb. It sets an ambitious goal of adding 10,000 new households over the next 6 years! Furthermore, **LIVE** highlights the potential for growth and increased investment in Growth Promotion Areas, beyond those neighborhoods that are already experiencing renovation, rehabilitation, and new development.

EARN

EARN sets forth strategies to meet the employment needs of residents and local businesses and cultivate seven (7) vital growth sectors: Bioscience; Business Services; Construction; Computer, Internet and Data and Software-Related Services (CIDS); Healthcare and Social Assistance; Hospitality and Tourism; and Port and Port-Related Services. The strategy will aim to capture and encourage biotech job opportunities; plan and implement transportation infrastructure improvements to support port related economic development; create larger tracts of land for commercial or industrial development near transportation centers; and connect residents to available employment opportunities. **EARN** examines the zoning code and the capital budget to determine how they can be retooled to better meet today's and tomorrow's market demands.

PLAY

PLAY guides Baltimore as it enhances our rich cultural, entertainment, and natural resource amenities. Consistently, in bond questions submitted to voters, park and cultural requests get the highest votes. Based on this interest and demand, **PLAY** proposes strategies to make these resources accessible to more of our residents and to introduce these amenities to increasing numbers of visitors from the region, state, country and world. **PLAY** also highlights strategies to increase funding for parks and recreation, and proposes a strategy to tie together heritage tourism, nightlife, parks, trails and other amenities to move us closer to our vision of a 24 hour world-class city.

LEARN

LEARN creates a plan to turn our schools and libraries into community resources, strengthen the connection between communities and their schools and libraries, upgrade and restructure our school facilities to meet the educational needs of today's population, plan and build an additional three (3) anchor libraries in Southwest, Northwest, and Northeast Baltimore (Southeast is currently under construction), and use school dollars efficiently. Furthermore, **LEARN** provides strategies to capitalize on the untapped potential that fourteen colleges and universities provide for Baltimore. **LEARN** focuses on consistent improvements of our schools and on the expansion of higher education opportunities as tools for human, community, and economic development.

Fulfillment of State Guidelines

As Maryland's largest city, growth and development in the City of Baltimore greatly influence and shape overall growth statewide. The two major initiatives taken by the Maryland General Assembly are the Planning Act of 1992, which was intended to establish interjurisdictional consistency in land use policies by setting forth eight visions for each local area to follow, and the Smart Growth Initiative of 1997, which established priority funding in designated Priority Funding Areas (PFA). Given the city's strategic location and existing infrastructure, the entire City of Baltimore was designated as a state PFA.

LIVE • EARN • PLAY • LEARN both conforms to the visions of the 1992 Planning Act and is aligned with the 1997 Smart Growth Initiatives.

Baltimore City's Visions:

Vision 1 Development shall be concentrated in suitable areas

This Plan reinforces this vision with policies and strategies that encourage development, infill and redevelopment that is transit oriented, brings back vacant areas into productive use, located in Growth Promotion Areas (GPA) and the Central Business District yet preserves and respects our City's historic character. These efforts will involve local visioning through targeted Area Master Plans and emphasize mixed uses, nodal activity centers and access to multiple modes of transit.

Vision 2 Sensitive areas shall be protected

This Plan highlights updates to the City's resource inventories, protection measures and implementation of plan recommendations and sets forth a primary policy to protect sensitive areas with appropriate utilization. The Baltimore City Planning Commission adopted the Baltimore City Sensitive Areas Plan on June 12, 1997. Baltimore City's sensitive areas are protected primarily through the Forests Conservation Act, the Critical Area Management Plan and the Floodplain Management Regulations. Additional regulations such as the City's tree protection ordinance and a proposed landscape ordinance are expected to add to these protections.

Vision 3 In rural areas, growth shall be directed to existing population centers and resource areas shall be protected

While the City itself no longer has any rural areas, this Plan aims to protect rural areas in surrounding jurisdictions by absorbing the metropolitan growth anticipated to occur in the short- and long-term. The Plan aims to increase the City's population by 10,000 households in the next 6 years through the development of Growth Promotion Areas and marketing of the City to potential residents and employers.

Vision 4 Stewardship of the Chesapeake Bay and the land shall be a universal ethic

This Plan addresses this vision with several strategies to improve water quality and protect the Chesapeake Bay. Recommendations for adopting and implementing Comprehensive Land and Water Sanitation Plans, an Urban Forest Management Plan, and a Comprehensive Water and Wastewater Plan as well as adopting new storm water regulations and watershed plans that include stream stabilization all serve to reduce pollution into and degradation of the Bay and its tributaries. All of these recommendations are consistent with and enhance the region's Reservoir Watershed Management Agreement of 2005. This Plan also recommends appropriate development of recreational trails and greenways in stream buffers and floodplains for residents to experience, enjoy and exercise stewardship over open space in the City.

Vision 5 Conservation of resources, including a reduction in resource consumption, shall be practiced

This Plan address this vision by ensuring access to alternative modes of transportation through support of the Baltimore Regional Rail Plan, adoption of the Bicycle Master Plan, and recommendations for developing a Comprehensive Pedestrian Plan to facilitate walkability throughout the City. Conservation of energy also underlies several green infrastructure recommendations for new development as well as the rehabilitation of private and public structures. Protection and reuse of historic structures in the City also serves to reduce resource consumption.

Vision 6 To encourage the achievement of paragraphs (1) through (5) of this subsection, economic growth shall be encouraged and regulatory mechanisms shall be streamlined

This Plan encourages economic growth in port- and defense-related industries as well as six burgeoning employment sectors identified by the Baltimore Workforce Investment Board by better articulating the development process and ensuring development compatibility in all parts of the City. The integral role of transportation planning in promoting economic development is also recognized. Importantly, the Plan aims to ensure that the residents of Baltimore are well-equipped to assume existing and future positions by providing better access to educational and job training facilities and programs.

Vision 7 Adequate public facilities and infrastructure under the control of the County or Municipal Corporation are available or planned in areas where growth is to occur

This vision is addressed in the Plan with specific recommendations to maintain and improve public schools and libraries, historic and cultural landmarks, and recreational and park facilities. City resources will be leveraged with private funds to ensure access to well-managed resources for all residents and visitors.

Vision 8 Funding mechanisms shall be addressed to achieve this policy

Capital investment decisions for public facilities, infrastructure and services will be consistent with the recommendations in the Plan. Additionally, sustainable funding sources will be identified to ensure affordable housing, adequate park land and priority development projects.

Public Participation

An essential component in the creation of a comprehensive master plan is the role of civic input. This plan is a result of building on the public's vision gathered during the late 1990s PlanBaltimore effort. The input from the over 2,000 participants from the PlanBaltimore effort provided the Department of Planning with a wealth of information and the foundation for the **LIVE • EARN • PLAY • LEARN** themes. With these themes in place, we returned to the community in 2005 to continue to craft concise strategies for improving how current and future Baltimoreans **LIVE, EARN, PLAY, and LEARN**. The Department of Planning pursued a number of steps to insure that the citizens it serves helped to shape this document. Below is a concise summary of this effort, highlighting the many ways in which residents, community leaders, neighborhood associations, government agencies, and others contributed to a shared vision of Baltimore's future.

Advertisement Summary

During the summer of 2005, the Department of Planning launched a large-scale community effort to inform residents about the Comprehensive Master Planning process and to solicit citizen input regarding land use in their neighborhood. This was achieved through community mailings, e-mail notification, and local advertisements. Specifically:

June 27, 2005 Mailing to the 935 associations in Community Association Directory

June 30, 2005 City Paper – Full Page Ad (page 2)

June 30, 2005 Baltimore Messenger – Full Page Ad (back page)

- July 1, 2005 Baltimore Jewish Times – Full Page Ad (page 17)
- July 1, 2005 Baltimore Times – Full Page Ad (page 19)
- July 2, 2005 Baltimore Afro American – Full Page Ad (page 2)
- July 22, 2005 Mayor’s Neighborhood Newsflash

Land Use Survey

A returnable survey intended to solicit data regarding neighborhood-level land use was integrated with the CMP Overview advertisement. Over one hundred forty (140) responses were received from citizens in the community, representing over 50 neighborhoods, on how the City should use available vacant or underutilized land. The survey was released to an expansive list of community groups, was advertised in the above mentioned media spots, and available on the Baltimorecity.gov website. The data was collected and incorporated into the CMP (if applicable), and shared with the appropriate neighborhood planner.

Stakeholder/Advisory Meetings

Throughout the Comprehensive Planning process, stakeholders and advisors consistently contributed to this major effort. Multiple meetings were held and valuable contributions gathered from a wide range of leaders during 2005. These meetings were typically organized by the **LIVE, EARN, PLAY**, and **LEARN** Team Leaders, who invited representatives from major city institutions and organizations to express what priorities the city must take as it moves forward and comment on early draft products produced by the four teams. These meetings informed all steps in the Plan’s formation. Briefings to relevant government agencies and City leaders also occurred on an incremental basis.

Open House Events

The Open House Events that occurred during late October 2005 were one of the most important components of the CMP Outreach process. This setting gave citizens and constituents a glimpse of the project’s progression, and an opportunity to provide guided feedback. Attendees were also encouraged to write questions, comments, or suggestions directly on the teams’ displays. The three events took place on: Monday, October 17th from 4-7pm at War Memorial, Saturday, October 22nd from 9am-noon at Poly High School, and on Tuesday, October 25th from 6-8pm at City College High School. To solicit broad based attendance, the Department pursued an extremely thorough notification strategy. This included:

- E-mail, list-serv, and newsletter submissions
- Postering government buildings and all library branches
- Attending special Events like the Book Festival and the Farmer’s Market
- Mailed flyers to the 935 community associations in the Directory
- Posted to the City, Department of Planning, LIVEBaltimore, Baltimore Housing, Coloquio, and BaltimoreFunGuide websites

Comprehensive Plan Survey

A survey was written to solicit comments related to the topic matter for each of the **LIVE • EARN • PLAY • LEARN** Teams. These surveys were available at the Open House events and could also be completed online. The results helped to shape the objectives and strategies developed for the Plan. In addition, the data collected will be used towards recommendations at the neighborhood level, assisting the efforts of the planners assigned to the City's nine planning districts.

Distributing the Preliminary Plan

Beginning February 21st, 2006, the Planning Commission hosted nine Planning Commission Hearings across the City to review the draft version of the Plan and gather reactions and feedback from citizens. These meetings occurred in each of the nine planning districts to maximize the opportunity to hear from neighborhoods. Copies of the draft were available in every Enoch Pratt Free Library branch, and downloadable from the City of Baltimore and **www.LiveEarnPlayLearn.com** websites. There was an extensive publicity campaign undertaken to ensure that residents and other important City stakeholders were aware of the release of the draft and the opportunities for comment. This outreach campaign utilized the same techniques used to publicize the Open Houses in October along with additional resources to increase awareness of this important document.

Per Maryland Code: Article 66B: "The Planning Commission shall make a preliminary report and hold at least one public hearing on the preliminary report before submitting the final report." The Planning Commission submitted a preliminary (draft) plan on February 2, 2006. Far exceeding Maryland requirements, the Planning Commission allowed for over three months of public participation, comment and feedback. This CMP reflects the comments received and presented at a public hearing to the Planning Commission on June 15, 2006. The adopted plan will then be submitted to the City Council for review and adoption.

Comprehensive Rezoning

After the CMP is adopted by the City Council, the Mayor and the Planning Commission will direct the Department of Planning to rewrite our antiquated zoning code. In Baltimore, our zoning framework dates back to the 1970's. Because our zoning code is outdated, we have used other tools, such as urban renewal plans and planned unit development overlay zones, to accommodate modern land use needs. The first task of comprehensive rezoning was to define the scope and magnitude of the many lifestyle and other changes since 1971 that affect the Zoning Code. These changes include:

- Redevelopment of the waterfront for tourism, office residential and mixed uses;
- Increase in the importance of service, technology, higher education, and health-related industries;
- Decline in heavy industry;
- Suburbanization of retail development;
- Increasing dependence upon the automobile;

- Growing interest in historic preservation, adaptive reuse of older buildings, and conservation of community character;
- Increasing interest in mixed use neighborhoods;
- Increasing desire to protect neighborhoods against adverse influences;
- De-institutionalization and increase in the numbers of group homes;
- Passage of federal and state legislation affecting planning and land use regulation, including the Federal Fair Housing, Americans with Disabilities, and Religious Land Use and Institutionalized Persons Acts, and the State Smart Growth Law;
- Increased use of technology in communications, increasing emphasis on timeliness, and a need to streamline the development process.

Each of the above changes has implications for the Zoning Code. Some require relatively simple code revisions; others affect multiple code sections and necessitate considerable research and review. The best way at achieving an overall more useful code is to rewrite it in its entirety with the following objectives:

- Streamlining of zoning and development procedures
- Consistency of zoning with existing land use, community character, City plans and projects, and City economic development goals
- Conformance to applicable state and federal law
- Utilization of state-of-the-art planning and zoning practice and procedures

The Department of Planning began updating discrete sections of the zoning code in 2004. The Maritime Industrial Overlay Zoning District and a first phase of changes to night life provisions have been enacted. In 2005, provisions related to locating supportive group homes and treatment facilities were proposed and not enacted – but are still under discussion. Throughout 2006, the Department of Planning will propose updates to the City’s Industrial Zoning, zoning in the Southeast District, and begin the total rewrite of the existing code, which will include a proposed transit oriented development overlay zone; a university district overlay zone; mixed-use categories; and a new park zoning classification.

As part of the comprehensive planning process, the Department of Planning solicited ideas about how land could be better used. Additionally, we commissioned commercial and industrial land use studies. The Department also worked with The Reinvestment Fund and the Baltimore City Department of Housing and Community Development to achieve a comprehensive residential land use study resulting in the 2005 Housing Typologies. The results of these combined efforts helped to generate the generalized proposed land use map found in the CMP. The results of the study and analysis, and the proposed land use map, will allow us to move to the immediate next step of comprehensive rezoning for the City of Baltimore. Steps toward the completion of the comprehensive rezoning are listed below, but the time schedule for implementation of this comprehensive rezoning depends on two factors:

- The size of the annual funding commitment / staff available, and
- The extent to which time-consuming individual Zoning Code amendments are implemented in advance of full comprehensive Code revision

Comprehensive Rezoning Work Program

Task I: Initial Investigation (completed through the CMP process)

Initial assessment of zoning issues.

Task II: Technical Review

A. Technical Review of Existing Zoning Text

1. Continue the technical review begun in 2001:
 - Review existing zoning ordinance and other relevant documents and procedures
 - Conduct interviews/focus groups with relevant persons
 - Tour affected city neighborhoods
 - Review professional literature
 - Investigate zoning practice in comparable cities
2. Define specific problems with the existing ordinance. For each problem, outline recommended zoning changes, including rationale for suggested changes. Product: a Technical Report that will:
 - Identify all text sections/provisions to be revised, deleted or added.
 - Identify new and innovative zoning strategies that could be appropriately utilized in Baltimore City
 - Summarize each recommended change, including definition of the problem, proposed text changes, and rationale for the change.
3. For those issues that must be resolved independently of the entire ordinance, propose immediate zoning amendments.

B. Technical Review of Zoning Map

1. Assist the Department of Planning in reviewing the existing zoning map for various neighborhoods and sections of the city, utilizing the existing land use maps prepared as part of the comprehensive rezoning project, and neighborhood land use and/or urban renewal plans. For each neighborhood/section, assess any differences between existing land use and existing zoning, proposed projects that may affect land use, City economic development plans, and neighborhood desires. Utilize existing or proposed urban renewal plans, to the extent they are up-to-date.

Technical review of the zoning map will be conducted in cooperation with the Department of Planning's Comprehensive Planning Division, which will be responsible for neighborhood land use planning and neighborhood liaison. Product: map identifying areas of potential zoning change.

2. Assist in the review of neighborhood land use plans and zoning maps with affected agencies and neighborhood and civic groups.

C. Establish Zoning Advisory Committee

1. Present findings to the Zoning Advisory Committee
 - Committee to be appointed at the end of the Technical Review Process
 - Blue Ribbon group, 10–20 members appointed by Mayor and City Council, co-chaired by President of the Planning Commission and the Chair of the Baltimore Municipal Zoning and Appeals
 - Purpose: lend expertise; oversee the comprehensive rezoning project; represent community groups, land use professionals, developers, and other stakeholders; make recommendations to the Planning Commission on comprehensive rezoning
 - First Task: Review Technical Report
2. Revise Technical Report as per comments of the Zoning Advisory Committee.

Task III: First Draft Zoning Text and Map

A. Annotated Outline

1. Prepare annotated outline of the recommended new zoning text, incorporating changes proposed in the Technical Report.
2. Present to Zoning Advisory Committee for review and comment.
3. Revise outline as appropriate.

B. First Draft Zoning Text

1. Draft new zoning ordinance in sections, utilizing the outline and technical review of issues prepared above
2. Consult with the City Law Department and affected agencies and groups, as appropriate.
3. Present sections to Zoning Advisory Committee for review and comment, as completed.
4. Revise sections as appropriate.

B. First Draft Zoning Map

1. Continue technical review of the zoning map begun in Task II.
2. Based on neighborhood concepts and plans, assist the Planning Department Community Planning Division in preparation of draft zoning maps for neighborhoods. The Community Planning Division will be responsible for neighborhood land use planning and community liaison.
3. Assist in the review of plans and zoning maps with affected agencies, neighborhood and civic groups, and the Zoning Advisory Committee.
4. Revise as appropriate.

Task IV: Final Draft Zoning Text And Map

A. Final Draft Zoning Text

1. Present the complete revised first draft zoning text to the Planning Commission.
2. Hold several public hearing(s) to review proposed zoning ordinance text.
3. In consultation with the City Law Department, revise as appropriate.

B. Final Draft Zoning Map

1. Present the complete revised first draft zoning map to the Planning Commission.
2. Hold a public hearing(s) to review proposed zoning ordinance map.
3. Revise as appropriate.

Task V: Adoption

1. Submit proposed final zoning ordinance text and map to City Council for review and adoption.
2. Attend committee meetings and public hearing(s); make presentation(s) as appropriate.
3. Revise zoning text and map as required prior to adoption.

The City of Baltimore's Comprehensive Master Plan: 2007 - 2012

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, the CMP seeks to provide clear goals and objectives to direct the City's capital investment, zoning strategies, and public policy in a way that can be read, understood, and implemented by all segments of Baltimore. While realistically, not every goal or policy in this plan will be accomplished within the specific six-year time frame, Baltimore's citizenry must direct elected officials to prioritize and balance many desirable actions with available resources, legal constraints and market conditions. The CMP 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. The administration, City Council and appointed boards, commissions and committees, as well as the general public, and other City agencies will give and receive guidance from this document and recommend amendments as needed.



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



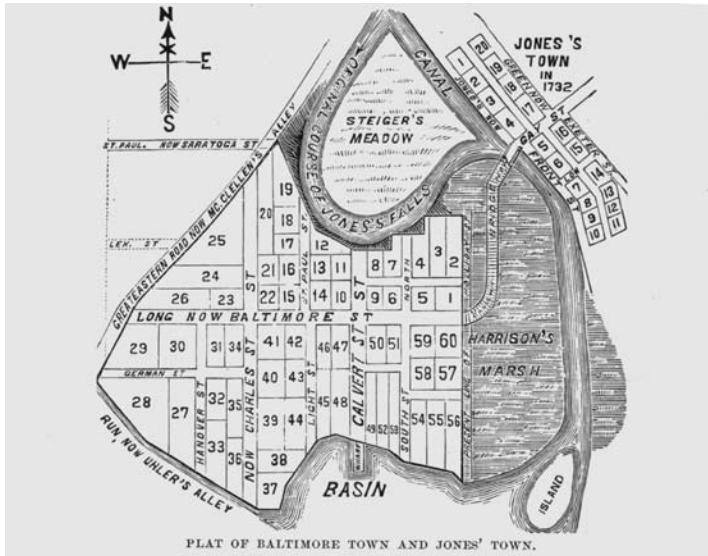
LIVE • EARN • PLAY • LEARN

The History of Baltimore

Four centuries of decisions made by millions of people have created Baltimore City. Sometimes, these decisions – local, national, or global in scale – have challenged the very existence of Baltimore City. At other times, these decisions have created opportunities for Baltimore to grow, transform, and thrive.

In 1752 John Moale sketched a rough drawing of Baltimore Town as seen from Federal Hill. In 1817 Edward Johnson Coale repainted this view, adding picturesque embellishments.

Within this continual sea of decision making, Baltimoreans have successfully steered their City through global turmoil, economic booms and busts, political and social upheaval, and the extraordinary consequences of technological change. Throughout Baltimore's history, its leadership responded to a number of seemingly insurmountable challenges by reinventing the City many times: brilliant Baltimoreans have invented and improved upon a vast range of technologies; shrewd businessmen have seized mercantile advantages; philanthropists have dramatically improved the lives of people within Baltimore and across the globe; and civic-minded citizens have organized and re-organized local government and the City's civic institutions. The next few pages will chronicle moments in Baltimore's history when hard, culture-defining choices had to be made. These choices reveal the tenacity, ingenuity, and genius of Baltimore and its residents.



Map showing Baltimore and Jonestown in the mid-18th Century.

1729 to 1752 – The Beginning

There was nothing unusual in 1729 when several wealthy Marylanders pushed through the State Legislature a town charter for Baltimore. Town charters were issued routinely across the State in those times. In 1730, Baltimore Town was established with sixty lots, one-acre each, and located on the north side of the Inner Basin of the Patapsco River (now the Inner Harbor). These lots were squeezed in between a shallow harbor on the south; the Jones Falls River and marsh on the east; a bluff and woods on the north; and large gullies on the west. In 1745, Jonestown, a small settlement just east of the Jones Falls, was merged into Baltimore, adding twenty more lots to the town. By 1752, only twenty-five buildings had been constructed in Baltimore— a rate of approximately one building per year. Shortly after 1752, the pace changed.

1752 to 1773 – Seizing the Geography

The rise of Baltimore from a sleepy town trading in tobacco to a city rivaling Philadelphia, Boston, and New York began when Dr. John Stevenson, a prominent Baltimore physician and merchant, began shipping flour to Ireland. The success of this seemingly insignificant venture opened the eyes of many Baltimoreans to the City's most extraordinary advantage— a port nestled alongside a vast wheat growing countryside, significantly closer to this rich farm land than Philadelphia.

The town exploded with energy, and Baltimoreans restructured the City's economy based on flour. Trails heading west were transformed into roads; flour mills were built along the Jones Falls, Gwynns Falls, and Patapsco River; and merchants built warehouses on thousand-foot long wharves that extended into the harbor. Soon, the roads from Baltimore extended all the way to Frederick County and southern Pennsylvania, and Baltimore ships sailed beyond Ireland to ports in Europe, the Caribbean, and South America.

The City's widening reach was also apparent in the foreign-born populations it attracted. In 1756 a group of nine hundred Acadians, French-speaking Catholics from Nova Scotia, made what homes they could in an undeveloped tract along the waterfront. This pattern would be repeated by numerous groups over subsequent decades and centuries: entry into Baltimore's harbor, a scramble for housing near the centers of commerce, and a dispersion throughout the city as much as space, means and sometimes stigma would allow. But not all newcomers started at a disadvantage. During this period, Irish, Scottish and German families with experience and capital gained from milling in other parts of the region took advantage of the City's growth economy.

1773 to 1827 – Improving on the Geography

During the Revolutionary War, Baltimore contributed an essential ingredient for victory: naval superiority. By the 1770s, Baltimore had built the most maneuverable ships in the world. These ships penetrated British blockades and



outran pirates, privateers, and the Royal British Navy. The agility and speed of these ships allowed Baltimore merchants to continue trading during the Revolutionary War, which in turn helped to win the war and to propel Baltimore's growth from 564 houses in 1774 to 3,000 houses in the mid 1790s.

From the late 1770s through the 1790s, Baltimore was loaded with boom-town energy. Baltimore's Town Commissioners implemented a number of critical public works projects and legislative actions to guide this energy: Fells Point merged with Baltimore (1773); a Street Commission was created to lay-out and pave streets (1782); and a Board of Port Wardens was created to survey the harbor and dredge a main shipping channel (1783). Street lighting followed in 1784 along with the establishment of "Marsh Market," and the straightening of the Jones Falls. In 1797 Baltimore was officially incorporated as a city, which allowed local officials to create and pass laws. In 1798 George Washington described Baltimore as the "risingest town in America" (A.T. Morison, George Washington).

Baltimore City at the beginning of the 19th century overcame many obstacles to growth. The northern shoreline of the Inner Harbor was extended two blocks south (Water Street marks the original location of the

This engraving of Baltimore was published in Paris and New York around 1834. Since 1752, Federal Hill has been the vantage point from which to view Baltimore.



Fairview Inn was located on the Old Frederick Road. The inn, known as the "three mile house," catered to farmers bringing wheat, flour, and produce to Baltimore. This image was painted by Thomas Coke Ruckle around 1829.

street extensions. His plan consisted of a gridiron street pattern that created a hierarchy of streets: main streets, side streets and small alleys. This set in motion Baltimore's basic development pattern of various-sized rowhouses built on a hierarchical street grid. Catering to several economic classes, the larger streets held larger houses; the smaller cross streets held smaller houses; and the alleys held tiny houses for immigrants and laborers.

As Baltimore's port grew, its trade routes were extended to the Ohio Valley. In 1806 the Federal Government authorized the building of the National Road from the Ohio River to Cumberland, Maryland. In turn, Baltimore businessmen built turnpike roads from Baltimore to Cumberland, effectively completing the Maryland portion of the National Road. The Road quickly became Baltimore's economic life-line to the fertile lands of the Ohio Valley. By 1827 Baltimore became the country's fastest growing city and the largest flour market in the world.

At the same time, other economic forces were taking hold. Many mills along Jones Falls were converted to or built as textile mills. In 1808 the Union Manufacturing Company, built in the Mount Washington area, became one of America's first textile mills. Nearly twenty years later, mills along the Jones Falls were producing



This 1865 view of Fort McHenry was published by E. Sachse and Company. Fort McHenry was the military post for Baltimore in the Civil War as well as a jail for Confederate prisoners.

over 80% of the cotton duck (sail cloth) in the country. In addition, 60 flour and grist mills, 57 saw mills, 13 spinning and paper mills, 6 foundries, and 3 powder mills were located on streams near the City, and shipyards, brick kilns, copper and iron works, and glass factories were built along the shoreline of the harbor.

shoreline) and development expanded in all directions, usually following the turnpike roads that led from Baltimore's harbor to the rural hinterlands. In 1816, when the population reached 46,000 residents, Baltimore expanded its boundaries, increasing its size from three to ten square miles. Shortly thereafter, land surveyor Thomas Poppleton was hired to map the City and prepare a plan to control future

Baltimore also played a key role in the War of 1812. Privateers, essentially pirates supported by the U.S. government, played a decisive role in winning the War. At this time Baltimore shipbuilders built the fastest, most maneuverable ships in the world. Known as the “Baltimore Clipper,” these ships allowed Baltimore ship captains to wreak havoc on England’s maritime trade. Captain W.F. Wise of the Royal Navy said “In England we cannot build such vessels as your ‘Baltimore Clippers.’ We have no such models, and even if we had them they would be of no service to us, for we could never sail them as you do.” Of the 2,000 English ships lost during the war, Baltimore privateers had captured 476 or almost 25% of them.

The British described Baltimore as ‘a nest of pirates,’ and the City soon became a military target. After the British burned Washington, DC, they sailed to Baltimore. The City, left to defend itself, looked to Revolutionary War hero General Samuel Smith to coordinate its defense. Following Smith’s direction, every able-bodied man toiled for days, building a formidable defense at Hampstead Hill (now Patterson Park) and making preparations at Fort McHenry. A contemporary of Smith quipped “Washington saved his Country and Smith saved his City.”

The Battle of Baltimore has been immortalized by not one but two American treasures. The Battle Monument erected between 1815 and 1825 was the first public war memorial in the country and the first memorial since antiquity to commemorate the common soldier. It lists every ordinary citizen who died in the battle. In addition, Francis Scott Key, who was being held prisoner on a British ship, observed the battle and recorded the event in a poem, which he set to the tune of an old drinking song. The Star Spangled Banner premiered in Baltimore in 1814 and became our National Anthem in the early 20th century.

As Baltimore grew in size and population, many social and cultural institutions were founded. As early as 1773, a theater opened in an old warehouse near current-day Power Plant Live. By 1800 there were three theaters and several theater companies. In 1797, directly across from the current-day City Hall, the Baltimore Dance Club built the New Assembly Room featuring a ball room and a subscription library. In 1814, Rembrandt Peale



In 1829, the Baltimore & Ohio (B&O) Railroad built the Mount Clare Station. By 1900 it was a sprawling complex of 32 buildings. This building, the Mount Clare Passenger Car Shop, built in 1884, became the B&O Railroad Museum’s principal building in 1953.

The Washington Monument in 1835 sat on the grounds of “Howard’s Woods.” Baltimore’s developed area ended a block south on Charles Street.





Portrait of Frederick Douglass. Douglass spent his early years in Baltimore where he learned to read and write. In the late 1830s, Douglass escaped to freedom while impersonating a sailor.

built the first purpose-built museum building in the Western Hemisphere and the second in modern history. The Peale Museum exhibited paintings, sculpture, and the bones of a mastodon excavated in upstate New York. During the first half of the 19th century, Baltimore's cultural activities grew as literary, science and social clubs were formed.

The early 19th century was a great time for Baltimore. It seemed to be America's perennial boom town. It kept growing. It had energy. It was a city full of merchants of all kinds. Its sailing ships were the fastest, swiftest force on the world's oceans. In the 1830 national census, with its population of 80,000, Baltimore had become the second largest city in the United States. German settlers now made up a substantial part of this population (possibly some ten percent as early as 1796). Substantial numbers of Scotch-Irish moved overland from Pennsylvania while boatloads of newcomers from Ireland, Scotland and France were received as well. A number of the new French-speaking arrivals came by way of the Caribbean from Santo Domingo (present-day Haiti), displaced by a massive and ultimately successful slave revolt. The blacks among them may have added as much as 30% to the "colored" population of the town.

1827 to 1850 – The Looming Economic Downturn

In 1825, one boat completed a journey that indirectly shaped Baltimore's history for the next 100 years. The packet boat, *Seneca Chief*, operated by New York Governor Dewitt Clinton, journeyed from the eastern end of Lake Erie to New York City, thereby inaugurating the Erie Canal. A year later, 19,000 boats had transported goods to and from the Midwest and New York. The new freight rates from Buffalo to New York were \$10 per ton by canal, compared to the cost of \$100 per ton by road. The canal became by far the most efficient and affordable way to transport goods from the Midwest to the Atlantic Ocean.

As trade on the canal began to usurp trade on the National Road, Baltimoreans foresaw the City's economic power eroding. Baltimore's business leaders were on the verge of panic. They discussed all sorts of wild schemes and alternative canal locations, but Baltimore's geography prevented any of these schemes from becoming reality.

At this point, the luck and stubbornness of Baltimoreans began a course of events that reinvented the world, even making its arch nemesis, the Erie Canal, obsolete. Baltimore merchant Philip Evan Thomas while in England became convinced that England's "short railroads," which hauled coal from the mines to the canals, had long-distance potential. On February 12, 1827, Thomas and 25 other Baltimore merchants met "to take into consideration the best means of restoring to the City of Baltimore that portion of the western trade which has lately been diverted from it by the introduction of steam navigation [on the Mississippi] and by other causes [the Erie Canal]." Four days later, the men resolved "that immediate application be made to the legislature of Maryland for an act incorporating a joint stock company, to be named the Baltimore & Ohio Railway Company." Twelve days later, the Act of Incorporation for the company was approved.

Over a year later, on July 4, 1828, with \$4,000,000 of capital stock already raised, Charles Carroll of Carrollton laid the "first stone" of the B&O Railroad. On May 22, 1830, the B&O Railroad began running operations from Baltimore to Ellicott's Mills, a distance of 13 1/2 miles. Finally, on December

24, 1852, the last spike was driven in Wheeling, Virginia (now West Virginia), a distance of 379 miles.

In those few years, Baltimore citizens had decided how far apart the rails should be (4 feet 8 1/2 inches), had completely re-engineered the steam engine, and in fact had created the world's first long distance railroad, the world's first passenger railroad, and the world's first railroad that climbed over mountain tops. At the B&O railroad shops in West Baltimore, ingenious innovators perfected passenger and freight car design, continuously improved the steam locomotive design, and fabricated bridges for the growing railroad. Baltimoreans unleashed "mighty forces that were to revolutionize land transportation, alter the course of trade, make and unmake great cities, and transform the face of the country" (J. Wallace Brown).

The B&O Railroad shops triggered technological innovation in architecture and engineering. Wendel Bollman, after working as an engineer for the B&O Railroad, developed the first cast-iron bridge system in the country. In 1850, the Hayward, Bartlett & Company, iron fabricators, moved next to the B&O Railroad shops and began producing much of the nation's cast-iron architectural components.

The telegraph became intertwined with the development and success of the B&O Railroad. In 1844, a telegraph line was completed from Baltimore to Washington, DC along the B&O Railroad tracks. First the telegraph lines were buried, but the lines kept failing. Finally, they were strung on poles, effectively bringing into existence the telephone pole. Later, the railroads and the telegraph, together, helped to implement standard time zones throughout the Country. Standard time zones were essential for railroads to safely schedule their trains, and the telegraph allowed cities across the country to synchronize their clocks.

The railroad's first year of operation coincided with a spike in immigration. The port's intake of foreigners doubled in 1830 and again in 1832, from 2,000 to 4,000 to 8,000 per year. Bavarian Jews, for example, settled in Oldtown on High, Lombard, Exeter and Aisquith streets.

1850 to 1866 – Baltimore at Mid-Century

Between 1850 and the Civil War, extraordinary changes spread through Baltimore's landscape. Cast-iron building technology transformed Baltimore's downtown. In 1851 the construction of the Sun Iron Building introduced cast-iron architecture to Baltimore and the nation. Its five-story cast-iron façade, iron



An 1848 image of the Washington Monument from Charles and Hamilton streets. The squares were first laid out as simple lawns.



An 1850s-era view of Mount Vernon Place in relation with downtown Baltimore.

post-and-beam construction, and sculptural detailing were copied throughout cities worldwide. Back in Baltimore, 18 months after the Sun Building opened, 22 new downtown buildings incorporated cast iron into their construction. In 1857 the Baltimore Sun noted, “literally, the City of yesterday is not the city of today... The dingy edifices that for half a century have stood...are one by one being removed, and in their places new and imposing fronts of brown stone or iron present themselves.”

Baltimore was also remarkable during this time for the size and achievements of its African-American community. In 1820 it was the largest in the nation. Slave or free, no greater number of blacks could be found anywhere in the nation. By the time the Civil War erupted, the City contained 26,000 free blacks and approximately 2,000 slaves. Even more remarkable, during that same period Maryland alone accounted for one out of every five free blacks in the country.

African Americans struggled for a piece of Baltimore’s economic activities. Prior to emancipation, it was common for slaves in the City to rent their skills and services for wages, part of which went to their masters and part of which could be used for food, accommodation and amusement. At the same time racism handicapped free blacks while competing with whites for skilled and unskilled jobs in the port economy. During times of recession, white working men sometimes resorted to violence to keep jobs among themselves.



1866 to 1899— Heading Towards Modernity

After the war, the City's industry gathered momentum. The advent of steam power in the 1820s released Baltimore's industry from its stream valleys, and new larger-scale industries were built close to the harbor. Baltimore's connections to the Bay's fishing industry and the fertile farm land around the Chesapeake Bay helped to concentrate canning factories around the harbor's edge. In fact, by the 1880s, Baltimore had become the world's largest oyster supplier and America's leader in canned fruits and vegetables. Complementing the canning industry was the fertilizer industry. Baltimore became the number one importer of guano, centuries-old bird droppings scraped off Pacific Coast islands near South America. Mixed with phosphates, guano became the most important fertilizer for the farms lining the Chesapeake Bay. By 1880, Baltimore had 27 fertilizer factories producing 280,000 tons of fertilizer per year.

Baltimore was also becoming a leader in other manufacturing sectors. By the 20th century, the City was a world leader in manufacturing chrome, copper, and steel products. In 1887, Sparrow's Point was developed by Pennsylvania Steel Company. This location brought Cuban iron ore and Western Maryland coal together, creating a company that helped to shape Baltimore's economy for over a hundred years. In addition, Baltimore was America's ready-made

Immigrants waiting to debark at Locust Point. Close to two million immigrants arrived in Baltimore throughout the 19th and early 20th centuries. (Courtesy of the Maryland Historical Society, Baltimore, Maryland)



Baltimore Harbor image of Locust Point and Canton around 1860. Images of Camden Station (left) and the old Calvert Street Station (right) are located in the upper corners of the picture.

garment manufacturing center and the world's largest producer of umbrellas. Baltimore grew on its manufacturing strength, and industry expanded along the shorelines of Fairfield, Brooklyn, and Curtis Bay.

From 1850 to 1900 Baltimore's population grew from 169,000 to 508,957. Baltimore's vibrant and diverse neighborhoods evolved to accommodate a constant influx of immigrants searching for opportunity. More than two million immigrants landed first in Fells Point and then in Locust Point, making the City second only to New York as an immigrant port-of-entry. Most new arrivals promptly boarded the B&O Railroad and headed west, but many stayed in the City to work in the burgeoning industries or start

their own businesses. Irish, German, Eastern European, Greek and Italian immigrants added their customs, religions and talents to Baltimore's colorful tapestry of neighborhoods and industries.

This growth, however, placed great pressure on Baltimore's physical infrastructure, and City officials responded. To accommodate this growth, Baltimore expanded its size from ten to thirty square miles in 1888. Prior to this annexation, the City influenced the suburban regions through the Baltimore City Water Works and the development of the horsecar.

In 1853, the Baltimore City government purchased the Baltimore Water Company. With Baltimore's water supply clearly a government responsibility, ambitious plans were implemented. Between 1858 and 1864, the Hampden Reservoir, Lake Roland and Druid Lake were created. This water system used the Jones Falls as its source; however, in 1874 the City passed an ordinance to create another water system with the Gunpowder River as its main source. By 1888, Baltimore had created Loch Raven Reservoir and a seven-mile tunnel that connected Loch Raven to Lake Montebello.

In addition, horsecar railway companies began laying track along Baltimore streets in 1859. Many horsecar railway lines followed old turnpike roads, effectively opening up suburban areas for development. In a matter of years Baltimore's neighborhoods and its suburban villages were tied together by a comprehensive system of horsecar railway lines. In the 1890s, Baltimore replaced horsecars with the electric streetcar, which opened up even more suburban areas to development, and by 1900 over 100 suburban villages surrounded Baltimore.

While horsecars expanded Baltimore's physical reach, steamships and railroads tied Baltimore to the global economy. The B&O Railroad connected Baltimore to the West; the Philadelphia, Wilmington and Baltimore Railroad connected



A lithograph of City Hall in 1875 by A. Hoen Company.

the City to Philadelphia; and the Maryland and Potomac Railroad connected Baltimore to the South. As early as 1851, Baltimore steamship companies connected the City to points along the shoreline of the Chesapeake Bay. In 1869, Baltimore and Bremen businessmen opened the Baltimore Bremen Line, which began regular runs between Baltimore and Germany. Samuel Shoemaker, an enterprising Baltimorean, seized the opportunity that Baltimore's transportation hub offered. He helped to organize the Adams Express Company that prided itself on delivering anything, anywhere. This service helped to open and settle the West. By the 1880s the company employed over 50,000 people.

Closer to home, Mayor Swann agreed to allow horsecar companies to lay track on public streets in exchange for 20% of their gross proceeds to fund a park system. In 1860 Baltimore created its first park board and opened Druid Hill Park. By 1900, the Park board had added eight major parks to Baltimore. All these parks were incorporated into Baltimore's major park plan of 1904.

As of 1893, Baltimore had more millionaire philanthropists than any other city in America; moreover, through the benevolence of four Baltimoreans, modern philanthropy began. In 1866 the Peabody Institute opened with a music school, an art gallery, a lyceum, and a library more comprehensive than the Library of Congress. Picking up on these themes, Enoch Pratt founded the City's library system; William and Henry Walters founded the Walters Art Gallery; and Johns Hopkins founded Johns Hopkins University and Hospital. During one memorable dinner, John Work Garrett remembers George Peabody telling Johns Hopkins, "I began to find out it was pleasanter to give money away than it was to make it."



“My library,” Mr. Pratt said, “shall be for all, rich and poor without distinction of race or color, who, when properly accredited, can take out the books if they will handle them carefully and return them.” In 1886 with the opening of the central library and four branch libraries, the Enoch Pratt Free Library became the first city-wide library system in the country. The Johns Hopkins University opened in 1876 as America’s first research-oriented university modeled after the German university system. The university attracted some of the best minds of the late 19th century: philosophers Josiah Royce and Charles Sanders Pierce; medical doctor William Osler and chemist Ira Remsen; historians Frederick Jackson Turner and Herbert Baxter Adams (father of Political Science); and ambassador Theodore Marburg and future President Woodrow Wilson.

At the same time, Charles Joseph Bonaparte (future U.S. Attorney General under Theodore Roosevelt), Cardinal Gibbons, Baptist minister Henry Wharton, Reverend Hiram Vrooman of the New Jerusalem Church, and others formed the Baltimore Reform League to reform the election process in Baltimore. By 1900, the League had managed to significantly reduce the level of voting fraud and elect politicians not beholden to Baltimore’s infamous Democratic Machine.

As the 20th century loomed over Baltimore, major economic, physical and technological changes were taking place. Family-owned businesses began to give way to corporations. Between 1895 and 1900, Baltimore found itself fully integrated into the national economy. In 1881 there were 39 corporations in Baltimore; by 1895 there were over 200 corporations.

During this same period, the City saw the beginnings of a Polish immigration that began around 1870 and continued until World War I. The first families settled in Fells Point before moving east and northeast of the water. The City also became home to a small number of Lithuanians fleeing assimilation and service in the Russian army in the 1880s. They settled in East Baltimore and eventually formed communities along Paca and Saratoga streets. Italians, fleeing drought and poverty, entered Baltimore around the same time. Today’s Little Italy neighborhood didn’t become Italian until it had seen a succession of Germans, Irish and Jews.



By the turn of the century the wealth and success of many Jewish families was evident in the size and diversity of the community's synagogues, some orthodox, some reform. The wealthier sections of the population were becoming increasingly mobile, able to move northwest out of Oldtown.

Panoramic view of the destruction left by the Great Baltimore Fire of 1904. This view is looking west from near Baltimore and Gay streets.

African Americans, too, were in need of new and better homes. An influx of African American rural migrants in the 1870s and 1890s worsened already crowded conditions in many Baltimore neighborhoods, but discrimination meant that little to no new housing would be designated for them.

1900 to 1939 – Keeping up with Technology

At the dawn of the 20th century, Baltimore's population reached over half a million. Hundreds of passenger trains were funneled through its five railroad stations; 13 trust companies controlled large areas of Baltimore manufacturing; 21 national banks and 9 local banks controlled Baltimore's financial interests; 13 steamship companies were engaged in coastal trading; and 6 steamship companies connected Baltimore to foreign ports. Technological progress, economic restructuring, and an increasing population placed great pressure on Baltimore's urban fabric.

To confront these immense changes, the Baltimore Municipal Art Society was formed around 1899 and soon became the voice that directed Baltimore's physical development. The society's initial goals were inspired by the National City Beautiful Movement. They commissioned artists to create several monuments and hired the Olmsted Brothers' Landscape Architects to create the 1904 Baltimore City park plan. They advocated successfully for a comprehensive sewer system (1914), for annexation (1918), and for a comprehensive zoning ordinance (1923).

Baltimore's biggest challenge, however, began in 1904. On Sunday, February 7, 1904, Baltimore's downtown vanished. On that morning, smoke rose from the basement of a dry goods store on the corner of German (now Redwood) and Liberty streets. Shortly before 11:00 a.m., the building exploded, spreading flames and debris to nearby structures. Driven by a strong wind, the blaze

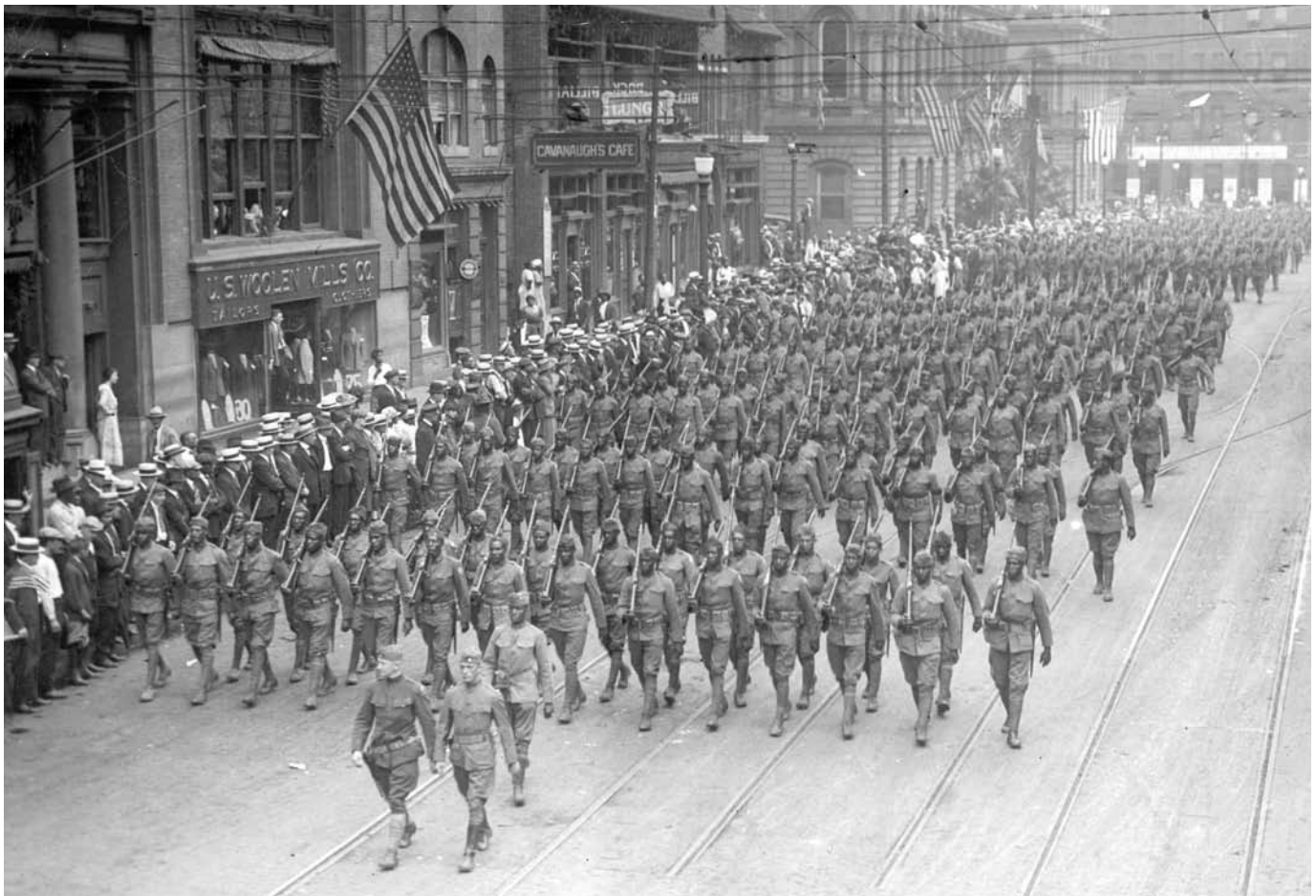
moved east and then south. Approximately 30 hours later, firemen from Baltimore and other cities along the East Coast as far away as New York stopped the blaze at the Jones Falls. The downtown smoldered for weeks. The fire consumed 140 acres, destroyed 1,526 buildings, and burned out 2,500 companies.

Baltimore quickly began rebuilding, and dozens of buildings were being constructed a year later. Ten years after the fire, Baltimore's downtown was completely rebuilt. In all, the fire made way for several significant improvements to the downtown: twelve streets were widened, utilities were moved underground, a plaza was established, and wharves were rebuilt and became publicly owned. The fire also led to stricter fire codes for Baltimore and national standardization of fire hydrants and fire-hose connectors.

World War I imposed hardships on Baltimore as well as presented economic opportunities. In 1917, when the U.S. declared war on Germany, Baltimore swelled with anti-German feelings. German Street was renamed Redwood Street after Lt. George B. Redwood, Maryland's first casualty in the War. The German-American Bank was renamed the American Bank. Worse, thousands of German immigrants were classified as enemy aliens, even if they had lived in Baltimore for years. The War cut off the flow of European immigrants.

Baltimore's population swelled from 558,485 in 1910 to 733,826 in 1920 as unemployed rural southerners flocked to Baltimore. Even though the number of workers increased by a third, labor shortages were still pervasive. This worker-

Memorial Day Parade June 2, 1919. Here the 808th Infantry, an African American unit, headed south on Holliday Street, a half-block from City Hall.





friendly environment helped to bring the eight-hour day to Baltimore, opened up jobs for women, and provided more skilled jobs for African Americans.

In 1918, Baltimore completed a major annexation, instantly enlarging its size from 30 square miles to almost 90 square miles. In contrast to Baltimore's old rowhouse model, the annexed area was developed with bungalows and other types of suburban-style houses. Street patterns in the annexed area differed from the older, inner-city area of Baltimore. Alleys disappeared, and the urban grid softened into irregular and curved patterns. City government retooled and reorganized in order to thoughtfully develop the annexed area. The City Plan Committee was appointed in 1918. In addition, Baltimore City passed the 1923 Zoning Ordinance, and the Board of Municipal and Zoning Appeals was created. Other bureaucratic reorganization occurred: the Bureau of Highways was formed (1920s); Bureau of Plans and Survey was created (1926); and several departments were consolidated into the Department of Public Works (1926). The Major Street Plan for the annexed area was adopted in 1923, and from the beginning it was under extreme development pressure. In an unprecedented effort Baltimore bureaucrats and legislators "adopted a policy of refusing to extend paving or underground utilities in any street the location of which had not been approved by the City Plan Committee, and all sub-division plans were submitted to it."

In turn, developers adapted to the changes in the bureaucratic approval process as well as changes in finance, real estate, and building technology.

The weekly step-scrubbing ritual, 1938. Baltimore is famous for its ubiquitous white marble steps lining the streets of many of its rowhouse neighborhoods.

Developers began to consolidate their development process. They bought large estates, subdivided them, laid out the roads and underground utilities, built the houses, set-up building and loan associations (sometimes on site), and marketed their new neighborhoods. Prior to the 20th century, many of these steps were done separately. The results were extraordinary: E.J. Gallagher, Ephraim Macht, and Frank Novak built over fifty thousand houses in Baltimore. Other developers, including George R. Morris, Henry Kolbe, and Kennard and Company, partnered with longtime residents of suburban areas and formed real estate corporations. The rate of development was extraordinary: in Northeast Baltimore alone between 1900 and 1939 the number of housing units grew from 279 units to over 14,000 units.

Most African Americans, however, were left out of this suburban expansion. Three times before World War I the City Council passed ordinances forbidding them from moving into white neighborhoods. Each was overturned, but unfortunately they represented only the most formal and overt of numerous racist tactics. With the newest offerings within the expanding housing stock largely off limits, many blacks bought and rented secondhand. After another large rural influx in 1900, by 1904, half of the City's black population had taken up residence in Old West Baltimore as the area's German community branched out further north. Within this single area could be found a rich diversity of African American life.

Corporations, more than individuals, reshaped the downtown and surrounding areas along the shoreline. National corporations built industrial parks, not just industrial buildings. Western Electric, Standard Oil, and Crown Cork & Seal each had an industrial complex encompassing more than 125 acres. Standard Oil also located its regional office headquarters on St. Paul Place. Baltimore found a comfortable position in the new world of national corporations.

By the 1930s, most of our venerable cultural institutions had been created: the Baltimore Museum of Art, the Walters Art Gallery, the Peale Museum reopened as Baltimore's history museum, Lyric Opera House, and more than a hundred movie theaters were built throughout Baltimore neighborhoods. Other institutions were thriving: the Maryland Institute College of Art, Goucher College, Morgan College (now Morgan State University), Coppin Teachers College (now Coppin State University), and the University of Maryland at Baltimore.

By 1931 the Depression hit Baltimore hard. On September 31, 1931, the Baltimore Trust Company closed its thirty-two-story skyscraper; by 1933, the Governor closed all banks to try and prevent mass bank withdrawals. For the next six years Baltimore spiraled deeper into despair; 29,000 Baltimoreans were officially unemployed in 1934. Federal resources during the latter half of the 1930s kept Baltimore afloat. Civil engineer Abel Wolman coordinated the Civil Works Administration (CWA) in Baltimore, which put thousands of people back to work. The Works Progress Administration (WPA) followed the CWA, providing work for many more Baltimoreans. But it took another war to pull Baltimore and the nation out of its doldrums. By 1939, Baltimore industries began retooling their factories for war.



1939 to 1946 – World War II: Baltimore Comes Through

Baltimore geared up for World War II in a big way. Even before America's entrance into the War, many Baltimore factories were refitted to make everything that the war effort required. Dining room table-cover manufacturers began making the heavy cloth parts for gas masks; automobile makers began building tanks and jeeps; and the Martin Aircraft Corporation began making B-26 and B-29 Superfortress bombers. At the end of World War II, one Baltimore business, Martin-Marietta, was turning out thousands of airplanes a year, and at the Curtis Bay and Fairfield shipyards an ocean freighter a day slid into the water.

Migrants from the rural south, looking for work, overwhelmed Baltimore. Many grand Baltimore houses were cut up into small apartments to house the population. Rooms in many South Baltimore rowhouses were fitted with multiple beds. Each bed may have slept one man during each 8 hour shift.

1946 to 1968 – Suburbanization without End / Charles Center invented / Historic Preservation Begins

After World War II, Baltimore City found itself in the middle of tremendous physical and social changes. With the return of soldiers eager to raise families, suburbanization accelerated and spread past the City limits into the

S.S. Maritime Victory Launching, photograph by A. Aubrey Bodine, May 1945. (Courtesy of the Maryland Historical Society, Baltimore, Maryland)



An image from the initial Charles Center Plan published by the Greater Baltimore Committee in 1958. A photograph of the model of Charles Center was superimposed on an aerial photograph of downtown, creating an illusion of a completed project.

urbs. Federal subsidies, such as new housing-oriented FHA loans, the 1956 Highway act, and tax incentives for industrial development, were instrumental in restructuring the City and the region.

Many Baltimoreans, however, were forced to move. In the City, the rate of demolition rose from 600 households a year throughout the 1950s to 800 in the early 1960s. The number reached 2,600 per annum in the late 1960s, as sites were cleared for expressways, new schools, and public housing projects. Poor and African American populations were disproportionately affected. At the same time, blockbusting reached its peak with the population turnover in Edmondson Village. Over a period of ten years (1955–1965) most of the area’s white residents were replaced by African-Americans. In situations such as this, “investors” could buy low by capitalizing on white residents’ fears of a worsening neighborhood and sell high to African American families desperate for a chance at homeownership.

A great deal of attention was focused on the City center. Very few new office buildings, large or small, had been built since the Baltimore Trust building in 1929. Baltimore citizens decided to act. In 1958, the Greater Baltimore Committee, a regional organization of business leaders, in cooperation with City Government, unveiled a report that called for the transformation of 22 acres in the heart of downtown Baltimore. To implement the plan, the City created a public-private corporation known as the Charles Center Management Corporation. The plan mostly consisted of office buildings surrounding three urban plazas. Underground parking was constructed under each of the plazas and some of the buildings. While the new buildings were to be unabashedly modern, four existing office buildings were incorporated into the plan. The three plazas and most of the office buildings that surrounded them were linked by an overhead walkway system that crossed over several busy streets and included escalators connecting the elevated walkway to city sidewalks below.

surrounding counties. By the 1950s, 7,000 to 8,000 houses a year were being constructed in the counties surrounding Baltimore. The population within the City boundaries began a slow, continual decline: the City lost 10,000 people in the 1950s and 35,000 in the 1960s. During the 1960s the bulk of the retail activity in Baltimore’s downtown shopping district and neighborhood main streets followed their customers and moved to the suburbs into shopping centers built around four-leaf-clover exit ramps of the newly completed beltway (1962). Industry, too, followed their employees. The City’s old, multi-story brick factories were vacated as sprawling, new industrial parks with quick access to the newly designed highway system were developed.

The federal government subsidized much of the development of the sub-

In addition to the office buildings, a hotel, several residential towers, some ground floor retail establishments, and the Mechanic Theater were incorporated into the complex. At the time, *Fortune Magazine* wrote of the Charles Center Plan, “It looks as if it were designed by people who like the City.”

In 1962, the construction of One Charles Center, located between Center Plaza and Charles Street, was completed. The 24-story, dark bronze-colored, metal-and-glass office building was designed by Mies van der Rohe, a very important International Style architect. *Fortune Magazine* called this building one of the nation’s “ten buildings that point to the future.” For many years, the *American Heritage Dictionary* included a thumbnail illustration of this building adjacent to the architect’s entry.

The Commission for Historical and Architectural Preservation (CHAP) was created in 1964 to administer design review for the new Mount Vernon local historic district. Concurrent with the creation of CHAP was the Mount Vernon Urban Renewal Ordinance, the first of its kind written to restore, not demolish the historic mansions that made up the area. Today, Baltimore has more than 50 National Register Historic Districts and 30 Local Historic Districts. Baltimore has a total of 56,000 structures listed on local and national registers.

1969 to 1999 – Suburbanization Continues / Inner Harbor: A Magical Invention

In 1956, the Federal Government passed the National Highway Act, which provided 90% of funding for interstate highway construction. In 1960, the Planning Commission published a study for the East-West Expressway, which chronicled eight major proposals to build highways through Baltimore. I-95 would have sliced through Federal Hill and included a bridge to Little Italy. These proposals would have effectively destroyed all harbor-front neighborhoods as well as pedestrian access to the harbor. Between 1965 and 1967, the City began condemning property along the proposed highway corridors. Throughout this process, Baltimoreans organized to oppose the destruction of the harbor-front neighborhoods. In 1969, Fells Point became a National Register historic district, and in 1970 Federal Hill followed suit. Shortly thereafter, I-95 was rerouted south of Locust Point, and a bridge would span the harbor, connecting Locust Point to Lazaretto Point. In 1975, the bridge concept was replaced with the Fort McHenry Tunnel in order to preserve Fort McHenry. In the 1970s, I-83 was proposed to be built underground in order to preserve Fells Point, but the idea fizzled out as construction costs became prohibitive. In the end, Baltimore lost over two hundred historic properties and hundreds of others sat vacant after being condemned for highway construction. It was the tenacity of Baltimoreans that prevented the highway from obliterating not only the harbor-front neighborhoods but the Inner Harbor itself.

By 1975, 108 houses in the Otterbein neighborhood had been scheduled for demolition as part of the Inner Harbor West Urban Renewal Plan. Instead, these houses were sold to “homesteaders” for one dollar. In turn, homesteaders would restore the houses and live in them for at least five years. 3,000 potential homesteaders visited Otterbein, proving that there was immense demand for downtown living. Homesteading and historic preservation, following the Otterbein example, spread to other neighborhoods, including Ridgely’s Delight, Barre Circle, and Washington Hill. More importantly, however, the



A 1959 rendition of one of several interstate highway plans that would have connected I-95 to an East West Expressway and the Jones Falls Expressway. Baltimoreans fought for over twenty years to prevent a highway from destroying their historic neighborhoods.

internationally recognized success of homesteading proved that Baltimore was a place in which people wanted to live. Baltimoreans were beginning to reinvent their City as a collection of restored and rebuilt neighborhoods.

The roaring success of Charles Center empowered Baltimore officials to expand the reinvention of Downtown. The Charles Center Management Corporation was renamed the Charles Center Inner Harbor Management Corporation, and its staff began to work with the Philadelphia consultants, Wallace, McHarg, Roberts, and Todd to define the next stage of the Downtown transformation. In 1964, the City and the Consultants came up with a vision: the harbor should be encircled by a ring of new public spaces all connected together by a public, waterfront promenade. They envisioned museums, office buildings, hotels, amphitheatres, marinas and piers for visiting ships, parks and playgrounds, and a new kind of shopping center, the festival marketplace.

Using Federal Urban Renewal funds, the City demolished almost all of the buildings within the project area and constructed an entirely new infrastructure of piers, bulkheads, roads, utilities, and parks. A new brick pedestrian promenade was constructed around the harbor's edge. The State of Maryland erected the World Trade Center (1973), a pentagonal concrete-and-glass office building designed by the architect I. M. Pei. One of its columns symbolically emerges from the water, straddles the promenade, and hovers over the harbor. The United States Fidelity and Guarantee Company, the City's largest insurance company, consolidated its downtown offices and built its new 40-story headquarters (1970-73), which became the City's largest office building.

During the 1960s, the Inner Harbor looked like a wide open pool of black water surrounded by a prairie crisscrossed by streets. Those early days are just a



View of the Inner Harbor today.

memory now. The Inner Harbor, year by year, was sculpted with a world-class collection of uses and attractions: the National Aquarium, the Power Plant, the Gallery, the Hyatt Regency Hotel, the Maryland Science Center, Harbor Court apartments and hotel, Rash Field, Harbor Place, the USS Constellation, Scarlet Place, McKeldin Square and Meyerhoff Fountain, and the brand new Baltimore Visitors Center.

In its first year, Harborplace (1981) drew more tourists than Disneyland. The Inner Harbor has become an intricate, exciting people-place that changes all the time. It is a playground, a front yard, and a main street for the entire City. It is a place for the City to look at itself and a place for Baltimore to show off some of its wonders to the outside world.

Perhaps, the Inner Harbor is Baltimore's most important invention since the railroad. Elected officials, economic developers, and city planners arrive monthly from all over the world to see and learn from this magical place. It was invention by meticulous deliberation. The Inner Harbor was put together brick by brick, building by building, and block by block. The Inner Harbor's success can be attributed, in part, to the following features: well-developed architectural and urban design guidelines; major new attractions every five years; attractions for all ages and groups; high quality building materials; easy access to the water; uniformed policemen and other measures that create a feeling of safety; quality events; gardens and flowers; and high quality maintenance.

1999 to the Present: Balti**MORE** THAN EVER

From 1999 to the present, dramatic progress has been made in creating a safer, cleaner city; a better place for children; and a more attractive place for

investment. Nevertheless, stubborn urban ills still plague Baltimore. During the past six years, the City has addressed these challenges in new and innovative ways.

In 1999, Baltimore was the most violent city in America. Now Baltimore leads big cities in reducing violence through a three-pronged approach: more and better drug treatment, youth intervention, and more effective policing. Overall, violent crime is down 40% – to its lowest level since the 1960s.

Baltimore has also been plagued with diseases that fester in poor urban environments. Throughout the 1990s the City was the most drug addicted city in America – a fact that defined Baltimore for the rest of America. Today, we have doubled the number of people able to receive drug treatment from 11,000 to 25,000. Health officials now point to Baltimore as having the best drug treatment system in the nation. In addition, Baltimore was infamous for the high numbers of deaths caused by sexually transmitted diseases, tuberculosis, AIDS and lead poisoning. Baltimore has reduced these deaths dramatically. For example, the City has reduced the number of children with serious lead poisoning by 45% in just three years. In 2003, the City achieved the lowest infant mortality rate in its history.

For many years Baltimore public schools have been underperforming and providing second-rate education. The trend is changing, however, and for the last five years, the City has seen real improvement in its educational system. Our first and second graders are scoring above the national average in reading and math for the first time in 30 years. All grades are improving faster than the state average on the Maryland School Assessments, and Baltimore ranks ahead of cities like New York, Chicago, Boston, Philadelphia and Los Angeles on state assessment tests. In addition, three of our high schools are ranked among the State's top ten, and each year more students are graduating from our high schools.

Baltimore's astonishing progress in the last six years is the result of deliberate and comprehensive changes in the City's bureaucracy. Through the CitiStat program, Baltimore is moving from a traditional spoils-based system of local government to a new results-based system of government. CitiStat is an accountability tool that tracks the activities of City agencies. CitiStat has won Harvard's Innovation in Government Award, and Neal Pierce, a columnist on urban affairs, said that CitiStat "may represent the most significant local government innovation of this decade."

In addition, the City established the 311 system to allow residents to report non-emergency problems in the city. Residents can now report problems and track responses to complaints, such as potholes, housing code violations, and broken lights. For its 311 system, Baltimore is the first government entity to win the Gartner Award for customer relationship management.

Cities that are diverse, cities that nurture creativity, cities that are culturally alive and preserve their history are cities that thrive— because they create a better quality of life; they create new businesses; they create living neighborhoods; they retain and attract members of a growing creative class.



View of downtown Baltimore and the Inner Harbor at dusk.

Baltimore is simmering with creativity and entrepreneurs, musicians, artists, architects, engineers, researchers, and scientists are already moving our local economy forward. World-renowned medical research institutions, most notably Johns Hopkins and the University of Maryland, are potent engines for the future of Baltimore's economy. Both of the City's arts districts are gaining momentum. This year, Entrepreneur Magazine reported that Baltimore moved from 30th to 12th on their list of best cities for entrepreneurs, and we're number two in the East.

Qualities embedded in the urban fabric are attracting new residents to Baltimore: pedestrian-friendly environments promote less driving; historic architecture and streetscapes provide tangible connections to the past; restaurants, coffee shops, and pubs just a walk away offer social places where basic human connections are made; and cultural institutions produce character-defining activities that are enjoyed by all.

Baltimore has been scorched by devastating fires, real and figurative, but from these ashes, Baltimore, once again, is rising. The City's spirit thrives on beating the odds and achieving what others thought was unachievable. Baltimoreans have learned from our past, a past whose buildings, monuments, and diverse cultures still stands strong.

Making bold decisions in times of extraordinary change leads to reinvention. Thus, this is probably Baltimore's latest reinvention: today's willingness to change City Government and to tackle the chronic results of poverty. Baltimore's history also tells us something more: cities never cease to change, and unknown reinventions will be part of providing our children's children with a place to live, earn, play and learn in Baltimore.



LIVE • EARN • PLAY • LEARN

Key Trends

From the outset, it is important to recognize that trends themselves are not necessarily positive or negative, rather a reflection of a constantly changing urban landscape. All change presents both challenges and opportunities. Whether Baltimore becomes overwhelmed by the hazards of change or seizes the opportunities for a better quality of life is largely within our control as residents, leaders and policymakers. **LIVE • EARN • PLAY • LEARN** focuses on the opportunities.

Many of the changes Baltimore has experienced over the past 50 years have also happened in other older urban areas. The growth of population and jobs in suburbs around big cities has been a key trend nationwide over the last 60 years. Manufacturing jobs have been replaced by white collar and service-oriented jobs not only in Baltimore, but in nearly all of the older cities of the Northeast and Midwest.

Nevertheless, Baltimore is still uniquely Baltimore, and the City's trends need to be seen in the light of our own history of growth, expansion and dispersion. Baltimore has been decompressing and spreading out to its suburbs for more than a century, ever since horse drawn street cars, and later electric railways, allowed people to live beyond walking distance of their jobs. The Baltimore Region has never stopped growing, but growth has increasingly happened outside the core City limits. Baltimore City's population is projected to stabilize and increase slightly over the next twenty-five years, while the region's population is projected to grow by a quarter of a million people during the same timeframe. As we move into the next millennium, current

and emerging trends provide cause for optimism that Baltimore can position itself for a future of growth and prosperity.

Conditions in America's Cities: Changes & Challenges

The following trends reflect the state of America's cities, both in the progress that they have made and the challenges they continue to face. Five reports: **The State of the Cities 1999** (U.S. Department of Housing & Urban Development (HUD)); **The State of America's Cities: 2005** (National League of Cities); **Income, Poverty, and Health Insurance Coverage in the United States: 2004** (U.S. Census Bureau); **Living Cities** (the Brookings Institution); and HUD's **State of the Cities Data System**, contributed to the following indicators of urban conditions.

Population

During the 1980s and 1990s, many West Coast and Southwest cities gained population: Phoenix, AZ (68 percent), San Antonio, TX (45 percent), and Portland, OR (44 percent). Some of the increase was due to annexation of surrounding jurisdictions; Baltimore has not been able to annex land since 1918. However, Baltimore, like many other Mid-Atlantic and Midwest cities continued to lose population. In 2000, Baltimore was the 17th largest city in the nation.

	Baltimore	Philadelphia	Cleveland	Washington, DC
Population Change, 1980 to 2000	-17.2%	-10.1%	-16.6%	-10.4%

Housing

In 2000, in Baltimore City, the homeownership rate was 50.2 percent, up from 48.6 percent in 1990. The U.S. homeownership rate was 66.2 percent; in the 100 largest cities, the homeownership rate was 52.8 percent. In Baltimore City, 40.0 percent of renters paid more than 30 percent of their income on rent, which is about average for American cities (average from sample of 23 cities is 40.2 percent). However, Baltimore had significantly fewer renters in the low-middle income range (\$20,000-\$35,000) paying more than 30 percent of their income for rent than most other American cities (Baltimore 25.1 percent, average from sample of 23 cities is 42.6 percent).

	Baltimore	Philadelphia	Cleveland	Washington, DC
Homeownership Rate	50.3%	59.3%	48.5%	40.8%
Paying more than 30% on rent	40.0%	42.5%	40.7%	35.2%
Income \$20,000 to 35,000, paying more than 30% on rent	25.1%	35.1%	20.0%	35.4%

Income and Poverty

Baltimore ranks 87 out of the 100 largest U.S. cities in terms of median household income. Approximately 2 in 10 Baltimore City residents live below the poverty line (22.9 percent) and approximately 4 in 10 families with children live below 150 percent of the poverty line (39.5 percent). Nationally, an

average of 1 in 10 residents live below the poverty line (12.4 percent) and approximately 3 in 10 families with children live below 150 percent of the poverty line (29.3 percent).

	Baltimore	Philadelphia	Cleveland	Washington, DC
Median Household Income, 2000	\$30,078	\$30,746	\$25,928	\$40,127
Percent Change Median Income, 1990 to 2000	-6.9%	-7.0%	8.3%	-2.8%
Poverty rate	22.9%	22.9%	26.3%	20.2%
Families with children under 150 percent poverty rate	39.5%	38.0%	47.8%	35.2%

Employment

In 2000, Baltimore's labor force participation rate (56.6 percent) ranked 95th out of the 100 largest U.S. cities (average 63 percent). Baltimore's unemployment rate (8 percent) ranked 80th (average 5.4 percent).

	Baltimore	Philadelphia	Cleveland	Washington, DC
Labor Force Participation Rate	56.6%	55.9%	57.4%	63.6%
Unemployment Rate	8.0%	7.5%	8.3%	6.4%

Commuting Patterns

Approximately 6 in 10 Baltimore City residents work in Baltimore City (61.9 percent). Nationally, an average of 7 in 10 residents of a center city also work in the center city (70.4 percent). Less than 1 in 3 residents of the Baltimore Region work in Baltimore City (28.7 percent).

	Baltimore	Philadelphia	Cleveland	Washington, DC
Central city to central city	13.4	19.0	12.5	11.7
Central city to suburb	7.4	5.9	9.1	4.1
Suburb to central city	15.3	9.9	18.3	20.9
Suburb to suburb	51.2	57.4	55.4	59.1
Outside metro area	12.7	7.8	4.7	4.2

Baltimore: From Mid-Century to Today

Population

In the 1950's, Baltimore was a city in the midst of a post-war economic boom. Fueled by plentiful jobs and a climate of opportunity, the City's population swelled to nearly 950,000. The population declined over the next half century to 651,154 in 2000 – a loss of approximately 30 percent from our peak population in 1950. Since 2000, annual population estimates indicate a leveling off of population decline and a slight future increase in population, based on population forecasts completed by the Baltimore Metropolitan Council with the support of the Baltimore City Department of Planning.

Households

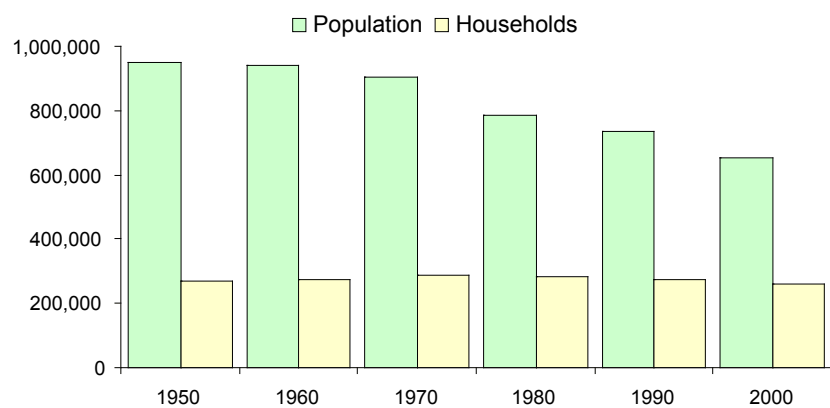
The characteristics of Baltimore households have changed significantly since 1940. The number and size of City households decreased over the last five decades. In 2000, the average household size was 2.42 people compared to 3.41 people in 1950, which reflects a dramatic change in the composition of city households. In 2000, only 27 percent of households were headed by married couples compared to a vast majority in 1940. Today, a majority of households are either headed by a single parent or contain a single person.

Age

Baltimore of the 1950's and 1960's was a youthful city. The Baby Boom was in full swing. Children under the age of 14 comprised the largest single age group in 1960, and City policies favored school construction. The elderly were a small proportion of the population, and made relatively few demands on City services. Only one in every 14 Baltimore residents was older than 65. Baltimore also has a slightly higher percentage of senior residents than the state, with 17 percent of City residents currently over the age of 60, versus 14 percent state-wide.

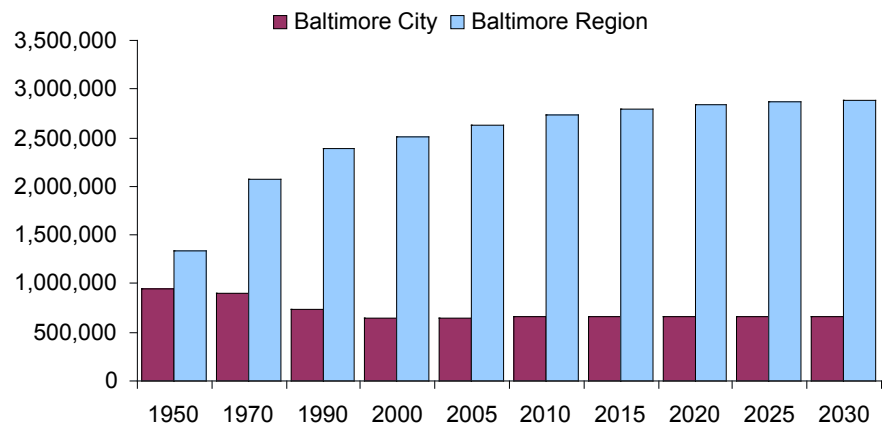
In 2000, Baltimore's population was less youthful than during the post World War II Baby Boom. The number and proportion of City youth have declined steadily since 1950. In particular, the population under 5 years of age decreased by nearly 30 percent between 1990 and 2000. In contrast, today residents over the age of 65 account for 13.2 percent of the population compared to 7.3 percent in 1950. In the last decade,

Baltimore City Population & Household Change
1950 - 2000



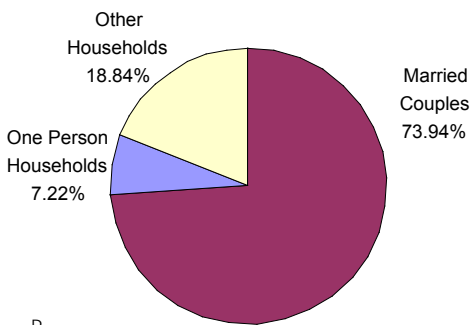
Source: U.S. Bureau of Census

Baltimore Region Population Trends & Projections 1950 - 2030



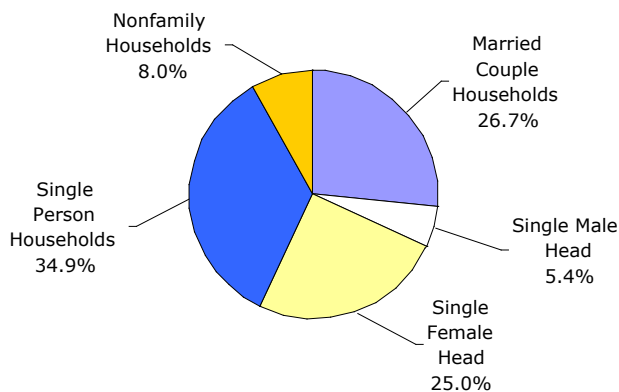
Source: U.S. Census Bureau & Round 6B Cooperative Forecasts from the Baltimore Metropolitan Council, 2005

Household Types,
Baltimore City, 1940



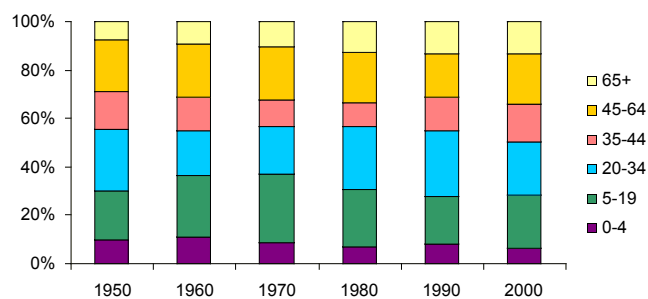
US Census Bureau

Household Types
Baltimore City, 2000



US Census Bureau

Baltimore City Population Distribution by Age
1950-2000



US Census Bureau

the number of seniors decreased. However, the number of residents between 45 and 64, the Baby Boom generation, increased dramatically. Over the next twenty-five years, these aging Baby Boomers are anticipated to cause a great increase in the size of the City's senior population, with a 31 percent increase in the number of senior citizens living in the City expected.

Race

Baltimore's racial composition has changed significantly since 1950. In the last half century, racial change in the City has been defined by a decline in the White population offset by a large increase in Black population. From 1950 to 2000, the Black population nearly doubled, from 225,000 to 420,000. During the same time span, the White population declined by more than 500,000. By 2000, 65 percent of Baltimore's population was Black compared to less than a quarter of the population in 1950.

Between 1990 and 2000, for the first time in half a century, the Black population also started to decline. In a single decade, the City lost almost 17,000 Black residents. In the same decade, the proportion of residents who reported themselves as "Other Race" doubled, representing an increase in diversity.

Housing

The percentage of owner-occupied homes fell between 1950 and 1990, but increased slightly in 2000, from 48.6 percent in 1990 to 50.3 percent in 2000. Although homeownership increased slightly during the 1990s, vacancies due to uninhabitable conditions more than doubled, from 6,049 in 1990 to 13,846 in 2000. The spike in the number of vacancies is partially due to improved monitoring and reporting, but it also reflects severe disinvestment in some areas. The number of vacant and abandoned houses increased gradually from 1995 to 2002 and has since leveled off.

In a break from the past, substantial new development has occurred in the last five years. Since 2000, approximately 6,600 new and converted housing units have been built in Baltimore. The recent housing investment is dominated by construction of rental properties, which may result in a slight decrease in the homeownership rate.

During the 1950's, Baltimore City and suburban households had about the same median earnings. By the end of the century, however, the median family income of City households had fallen considerably in relation to incomes in the suburbs. As more affluent households moved to the suburbs, poor residents became increasingly concentrated in the City. In 2000, about one

in every five Baltimore residents lived below the poverty line. From 1990 to 2000, there was an 8 percent decrease in the number of individuals living in poverty.

Education

While the education level of Baltimore residents has improved over the last few decades, the City lags behind surrounding counties in terms of adult educational attainment. In 2000, more than 30 percent of City adults had not completed high school, double the average rate for the surrounding counties. Only 22 percent of Baltimore residents have a college degree compared to 36 percent in Baltimore County and 59 percent in Howard County.

Economy & Employment

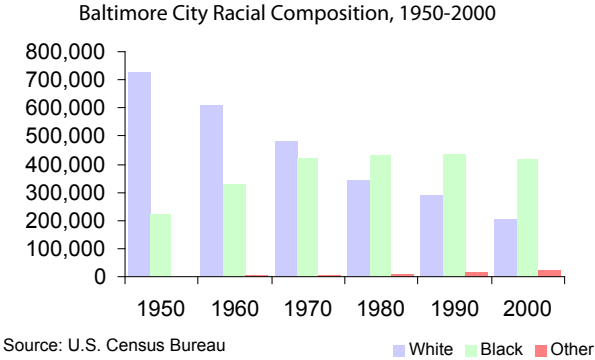
Driven by a huge demand for durable goods during World War II and immediately thereafter, Baltimore’s economy prospered in the 1950s. About one-third of all employees in the City worked in manufacturing. Good wages enabled most Baltimore workers to support an entire family on the salary of a single wage earner. In the next half century, blue collar manufacturing jobs were replaced by white collar service jobs.

Unlike other industrial cities, Baltimore’s manufacturing base was not dominated by a single industry – as was Pittsburgh with steel or Detroit with automobiles.

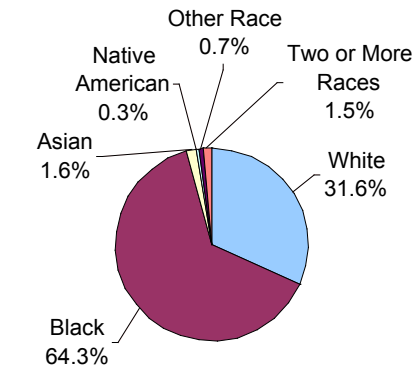
A booming service sector, including health care, technology, higher education, legal and accounting services, has enabled the City of Baltimore to remain the dominant economic center of the region. In 2000, the vast majority of City residents worked in services or related jobs sectors such as finance, insurance, real estate and information. Among the biggest growth sectors for service jobs are health care, educational services, and accounting.

Employment opportunities in Baltimore have been projected to grow slowly through 2030. However, jobs in the whole region are expected to increase at a faster rate, effectively decreasing the City’s share of jobs in the region.

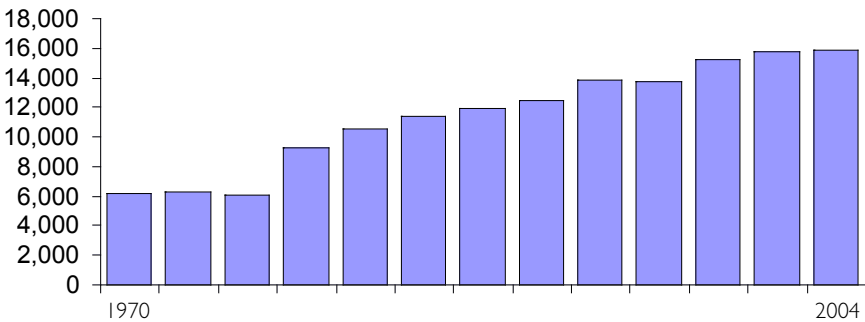
The Maryland Office of Planning defines the Baltimore Region as Baltimore City and the surrounding counties of Anne Arundel, Baltimore, Carroll, Harford, and Howard. (The US Census Bureau also includes Queen Anne’s County in their regional statistics.)



Baltimore City Racial Composition 2000

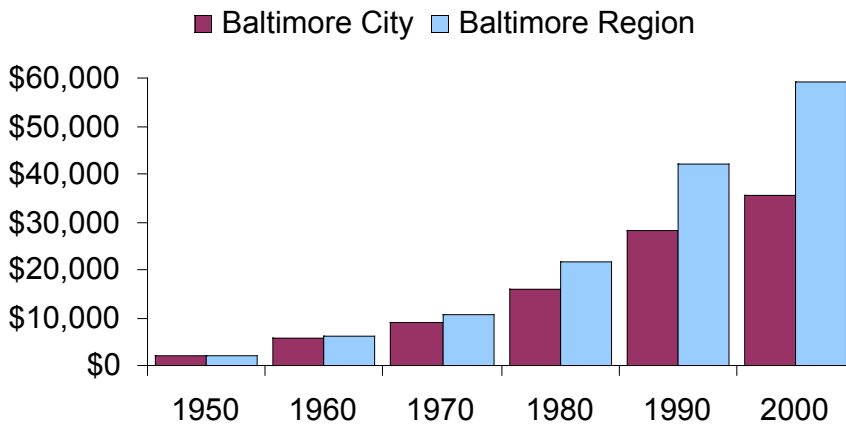


Vacant & Abandoned Housing in Baltimore
1970 - 2004



Source: Baltimore City Department of Housing & Community Development

**Baltimore Region Median Family Income
1950-2000**



US Census Bureau

Three aspects of the Baltimore region are especially noteworthy: its access to water and related port activities; its proximity to Washington, DC; and its geographic position in the middle of the huge megalopolis extending from Boston to Richmond.

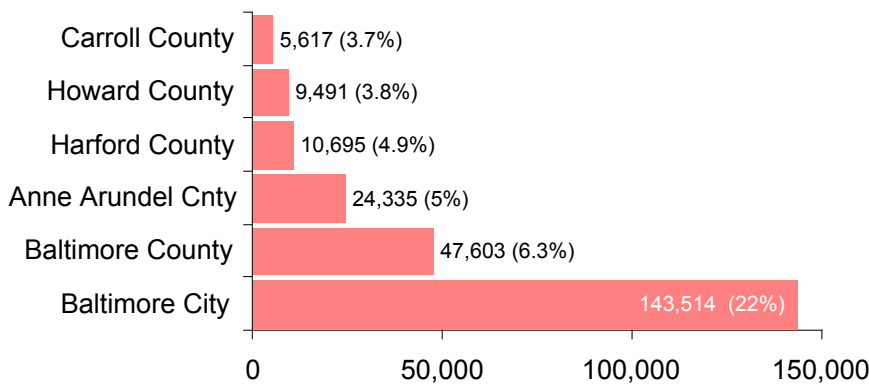
The Greater Baltimore State of the Region Report compares 20 regional economies: Atlanta, Austin, Baltimore, Boston, Charlotte, Cleveland, Dallas, Denver, Indianapolis, Minneapolis, Philadelphia, Pittsburgh, Raleigh, Richmond, San Diego, Seattle, St. Louis, Tampa and Washington, DC.

The Baltimore Region Compared to Other Regions Across the U.S.

In December 2005, the Greater Baltimore Committee and the Greater Baltimore Alliance jointly released the Greater Baltimore State of the Region Report about our metropolitan area. The report compared the Baltimore region to a benchmark group of metropolitan areas in the U.S. on numerous indicators of economic and social health.

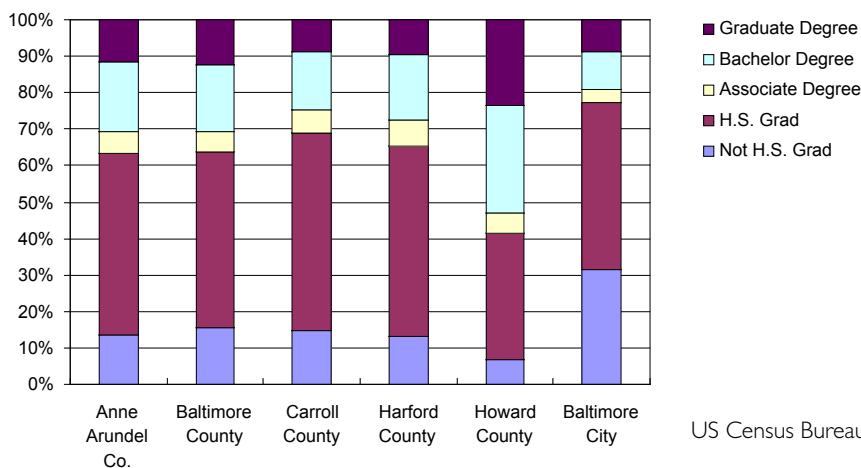
The findings confirm that our region has both strengths to build on and challenges to address. The Greater Baltimore region is relatively affluent with a strong relationship to the Washington, DC region. We offer top-notch health care, transportation and cultural assets, and quality higher education institutions. However, our competitiveness as a region is hindered by low employment growth and a relatively less diverse economic structure than Washington, DC.

Persons in Poverty in Baltimore Region, 2000



US Census Bureau

Adult Educational Attainment in Baltimore Region, 2000



US Census Bureau

Baltimore Region's Population

The Baltimore Region's population has remained relatively stable compared to the twenty benchmark regions in the State of the Region report with a low rate of growth between 2000 and 2004. Our region ranks fifteenth with 3.4 percent growth.

Baltimore Region's Economy and Workforce

Trends in the Baltimore Region's economy indicate strengths, as well as signs of slow growth. The region remains relatively affluent and above the national average for income measures. Among the 20 benchmark regions, it ranks 4th in recent per capita income growth and 11th in effective buying income. Baltimore was the only region among the twenty where regional per capita income increased during the economic downturn that affected the nation after 2001.

While income trends are encouraging, the Baltimore Region's economy has remained stagnant in recent years. The region has suffered in terms of employment, seeing its unemployment rate decline only slightly, from 4.9 percent to 4.8 percent between 2002 and 2004. The Baltimore region now ranks 10th among the benchmark regions in the rate of unemployment.

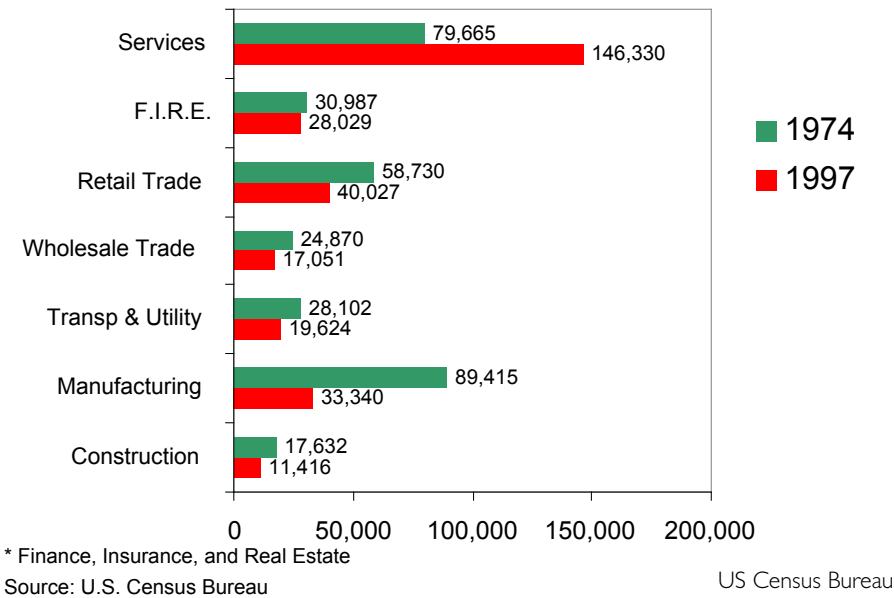
The Baltimore/ Washington, DC Region

Baltimore's Relationship to Washington, DC

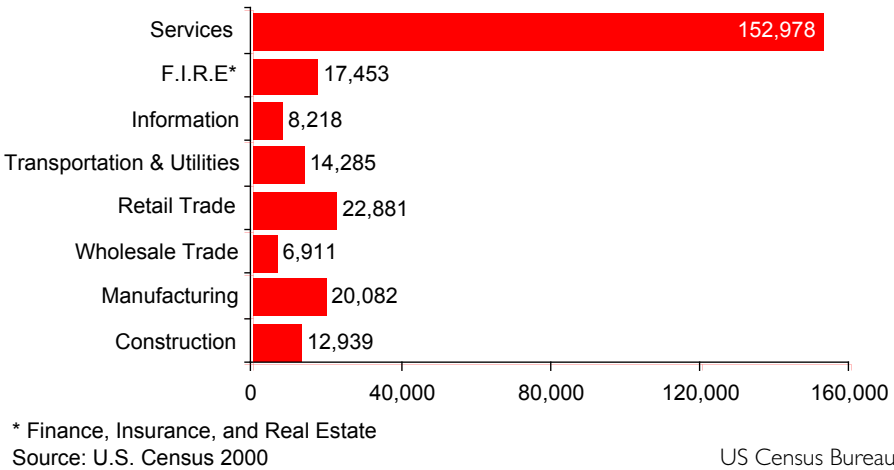
The Baltimore Region's population and economic trends are better understood within the context of the larger Baltimore–Washington, DC Region, which represents the functional economic region for Baltimore. Our close economic relationship with the Washington, DC metropolitan area presents both benefits and challenges to our regional economy.

Baltimore's income and population growth can be partially accredited to the migration of affluent residents from Washington, DC to Baltimore. However, this same trend has contributed to the recent rise in the cost of living. The Baltimore Region rose from 3rd least expensive benchmark

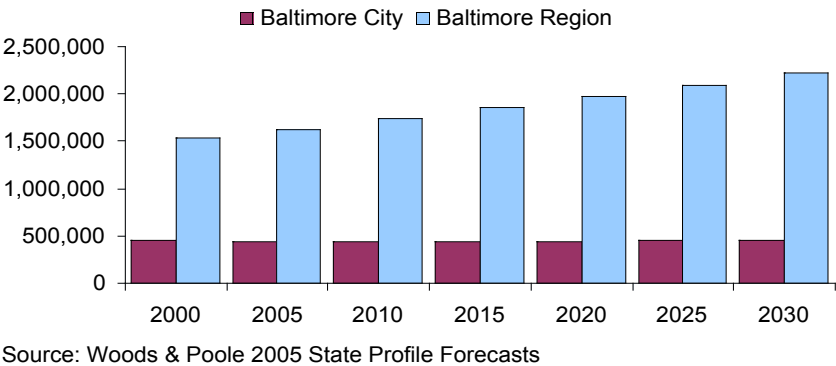
Baltimore City Jobs by Sector, 1974 and 1997



Baltimore City Resident Employment by Sector, 2000

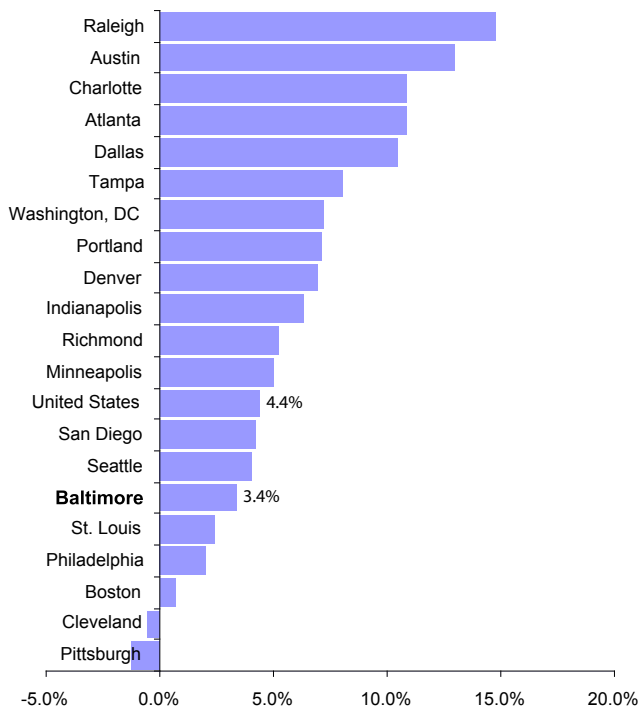


Baltimore Region Job Estimates & Projections, 2000-2030



Note: 1997 is the latest year for which comparable data on job sectors is available.

Regional Population Growth, 2000-2004



Source: Maryland Department of Planning, Greater Baltimore State of the Region Report, 2005

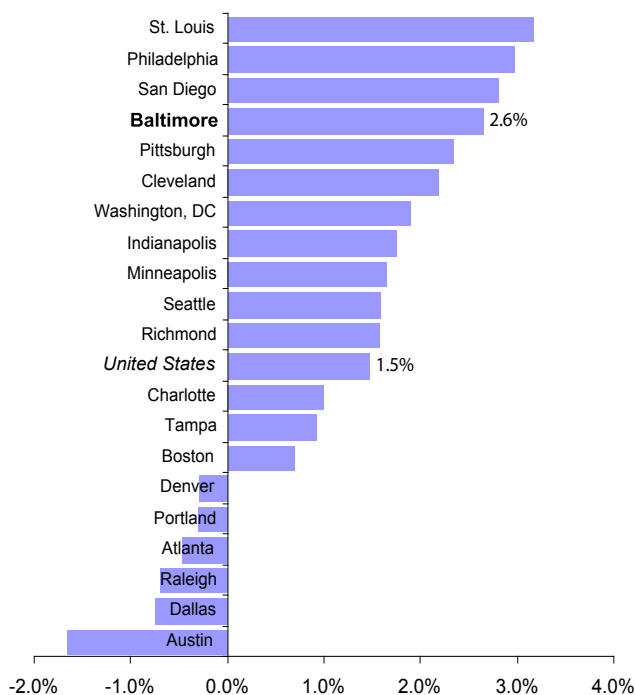
region to 5th most expensive benchmark region between 2003 and 2005. This shift reflects increasing home prices in the region, a factor influenced by the discovery of the Baltimore Region's housing bargains by families previously living in the Washington, DC area, which has the second highest cost of living in the nation.

The Baltimore Region benefits from proximity to the larger Washington, DC retail market. When compared to the largest commercial markets in the United States, Baltimore ranks 19th in size and 18th for effective buying income. While the Baltimore and Washington, DC regions are no longer combined for statistical purposes, our region does benefit from the buying power of the Washington Region, which ranks 4th nationally.

Baltimore Region's Quality of Life

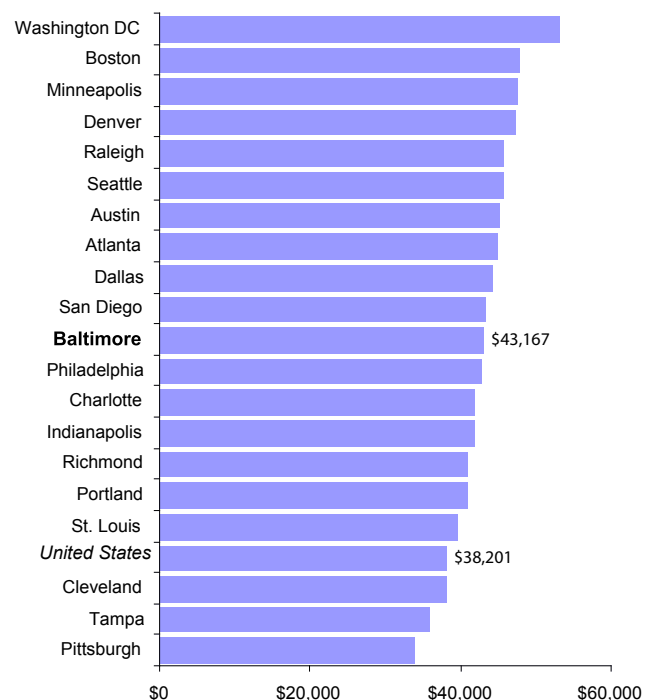
The Baltimore Region also benefits from its proximity to Washington, DC amenities; Baltimore, however, as a distinct and unique community, offers a wealth of cultural resources that are unmatched by many other regions across the country. Our region ranked 19th in the 2004 national arts ranking.

Per Capita Income Percentage Change, 2001-2003



Source: Greater Baltimore State of the Region Report, 2005

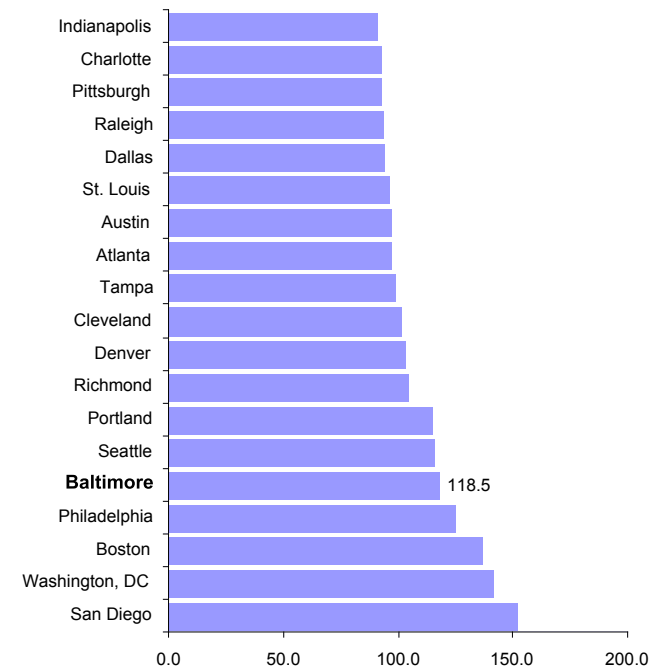
Median Household Effective Buying Income, 2004



Source: Survey of Buying Power, 2004 and the Greater Baltimore State of the Region Report, 2005

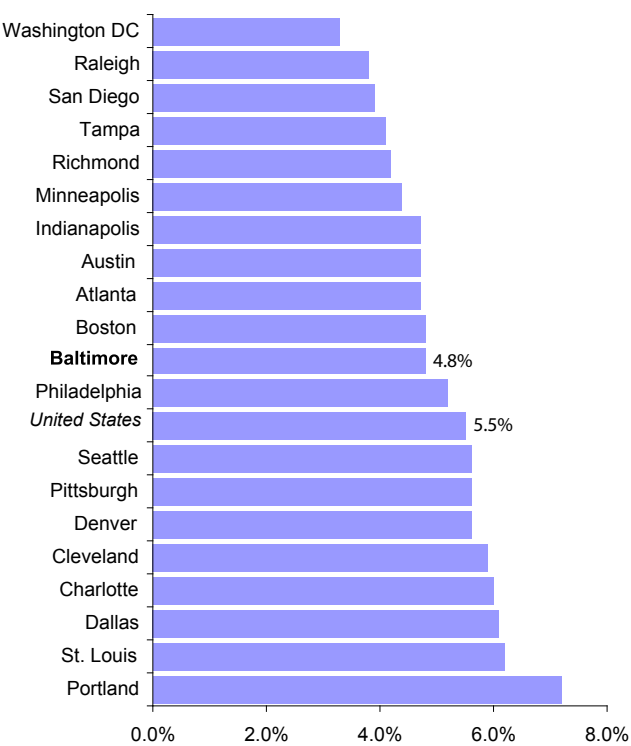
Our crime rates declined at a faster rate than most other benchmark regions. Between 2002 and 2005, Baltimore’s rate of violent crime decreased by an annual average of 7 percent, making it the fourth highest rate of decrease. However, Baltimore remains near the bottom in the rankings for the incidents of violent crime, indicating crime and public safety remain challenges in the region and specifically in the City of Baltimore.

Regional Cost of Living Index, 2005



Source: Greater Baltimore State of the Region Report, 2005
 Note: Minneapolis data not available, and Seattle data is for Quarter 2, not Quarter 3, 2005

Regional Cost of Living Index, 2005



Source: Greater Baltimore State of the Region Report, 2005

Twenty Largest U.S. Markets 2004

Rank	Metropolitan Area	Population (000s)	Households (000s)	Effective Buying Income (millions)	Retail Sales (millions)
1	New York-Northern NJ-Long Island, NY-NJ-PA	18,736.6	6,818.6	\$406,217	\$237,776
2	Los Angeles-Long Beach-Santa Ana, CA	13,006.5	4,257.9	\$233,020	\$170,098
3	Chicago-Naperville-Joliet, IL-IN-WI	9,398.3	3,384.1	\$200,187	\$122,410
4	Washington-Arlington-Alexandria, DC-VA-MD-WV	5,189.1	1,949.3	\$132,814	\$73,052
5	Dallas-Fort Worth-Arlington, TX	5,705.1	2,071.2	\$121,953	\$90,642
6	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5,800.4	2,185.8	\$120,893	\$79,892
7	San Francisco-Oakland-Fremont, CA	4,215.6	1,578.0	\$113,661	\$63,042
8	Miami-Fort Lauderdale-Miami Beach, FL	5,346.0	2,023.1	\$108,241	\$74,129
9	Boston-Cambridge-Quincy, MA-NH	4,455.8	1,712.7	\$107,676	\$69,748
10	Houston-Baytown-Sugar Land, TX	5,130.5	1,794.4	\$101,539	\$71,372
11	Atlanta-Sandy Springs-Marietta, GA	4,704.4	1,711.3	\$99,691	\$69,072
12	Detroit-Warren-Livonia, MI	4,496.3	1,723.5	\$94,107	\$65,514
13	Seattle-Tacoma-Bellevue, WA	3,183.9	1,251.5	\$73,557	49,304
14	Phoenix-Mesa-Scottsdale, AZ	3,654.0	1,334.2	\$70,560	50,828
15	Minneapolis-St. Paul-Bloomington, MN-WI	3,115.2	1,193.6	\$69,403	53,986
16	San Diego-Carlsbad-San Marcos, CA	2,972.2	1,051.3	\$57,681	43,545
17	St. Louis, MO-IL	2,773.7	1,081.9	\$54,541	36,088
18	Baltimore-Towson, MD	2,628.7	1,008.0	\$54,431	36,931
19	Riverside-San Bernardino-Ontario, CA	3,648.8	1,150.0	\$53,294	45,490
20	Tampa-St. Petersburg-Clearwater, FL	2,563.4	1,079.0	\$51,754	36,011

Source: Sales & Management, Greater Baltimore State of the Region Report, 2005

Regional Change in Violent Crime 2002-2005

	% Annual Average Change
Raleigh (I)	-12.9%
Dallas (I)	-8.3%
Richmond (I)	-7.5%
Baltimore	-7.0%
Atlanta (I)	-5.1%
St. Louis (1992 and 2003) (I)	-4.8%
Portland (I)	-3.7%
San Diego	-3.2%
U.S.	-2.9%
Tampa	-2.2%
Washington, DC (I)	-2.1%
Indianapolis (1999 and 2003) (I)	-1.8%
Boston (2002 and 2003) (I)	-1.5%
Minneapolis	-0.7%
Philadelphia (I)	-0.7%
Denver (I)	-0.5%
Austin (2001 and 2002)	1.7%
Pittsburgh (I)	3.2%
Seattle (I)	5.2%
Charlotte	NA
Cleveland	NA

Source: Greater Baltimore State of the Region Report, 2005

(I) Boundaries changed between reporting years.

National Arts Ranking 2004

Washington, DC	2
Boston	4
Minneapolis	7
Pittsburgh	9
Philadelphia	12
Denver	16
Cleveland	17
Baltimore	19
Dallas	23
Seattle	24
Atlanta	28
Richmond	31
Portland	35
St. Louis	39
Indianapolis	42
San Diego	48
Tampa	59
Austin	60
Raleigh	68
Charlotte	98
Source: Greater Baltimore State of the Region Report, 2005	



A. The Industry



Baltimore's market for living consists of the City's diverse housing stock and aesthetic built environment, social and human services, and urban amenities and attractions. The City's strength relies on the positive interaction between these major components of urban living. To ensure a healthy quality of life for Baltimore residents, a strong and affordable housing market must be complemented with adequate City and human services and accessibility to urban amenities.

The core products of Baltimore's market for living include the following:

1. A housing unit, or a residence, is a basic necessity for living in the City. Baltimore has a diverse range of housing products at all levels of affordability. The most common housing type is the single family row house, which makes up more than 50% of the city's housing stock.
2. When customers buy a house in Baltimore, they also purchase municipal and human services such as public schools, police and life safety, sanitation services, parks and a range of social services.
3. Amenities of urban living include diverse neighborhoods, density and the accessibility of services, retail, and public transportation.



B. Customers

According to the 2000 Census, Baltimore residents have a median family income of \$35,440 compared to \$59,324 in the Baltimore region; therefore, the City's median family income is approximately 60 percent of the surrounding region. Also, 22 percent of households were in poverty, which is a significantly higher figure than any of the surrounding jurisdictions and the metropolitan area as a whole. There are also approximately 3,000 persons in Baltimore without permanent homes.

The most common income calculation used as a way of determining income eligibility for various housing programs is called the Area Median Income (AMI). AMI is calculated every year by the U.S. Department of Housing and Urban Development (HUD) for every county and metropolitan area. The 2005 Area Median Income in the entire Baltimore metropolitan area for a family of four was \$72,188. Families of four with incomes below 80% of AMI, or \$57,750 in 2005, are categorized as being low-income by HUD and are eligible for special housing programs and benefits.

2005 AMI Distribution	AMI (4-person household)	% of Baltimore residents in each category*	Affordable Sales Price (3-bedroom unit)	Affordable Rent (3-bedroom unit)	Typical Occupations
30% AMI	\$21,656	27%	\$66,009	\$541	Home Health Aide, Fast Food Clerk, Dishwasher, Store Cashier, Parking Lot Attendant
80% AMI	\$57,750	39%	\$176,189	\$1,444	Teachers, School Counselors, Police Officers, Physicians' Assistants, Insurance Claims Adjuster
120% AMI	\$86,625	18%	\$264,284	\$2,166	First Year Lawyer, Assistant Professor
120% Above	****	17%	*****	*****	

*Median Income of 4-person households in Baltimore is approximately 60% of AMI. Based on 2000 Census income distribution.

As a result of increasingly concentrated poverty within the City, the City has a substantial population that relies on Baltimore's stock of affordable housing and human services. As the following charts indicate, the City has a markedly different distribution of household types than other jurisdictions in Maryland, with fewer married couple households and higher percentages of single person households and households headed by single females. Between 1995 and 2000, Baltimore lost nearly four times as many family households with school-age children than it gained. As a result of this loss, the City has a smaller proportion of middle-income residents in comparison to the surrounding jurisdictions. Having a stable middle class population in the City will raise the quality of life for all residents and perception of the City as a viable place to live and raise children.

The proportion of City residents over 60 has grown to comprise 17 percent of the population. Even more prominently, 38 percent of the City's homeowners are over the age of 60. This may cause a need for new construction or adaptation of existing properties to accommodate the physical challenges rowhouses present to seniors due to their multistory layouts.

City residents have varying expectations on what city living should provide based on their personal or family situations. As such, which city amenities or services are most important to residents may vary greatly from household to household. The amenities and services most valued by all groups of City residents include the following: quality affordable housing; quality of public education; quality and access to human services; public safety and crime; access to transit and transportation networks; parks and open space; historic and cultural amenities; aesthetic landscaping and streetscaping; and access to jobs, retail and recreation.

While attracting potential migrants to the City, Baltimore needs to achieve a balance between supporting the needs of the new higher and middle income residents while providing additional quality affordable housing, municipal services and social assistance to the existing population living in poverty. Poten-

tial residents include both those who currently live within the Baltimore region and those who reside in other regions of the United States as well as other countries. While Baltimore has a recent history of losing population because of out-migration, the City gains residents from the Mid-Atlantic region as well as other regions of the country and other countries. In fact, Baltimore had a positive net gain of residents from Washington, DC and New England between 1995 and 2000.

Potential residents come from many demographic backgrounds and are described below by what attracts them to Baltimore.

I. Employment Mobility

Potential residents who are attracted by local employment opportunities will likely work in the professional or service sectors, broadly defined, as well as construction. These customers desire a variety of housing types both to rent and to own in stable, vibrant neighborhoods with easy access to their place of employment, shopping and entertainment.

2. Regional Affordability

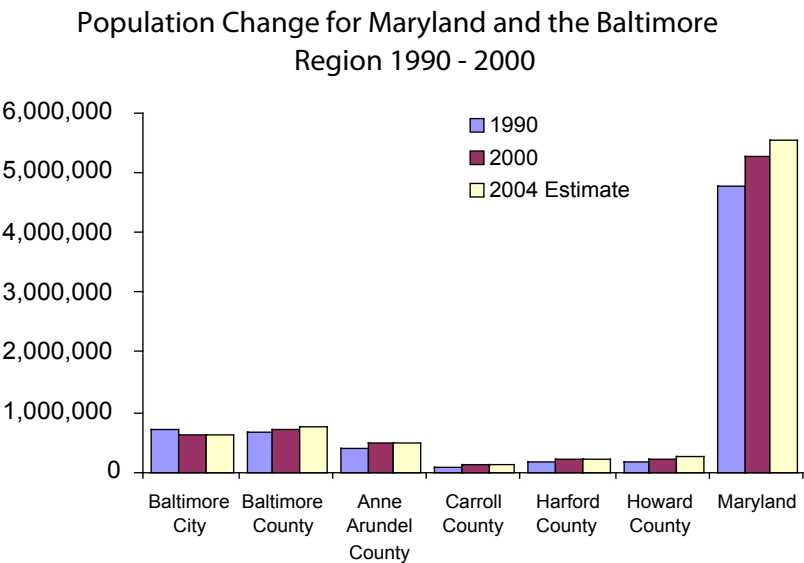
Potential residents who are attracted by Baltimore’s affordability and location within the region but who work elsewhere also desire housing choice in stable neighborhoods. Access, using both transit and private automobiles, to regional destinations including Washington, DC and suburban employment centers is crucial to attracting these potential residents. A relatively small stock of single family detached homes, approximately 13% of total stock, may serve as an obstacle to attracting this group of customers, since these customers are often more price-oriented than urban living-oriented.

3. City Choice

Potential residents who are attracted by urban amenities and an urban lifestyle will seek housing in key City neighborhoods. These customers are potential residents of choice who, in the recent past, have tended to be relatively affluent. These potential residents may choose to live in Baltimore regardless of the location of their job within the region, and may, in some cases, be the source of new business locations within the City. This group generally desires row-houses, condominiums, and high quality historic homes unique to the City. These customers are focused on the City’s top-tier neighborhoods near the waterfront and in historic single-family neighborhoods with access to cultural amenities, upscale retail opportunities and transit connections.

C. Market Size and Trends

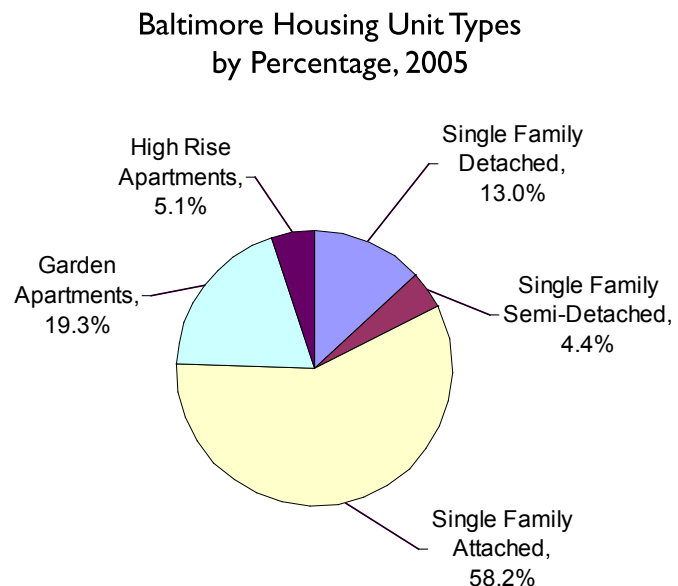
Recent population estimates for Baltimore indicate a slowing in the rate of population loss since the 2000 Census enumeration. Projections indicate that the City population is expected to stabilize and slightly increase through the year 2020. This positive shift in the population trend indicates renewed



interest in Baltimore as a place to live and presents opportunities to attract potential residents from all walks of life. While population loss has clearly slowed, this positive trend could be somewhat offset by the steady decline in the average household size. Rather than focusing solely on population gain, increasing the number of City households and quality housing units is crucial to stabilizing population and increasing the tax base. A strategy of encouraging density in strategic and specific areas with the infrastructure to handle increased growth and sustain a healthy quality of life must be undertaken.

The Baltimore Region gained 164,212 people from 1990 to 2000 while the City continued to lose population. While the City's rapid population loss has largely ended, there continues to be a net out-migration to the surrounding counties. Baltimore gained 30,052 residents from the surrounding counties while seeing a net loss of 103,183 citizens to the region as a whole. However, the City is in the unique position within the region as being the only jurisdiction welcoming large-scale residential development and population growth. The City needs to position itself as a place that is ready to claim its share of regional growth. If the City were to gain its share of projected state population growth between 2005 and 2020, it would result in a 2020 population of 734,501, a net gain of over 83,000 residents.

A recent increase in the price of homes indicates greater demand for living in Baltimore. While the median single family home price increased 14.3% for Baltimore from 1999 to 2000, with greater increases in appreciation in specific neighborhoods, the City remains relatively affordable within the Baltimore region, which saw an average increase of 59.7% in the price of single family homes. In the third quarter of 2005, the City posted the strongest gain in home sales prices of any jurisdiction within the Baltimore region.



D. Location

Baltimore's location combines its housing affordability and strong urban fabric into a range of products attractive to a diverse market. Baltimore is well situated near the nation's capital, Washington DC, as well as centrally located among other East Coast metropolitan areas, to attract and retain residents. The City is connected by both commuter and long distance rail to Washington, DC, Philadelphia, New York, Boston and other northeastern destinations. Within the region, Baltimore is the focus of the public transportation system with a high level of access in and out of downtown and many other City neighborhoods.

E. Competition

Baltimore's chief competitors are other jurisdictions in the Baltimore region, Washington, DC and its suburbs as well as other Mid-Atlantic Cities, especially Philadelphia. Baltimore is competitive within the Baltimore-Washington Region as a place to live, which is evidenced by the positive population gain from Washington, DC and the relatively slight losses to suburban Washington and other Maryland counties. Baltimore showed a net population gain from Northeast states between 1995 and 2000, showing its growing strength in the larger region. While it is important to capitalize on our affordability, urban appeal and ease of access to Washington, DC, Baltimore City must become more competitive within the Baltimore Region and the State of Maryland. Both the state and the region continue to experience population gain, and our success as a market for potential and existing residents relies on our ability to capture a greater share of this growth. Baltimore must address struggling neighborhoods, an aging infrastructure, and weaknesses of City schools in order to change the trends of the past. Focusing on our products and services as our strengths, as well as on the needed strategies for improvement, is the key to increasing our resident market.



A. Products and Services

Specific Products and Services Sold

Choosing to **LIVE** in Baltimore requires considering three layers of products and services: housing units, the neighborhoods in which housing units are located, and the amenities that enhance the value of housing and neighborhoods, such as shopping, transportation, local parks, public libraries, community centers and schools. These products and services make Baltimore a desirable place to **LIVE**, potentially drawing a range of new residents into city living while enhancing the lives of existing residents.

Baltimore City Housing Profile

Housing	Owner-occupied	Rental	Total
No. of Units	129,870	128,125	257,995
% of Units in City	50.3%	49.7%	100%
Vacancy Rate	3.6%	7.6%	5.6%
Avg. Household Size	2.57	2.27	2.42

Source: U.S. Census 2000

The core product offered for living in Baltimore is the housing unit. Housing is offered at a broad range of types, sizes and prices. The types of housing offered include single-family houses -- both attached and detached -- multi-family units such as apartments and condominiums, as well as niche-oriented products such as loft buildings and live-work spaces. As can be seen in the chart above, these housing products are offered as rentals and owner-occupied products in nearly equal proportions. Baltimore's specific mix of products includes a heavy orientation towards single-family attached units, usually referred to as rowhouses or townhouses. Rowhouses comprise 58.2 percent of the City's housing units. By contrast, single-family detached units represent only 13 percent of the housing stock. Apartments, both high-rise and garden style, represent nearly a quarter of the housing available in the City of Baltimore. This product mix represents both a strength and weakness of the City's housing market. While the Baltimore rowhouse offers energy efficiency, neighborly contact, wise use of space and classic design, the rowhouse offers neither the multiplier effects resulting from the density of high-rise living nor the personal space offered by the detached house. As will be seen below, this product mix creates very specific strategies that must be taken to position the City in relation to its competitors.

Beyond the housing unit, another core product for living in Baltimore is the neighborhoods in which the housing units are located. Baltimore has 271 neighborhoods, each with its own distinct identity that contributes to the overall identity of the City. These neighborhoods, each with their distinct mix of housing types, neighborhood retail, parks and recreational facilities, and institutions such as schools and churches, offer a strong local context within the setting of a much larger city. The character of these neighborhoods cannot be matched by the newer tract developments that comprise the majority of the surrounding jurisdictions' residential settings. The quality of these neigh-

neighborhoods is enhanced by the amenities that are available within or near each neighborhood. Strong neighborhood retail strengthens the neighborhood's identity and makes the area more usable. Similarly, access to transportation makes a neighborhood much more easily connected to the city. Lastly, for several neighborhoods, location near major attractions visited by residents throughout the City and region can make an area especially attractive and place a premium on housing values.

Baltimore offers a range of services that can enhance the housing market through incentives to encourage investment where it might not otherwise occur. These incentives include loans, loan guarantees, Payment In Lieu Of Taxes (PILOT) agreements, and Tax Increment Financing (TIF). The City government also works to aid the housing market through activities such as plans review, permitting, inspections, and code enforcement. The combined effect of these actions is to foster high quality redevelopment of the City's residential market, enhance housing values, and stabilize the City's residential areas.

Baltimore's services for living also include a number of programs to intervene in the housing market to improve living conditions for residents with special needs, such as elderly or disabled residents, homeowners who are cost-burdened, and renters in properties with environmental hazards such as lead. These programs are instrumental in maintaining the best possible quality of life for City residents while contributing to neighborhood quality and improving the overall condition of the City's housing stock. As Baltimore's population ages, many of these programs will need to be strengthened to meet the demands of a growing senior citizen segment.

B. Competitive Advantage

Housing affordability and the dominance of rowhouses are unique to Baltimore City, compared to other options in the region. Beyond these factors, Baltimore's competitive advantage comes from the City's location and convenience within the metropolitan area. Baltimore has a wealth of cultural, sporting, entertainment and recreation amenities that are not available in the surrounding jurisdictions. These amenities make the City attractive as a residential destination and add value to residential units that are located near them.

Another unique feature is the large supply of historic structures in the City. Some of Baltimore's best housing is located within designated historic districts, a status which can offer access to financial incentives, rewards for restoration, and incentives for conversion of industrial buildings to residences. There are no jurisdictions within the United States with as many historic districts as Baltimore, and the number of historic properties designated in Baltimore equals the number of properties designated in New York City and Washington, DC combined. Absent a spurt of historic designation activity in other East Coast cities, Baltimore has and will keep a commanding position in the marketplace for historic housing.

The Inner Harbor, with its rapidly developing residential market, is another unique Baltimore feature. This area carries the Baltimore brand perhaps more strongly than any other area of the City. To leverage this position as much as possible, the City needs to capitalize on the desire to live in this area by creating the type of dense urban living arrangement that is served by shopping and entertainment activities.

Related to the Inner Harbor residential growth, Baltimore also has a competitive advantage in the area of downtown housing. No other city in the region offers the opportunity to live amidst the region's largest job center in the same manner as Baltimore. Due to the large selection of transportation modes available, the City Center is also convenient to Johns Hopkins Hospital, the State Center Office Complex and numerous job centers outside of the City, including Washington, DC. The downtown market has been growing faster than any other part of the City and is now one of the largest and fastest-growing residential downtowns in the United States. Luckily, there is still ample room for expansion of the downtown residential base, leading to exciting possibilities to create a 24 hour environment that has been lacking in the City's core. As can be seen in the table below, Baltimore rents are a great value in comparison to rents in other northeastern cities.

Most Expensive Places to Rent in the U.S.A. in 2005

Rank in U.S.	City/Metro Area Center	Rent, \$/ sq ft
1	New York City	\$26.04
2	Boston	24.33
5	Northern New Jersey	22.35
6	Stamford, Connecticut	21.76
7	Nassau-Suffolk Counties, NY	21.05
13	Washington, D C	17.54
14	Central New Jersey	16.54
15	Philadelphia	15.40
17	Baltimore	13.91

Source: Forbes National Real Estate Index Price for 'Class A' Apartment, 2005

C. Customer Perceptions

Customers consider many factors when deciding to buy a house in Baltimore, whether as existing or new residents: housing price, size, and location, neighborhood status and safety, and proximity to entertainment, shopping, recreation, transportation and schools. Baltimore's housing and neighborhoods generally perform well on most of these criteria.

In the area of price, Baltimore offers the consumer great value both in terms of low housing prices and reduced transportation costs. Baltimore's housing continues to sell at lower prices compared to its suburban competitors and the Washington, DC urban core. Affordability is critical to attracting and retaining persons and families. Baltimore City is the most affordable housing market within its region, according to data relating house prices to personal or family income. In 2004, the median price of an existing single-family home in Baltimore City was 2.6 times the median income of Baltimore City residents; in surrounding suburban counties, the same ratio, applied to county homes and county residents, was over 3.0, showing the City's comparative affordability. The proximity of many of Baltimore's residential neighborhoods to major job centers and higher education institutions significantly cuts down on travel time for residents, regardless of the mode of transportation used.

Housing Affordability by Baltimore Regional Jurisdiction, 2005

Jurisdiction	Affordability index (median sale price: median family income)	Median single-family home price increase 1999 – 2004
Baltimore City	2.6	14.3%
Anne Arundel County	3.6	78.5%
Baltimore County	3.2	61.3%
Carroll County	3.8	69.9%
Harford County	2.9	53.0%
Howard County	3.7	81.4

Sources: U.S. Census Bureau; Maryland Department of Planning; Maryland Association of Realtors ®

Despite the continued affordability of Baltimore housing, City housing prices have recently risen much faster than those of suburban jurisdictions. This trend threatens to diminish one of the City's greatest assets, if it causes residences in safe, well-located neighborhoods to no longer be affordable.

In the area of convenience, Baltimore offers a traditional urban setting with convenient accessibility to neighborhood retail and parks. Additionally, many neighborhoods in Baltimore offer access to large employment centers, such as downtown, major hospitals, and universities.

Status measures the desirability of a product. In many cases, Baltimore's houses and neighborhoods score well in this area, due to the high quality of Baltimore's historic housing stock and the desirability of the many new residential units that have come on the market in recent years. Prestige of a neighborhood is best reflected in a few key indicators – price, low vacancy rate and length of time on the market. In recent years these indicators have improved dramatically, demonstrating both the increased strength of the City's housing market and an increased interest in City living.

Safety is the one area where the City suffers from both a perceived and real inferiority to surrounding jurisdictions. Addressing what has been long been seen as a significant problem in the City, recent crime prevention efforts have paid off as violent and property crimes have dropped substantially since 1999. Despite this fact, overall rates of crime within Baltimore City are still substantially higher than those in competing markets, both locally and regionally.

D. Comparative Analysis

Compared to competing jurisdictions, Baltimore offers a radically different housing product. The rowhouse, which accounts for over 58 percent of the City's residential units, is the product that dominates the City market and provides a clear alternative to single family subdivisions in pod-and-collector street arrangements. The rowhouse offers substantial savings over other housing types in terms of its heating and air conditioning costs per square foot.

The rowhouse is also adaptable to the growing taste for larger houses. Many rowhouse renovations have involved adding to the original structure through vertical and rearward expansions. The rowhouse has shown its versatility in its ability to be augmented with new features such as roof decks.

Baltimore is also the only location in the region with an ample supply of newly-constructed, high-density housing, much of it on or very near the waterfront. This new housing is designed primarily for persons and couples without school-age children, as it provides little or no play areas. The recreational amenities associated with this housing are mostly water-oriented, such as marinas for berthing recreational boats. This is in sharp contrast to suburban Anne Arundel County, where most of the waterfront land is occupied by single-family detached housing with extremely high waterfront real estate prices, and Baltimore County, where many of the waterfront areas are undergoing a piecemeal transition from “shore shacks” to million-dollar waterfront homes.

New housing needs to be marketed based on three specific criteria: location, convenience to regional amenities, and price. These three factors are the City’s chief competitive factors in the regional housing market and should be capitalized upon whenever possible.

As part of its larger, City-wide response to market forces, Baltimore will work with individual neighborhoods to stabilize localized real estate markets. This will focus City resources and services on retaining existing residents while attracting new residents. Tailoring City action to the particular needs of each community will efficiently and effectively cut the constraints which can hinder neighborhood stability, allowing more Baltimore neighborhoods to compete with their suburban alternatives.

Overall, the City of Baltimore’s combination of location, historic housing stock, affordable prices, distinctive neighborhood character, convenience and accessibility makes the City an attractive place to live. Future efforts should focus on expanding the base of successful neighborhoods to include well-located or amenity-rich areas that have been underperforming due to the condition of the housing stock or a lack of coordinated investment in recent years.

Baltimore will remain competitive in the housing market because of its history, cultural and recreational amenities, diversity, and all the opportunities with which a cosmopolitan city is endowed. Baltimore offers lower prices, a wider range of options, and more extensive opportunities for new construction, rehabilitation and conversion than competing jurisdictions. Baltimore also offers a variety of places to live, unmatched by its suburban neighbors in terms of quantity and quality of options and amenities. Improving and targeting City services will protect the values of residences and neighborhoods. This will improve the quality of City life, strengthen the housing market, and ensure that the City retains its competitive advantage as a place to live into the future.



LIVE

Goals, Objectives and Strategies

Like many other urban areas across the United States, in the past 40 years the City of Baltimore has suffered the consequences of rapid population loss and concentrated poverty. However, in the last decade, the City has proactively persevered to stave off these trends and has experienced not only the end of population loss but also a resurgence in the housing market and a rise in civic engagement regarding all aspects of urban life. The goals outlined in this plan aim to make the most of these positive developments and maximize the City's potential to be an outstanding place to **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

The objectives and strategies that follow are designed to provide guidance to City agencies and officials as they attempt to improve the City. While the following section details the main methods by which the City will become an even better place to **LIVE**, the recommendations are closely related to recommendations in the **EARN**, **PLAY** and **LEARN** sections, as well as the recommendations referenced in the appendices.

LIVE

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Objective 1: Expand Housing Choices for all Residents

- Develop and implement City- wide inclusionary housing plan
- Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, low- and fixed income households
- Expand eviction prevention services to help households retain their housing
- Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers
- Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology
- Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties
- Eliminate homelessness City-wide

Objective 2: Strategically Redevelop Vacant Properties Throughout the City

- Establish a multi-tiered property tax to encourage development of vacant property and parcels
- Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods
- Support creation of a Community Garden Land Trust(s) to hold title to community-managed open spaces and gardens (See also PLAY, Goal 3, Objective 2)

Objective 3: Maintain and Create Safe, Clean, & Healthy Neighborhoods

- Implement Crime Prevention Through Environmental Design (CPTED) standards
- Target housing and sanitation code enforcement using the Housing Typology
- Create a comprehensive City-wide sanitation plan
- Eliminate childhood lead poisoning
- Increase Substance Abuse Treatment City-wide
- Adopt and implement an Urban Forest Management Plan

Objective 4: Target Neighborhood Planning to Leverage Investment

- Create Area Master Plans in a targeted manner
- Leverage CIP resources in targeted areas using the neighborhood plans

Objective 5: Increase the City's Population by 10,000 Households in 6 Years

- Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region.
- Market the City to surrounding jurisdictions and Washington DC

Objective 6: Improve neighborhood schools (See LEARN, Goal 1)

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

Objective 1: Improve Design Quality of Baltimore's Built Environment

- Develop design guidelines to respond to the unique character of Baltimore City
- Create and adopt a City-wide landscape ordinance
- Update building code to promote sustainable, universal or high performance buildings through incentives and regulations
- Create standards for hiring design professionals to foster the design of high quality city projects

Objective 2: Streamline and Strengthen the Development Process

- Modernize zoning codes to meet current needs
- Improve efficiency of One-Stop Shop permitting center
- Increase number of zoning code enforcers
- Create a task force on interagency coordination for web-based, real time access to development projects

Objective 3: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets

- Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers
- Provide preferential capital funding for TOD projects
- Create mixed-use with residential zoning category
- Ensure all residents are within 1.5 miles of quality groceries and neighborhood services

Objective 4: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods

- Update City-wide historic preservation guidelines
- Promote use of Maryland Building Rehabilitation Code
- Simplify, and actively pursue the local historic district designation process for Baltimore neighborhoods
- Create, expand and promote the historic structure tax credit programs for local historic districts and landmarks
- Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines
- Implement a program that physically demarcates the City's locally designated historic districts
- Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts

Objective 5: Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay

- Adopt and implement the Comprehensive Water and Wastewater Plan
- Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water

Goal 3: Improve Transportation Access, Accessibility and Choice for City Residents

Objective 1: Create a Comprehensive Transportation Plan to Improve Mobility, Accessibility and Choice

- Create a City-wide pedestrian plan
- Implement Bicycle Master Plan to create a complete bikeway system
- Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system
- Create traffic- calming policies and procedures
- Target Pavement Maintenance Management System (PMMS) funding to bus routes and surface rail crossings

Objective 2: Facilitate Movement throughout the Region

- Create a regional authority to manage public transit and paratransit services throughout the metropolitan area
- Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments
- Protect and create Rights-of-Way along existing and proposed rail lines
- Create intermodal transit hubs in areas of low automobile ownership
- Establish a development mitigation program to reduce congestion effects of new development

Goal I: Build Human and Social Capital by Strengthening Neighborhoods

Objective I: Expand Housing Choices for all Residents

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop and implement City-wide inclusionary housing plan	•	•	•	Increased number of rental and homeownership units affordable to households earning 30%–120% of AMI (\$21,656–\$86,625 for a 4-person household in 2005)	Planning, Housing, Finance, BDC, NPOs	Year 1-6	General Funds	Increase housing opportunities for low- and moderate-income households, Increase mixed-income neighborhoods

The City will develop an inclusionary housing plan to foster and retain a quality mix of affordable, accessible and visitable housing choices and mixed-income neighborhoods throughout Baltimore. For large development projects in the City, including those made possible via rezoning and/or public subsidy, the plan would create a set aside as “inclusionary” the definition of which would be determined by the type of project, whether rental or for-sale units. The additional costs of these inclusionary units to for-profit and not-for-profit developers will be offset through a wide range of tools including design flexibility, funding for inclusionary housing expedited review, bonus units, with possible exception criteria to provide some flexibility based on particular project and neighborhood market conditions. While some aspects of this program can be implemented immediately (e.g. when the City provides a major subsidy for large projects), the entire program will be established upon completion of the comprehensive rezoning project (See Chapter IX). The City Council has appointed a Task Force on Inclusionary Zoning and Housing to make more specific recommendations on such a plan. The goals of the Task Force are to create units affordable to the entire range of the workforce - home health aides, security guards, nurse’s assistants, EMT techs, artists, teachers, bank managers, computer engineers, and doctors-- as well as seniors, people with disabilities and others on fixed incomes.

Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, homeless, and low-income households	•		•	Increased number of rental and homeownership units affordable to households earning 0%–80% of AMI (less than \$57,750 for a 4-person household in 2005)	Housing, Planning, NPOs	Years 1-6	General Funds, Federal Funds, State Funds	Increase housing opportunities for seniors, people with disabilities low- and fixed-income households
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This Plan sets forth a goal to increase its housing stock by 1,500 new or rehabilitated unit per year over the next 6 years. The City, private and not-for-profit developers all contribute to this increase already through markets and funds available to development. Primarily through the on-going efforts of Baltimore Housing, available grants and loans will be actively pursued to ensure that at least 20% or 300 new or rehabilitated units are affordable to the growing and existing senior; people with disabilities, low-income and/or homeless citizens of the City. This is also an integral part of the strategy for eliminating homelessness in the City.

Expand eviction prevention services to help households retain their housing	•		•	Reduce the number of renters evicted in the City	Housing, DSS	Years 1-6	General funds	Maintain affordable rental housing opportunities for low- income households
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As the City experiences continued growth and appreciating housing values, landlords within traditional affordable rental units may raise rents. The City should partner with the State’s current Eviction Prevention Program to do all that we can to support renters and enable them to maintain residency in our neighborhoods as those neighborhoods improve in condition and value. Assistance could include: Limited financial aid for rent or mortgage arrears, using CDBG, General, State, and/ or CSBG funds; Referrals to legal services for holdover petitions or disputes with landlord; confirming eligibility of clients for “one shot deal” or public assistance; creation of monthly educational seminars on budget and credit counseling services; and assistance in obtaining legal guidance

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers	•		•	Reduce the number of homeless individuals in Baltimore	Housing	Year 1-6	Federal Funds	Maintain affordable rental housing opportunities for low-income households

This existing policy of Baltimore Housing should remain in place and be available to all persons who are involuntarily displaced from their homes due to natural disaster, public action, or due to intimidation stemming from either witnessing or being a victim of a crime.

Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology	•		•	Increased homeownership rate, decreased turnover, decrease in mortgage defaults	Planning, Housing, NPOs	Year 1	Federal Grants, GO Bonds, General Funds	Increased personal equity and greater stability in transitional and emerging neighborhoods
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The Department of Planning, Baltimore Housing and The Reinvestment Fund have jointly developed a Housing Typology (see Appendix M). The primary purpose of the typology is to assist the City government and the non-profit organizations operating in the City to develop neighborhood strategies that better match available public resources to neighborhood housing market conditions. In addition, the typology can inform neighborhood planning efforts by helping neighborhood residents understand the housing market forces impacting their communities. Using the Housing Typology, Baltimore Housing and the many non-profit housing programs will have greater insight about where to target homeownership and loan products such as second mortgages, which will foster stability in neighborhoods, eliminate duplication of resources, and increase homeownership (see Appendix M). Financial counseling will also be conducted to inform residents of safeguards already in place to protect homeowners against excessive tax increases due in part to the rise in property values due to proximate development.

Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties	•		•	Increased number of rental and homeownership units affordable to households earning 30%–120% of AMI (\$21,656–\$86,625 for a 4-person household in 2005)	Planning, Housing, BDC, BCPSS, DPW	Years 1-6	General Funds	Increase middle-income housing opportunities, Increase mixed-income neighborhoods
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City-held properties in Competitive and Emerging neighborhoods would be disposed of in a way that ensures retention and/or creation of mixed-income communities.

Eliminate homelessness City-wide	•		•	Decreased number of residents without a permanent home	Health, Housing, MOED, Planning	Years 1-6	General Funds	More stable neighborhoods, Greater access to social services
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The City will create a 10-year plan to end homelessness with annual benchmarks to measure outcomes. Targeted and increased access to job-training, quality affordable housing, and healthcare are all necessary aspects of eliminating homelessness city-wide.

Objective 2: Strategically Redevelop Vacant Properties Throughout the City

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Establish a multi-tiered property tax to encourage development of vacant property and parcels.			•	Adoption of State enabling legislation, Fewer vacant properties	Planning, Housing, BDC, Finance, Maryland General Assembly	Year 2-3	General Funds	Increased development activity, Stronger neighborhoods and commercial centers

Currently, the City has a single tax rate for all properties based on assessed value. To encourage rehabilitation and redevelopment of vacant properties and discourage speculative holding, the City will create a more equitable property tax structure. The tax rate for properties that are vacant or have received Vacant House Notices will be higher to stimulate rehabilitation and redevelopment. To achieve this, the City will pursue State enabling legislation to alter the current structure, up to, and including a potential amendment to the Maryland Constitution.

Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods			•	Fewer vacant residential properties	Housing, Planning, Law, Rec & Parks, Finance	Year 2	General Funds	Increased residential development activity, Stronger neighborhoods
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Project 5000 has been and will continue to be a successful program for addressing the disposition of vacant properties in Competitive, Emerging, and Stable neighborhoods as defined in Housing Typology (See Appendix M); this important initiative should continue. Additionally, an aggressive vacant housing reclamation strategy should be developed in Transitional and Distressed areas that considers the following: development of a database that inventories and tracks vacant and abandoned buildings and land parcels; buildings that are vacant/abandoned for more than 6 months must register and pay an annual sliding fee; abandoned property owners should be required to carry minimum insurance on property in case of damage to neighboring homes from collapse and/or fire; RFP's offered to CDC's, community organizations, and other interest groups to convert and/or purchase vacant lots and buildings into community gardens, parks, recreation areas, etc.

Support creation of a Community garden Land Trust(s) to hold title to community-managed open spaces and gardens (See also <i>PLAY, Goal 3, Objective 2</i>)	•		•	Legislation that creates mechanism for transferring land owned by the City or available by tax sale to a non-profit land trust entity; improved management of vacant lands not under management of Recreation and Parks or DPW; increased number of community-managed open spaces and gardens	Planning, Law, HCD, MCC	Years 1-2	Program Open Space; Community Development Block Grants	Higher property values; lower number of unintended vacant lots throughout the city; ensure that time and labor invested by neighborhood residents to transform and improve their communities is protected; stronger social ties among neighborhood residents
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Supporting a Community Garden Land Trust will help to ensure that public open spaces are maintained, protected, and sustainable. Healthy, well-maintained neighborhood green spaces help to strengthen neighborhood social, economic, and environmental health. Facilitating a network of community-managed open spaces will complement Baltimore's extensive network of parks and trails, while placing no additional responsibility on the Department of Recreation and Parks. Moreover, many neighborhood residents invest significant amounts of time, labor, and money to transform vacant lots into community gardens and parks, yet they are at risk of losing their investment absent a land trust that can hold title to these properties. Without attention and stewardship from neighborhood residents, these lots would otherwise be eyesores and havens for illicit activity that decrease property values and detract from neighborhood quality of life.

Objective 3: Maintain and Create Safe, Clean, & Healthy Neighborhoods

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Implement Crime Prevention Through Environmental Design (CPTED) standards			•	Standards added to Development Guidebook, Increased number of plans reviewed using CPTED standards, decreased crime rates	Planning, Housing, Police, Transportation	Year 1	General Funds	Lower expenditures for police response, higher property values

The City will implement CPTED design standards to create safer public spaces by reducing opportunities for crime. By creating 'defensible spaces' through measures such as activating ground floor areas, and improving lighting and pedestrian areas, the City will create public spaces that are safer and more utilized.

Target housing and sanitation code enforcement using the Housing Typology	•		•	Decreased number of vacant house notices, increased prosecutions, increased compliance with violation notices, increased CO'S	Planning/Housing/DPW	Years 1-6	General funds	Reduction of blight and Greater stability in neighborhoods
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Nearly 16,000 vacant or abandoned structures exist within the City of Baltimore. These properties have a detrimental effect on the neighborhoods in which they are located. The City already utilizes geographic data in enforcement activities to which the Housing Typology (See Appendix M) will enhance the targeted enforcement approach to return these properties to a productive use.

Create a comprehensive City-wide sanitation plan	•	•	•	Decreased number of 311 sanitation calls, Decreased litter throughout the city and Harbor	MCC, Health, Planning, DPW, MOIT	Years 2-3	General funds	Cleaner streets and water; more efficient sanitation procedures
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The streets, alleys, and sidewalks of Baltimore City are valued parts of the city's public infrastructure. Keeping these areas clean is vital to creating a positive image of the City and improving water quality. A comprehensive sanitation plan which includes such strategies as developing modern sanitation management practices, optimizing locations of trash cans, educating residents on how to help keep the city clean with an anti-dumping, anti-littering, and anti-polluting campaign, and investments in street cleaning, and sanitation equipment such as street sweepers, mobile vacuums, brooms, and shovels for sanitation personnel will improve the physical environment throughout the City. One of the goals of the plan will be a measureable reduction of non-recycled waste within the City.

Eliminate childhood lead poisoning	•	•	•	Decreased number of lead poisoning cases	Health, Housing, Planning	Year 1-6	Federal Grants, State Grants, General Funds	Improved public health for City children
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While redeveloping and rehabilitating residential and non-residential structures, as well as while improving school facilities, the potential exposure to lead must be addressed and mitigated. Safeguards should be in place to protect all residents, particularly children, from exposure to lead.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Increase Substance Abuse Treatment City-wide	•	•	•	Decreased relapse rate, Reduced drug treatment waiting list, Reduced rate of drug-related crimes	Health, DSS, State Dept of Health and Mental Hygiene, non-profit and for-profit treatment facilities	Years 1-6	Federal Grants, State Grants, General Funds	Reduced chemical dependency, reduced drug-related crime, increased productivity of residents

An estimated 60 thousand individuals in Baltimore are addicted to drugs and/or alcohol. Increasing the availability of effective drug treatment will save lives, reduce crime and rebuild families and neighborhoods. One of the City's top priorities is to reduce substance abuse and drug-related crime. Expanding the capacity of the public system will enable all city residents to have rapid access to high quality treatment services resulting in improved health and well-being for them, and their families and communities.

Adopt and implement an Urban Forest Management Plan	•		•	Increased number of street trees, Increased longevity of trees	Rec & Parks/ Forestry/ Planning/ DPW/ Transportation/ MD DNR/USFS/ Private Sector	Years 2-6	MVR, General funds, GO Bonds	Higher property values, lower energy costs. Improved air and water quality
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Planting trees and creating new standards for tree maintenance will help to ensure that public areas and public resources are aesthetic, protected, and sustainable. Baltimore will review and adopt an Urban Forest Management Plan that will increase efficiency of tree management and maintenance systems, improve the coordination between city agencies, and increase the survival rate and longevity of trees (see Appendix V).

Objective 4: Target Neighborhood Planning to Leverage Investment

Create Area Master Plans in a targeted manner			•	Adopted plans; Plan implementation strategies within the CIP	Planning, BDC, Housing	Years 1-6	General and CDBG funds	Positive neighborhood change through targeted planning
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The city has 271 neighborhoods; currently 40% of the city is covered by an adopted SAP, SNAP, or AMP (See Appendix Z). The goal is for every area in the city to have an adopted area master plan that is consistent with the CMP within 10 years. The process for developing these plans needs to be done in a targeted manner. Prioritization will be determined by a process which involves elected officials, assesses the ability to leverage public and private resources, and accounts for the likelihood of the plan to effect positive change and achieve comprehensive planning goals

Leverage CIP resources in targeted areas using the neighborhood plans	•		•	Increased tax revenue	Planning, Housing, MCC	Years 1-6	General Funds, GO Bonds, Revenue Bonds, Federal and state grants	Increased private investment
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Through the development of Area Master Plans, the City will develop neighborhood-specific strategies to target Capital Improvement dollars as well as leverage other resources to maximize investment and stabilize neighborhood real estate markets.

Objective 5: Increase the City's Population by 10,000 Households in 6 Years

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region.	•	•	•	Increased opportunity for development in targeted areas	Planning, Housing	Implement 1 yr, ongoing	General Funds, GO Bonds, federal and state funds	More vibrant urban lifestyle, Increased number of developments

The City has the infrastructure, transit and school capacity for a significant increase in residents and the City will strategically attract additional resources and capital to capture a substantial part of future State growth. We welcome new residential development throughout the City and encourage a variety of new housing products to be built. There are areas with high holding capacity, but which require significant infrastructure improvements, more efficient transportation options and capital resource allocations to attract redevelopment. The Planning Department will develop Growth Promotion Areas (See Chapter IX) in order to attract additional population and investment.

Market the City to surrounding jurisdictions and Washington DC	•		•	Increased population	LiveBaltimore, BOPA, Housing, BDC	Year 1-6		More vibrant urban lifestyle, Increased property tax revenue
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Growth in Washington DC has become a significant driver of the growth in Baltimore's housing market. The City will continue marketing to potential residents and work with MTA to expand both the number of MARC cars and days of service to improve access to and from Washington for Baltimore residents.

Objective 6: Improve neighborhood schools (See LEARN, Goal 1)

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

Objective 1: Improve Design Quality of Baltimore's Built Environment

Develop design guidelines to respond to the unique character of Baltimore City			•	Increased number of plans using design guidelines	Planning, Housing	Years 2-6	General funds	More predictable and transparent design review process
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Current design guidelines are inefficient and outdated. Different types of design guidelines are necessary for different types of buildings and areas throughout the City.

Create and adopt a City-wide landscape ordinance			•	Improved air and water quality, Development projects that enhance surrounding communities, Reduction in impervious surfaces	DOP, BDC, Housing, Transportation, DPW, & Rec. & Parks Private Interest	Year 1	General Funds	Improved water quality and air quality; negative influences converted to assets; increase in property values
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Landscapes in Baltimore City range from forest and naturalized open space to residential developments of varying densities, often bordered by commercial corridors, urban streets, industrial and commercial centers. Institutions, such as schools, colleges, and houses of worship, also contribute to the varied landscape. Creating and adopting a landscape ordinance citywide will be a public process and would enhance the appearance of the City by establishing minimum design standards, currently not in place, which would further improve the design quality of the City's existing landscapes and streets. Development of these standards should encourage the use of native, non-invasive plants, trees and shrubs and encourage the reduction of chemical pesticides.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Update building code to promote sustainable, universal or high performance buildings through incentives and regulations			<ul style="list-style-type: none">	Updated building codes to include sustainable performance regulations and incentives	Planning, Housing, DPW, BCPSS, BDC	Years 2-4	General funds	Increase in sustainable development, decreased demand on City Infrastructure

Translating current development activity into a lasting, quality built environment means promoting higher quality buildings and more sustainable and universal designs. Producing buildings which have greater longevity starts by building with materials which will stand the test of time and meet ADA requirements. Equally important is encouraging “green” or environmentally sensitive construction which will reduce demands for expensive utility infrastructure, help preserve the region’s delicate environment, and create more healthy living environments. Baltimore City’s Green Building Task Force released the final report with recommendations for policies and programs to promote building in compliance with Green Building (LEED) standards for new and rehabilitated private and public commercial and residential structures.

Create standards for hiring design professionals to foster the design of high quality city projects			<ul style="list-style-type: none">	Increased number of hirings made using the new process, Updated A&E board procedures, policies and appointments	All city agencies	Year 2-4	General funds	Higher quality design and construction
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Promoting high quality design should start with our city sponsored civic projects. We only need look to the past, at our great schools and courthouses to see the legacy of good civic design. By implementing “Design Excellence” we can utilize top design talent to design our civic projects to promote high quality architecture. Such a program would not necessitate spending more on more expensive buildings, but rather would simply match better designers with city projects to be more creative with our city’s built legacy. The public will benefit from improved spaces and buildings that will foster more involvement from the public in their local government.

Objective 2: Streamline and Strengthen the Development Process

Modernize zoning codes to meet current needs			<ul style="list-style-type: none">	Decreased number of zoning variances	Planning, BMZA, Housing, Law, MCC	Years 2-3	General funds	More predictable and transparent development process
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Current zoning policies are not flexible enough to accommodate current and future development (See Chapter IX for Future Zoning Recommendations). Existing zoning segregates uses, especially in commercial and industrial zoned areas. Flexibility should be the key factor to consider when revising the zoning code. To assist the development process, general building design and streetscape/landscape guidelines need to be adopted for the City as a whole. Design standards for residential and mixed-use areas should produce more consistent development patterns that also meet ADA requirements than those that have been developed to date. These patterns should reflect and respect historic patterns in Baltimore while providing flexibility for contemporary development and design solutions. There should be transparency in the design review process.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Improve efficiency of One-Stop Shop permitting center			•	Fewer 311 calls for permit violations	Housing, Planning, DPW, Transportation	Years 2-6	General Funds	Increased accuracy in permitting process

In order to improve the efficiency and accuracy of permits issued through the One-Stop Shop permitting center, the City will automate the referrals process for agency approval so that it's mandatory and not permission-based. This will require increased coordination among City agencies and more accurate databases for allowed development in different parts of the City.

Increase number of zoning code enforcers			•	Fewer zoning violations	Housing	Year 1	General Funds	Greater consistency in zoning code application
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The purpose of zoning is to guide development in the City by setting density and use restrictions within the different categories in the code. In order to enforce existing and proposed zoning regulations, the City needs sufficient resources and code enforcers to monitor development and implement the comprehensive rezoning project (See Chapter IX).

Create a task force on inter-agency coordination for web-based, real time access to development projects			•	Creation of Task Force	MOIT, Planning, Housing, DPW, Transportation, BDC	Year 1	General funds	Easier access to development information City-wide
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City agencies must continue to work together to link databases in real time so that development projects are easily accessible to city government, developers, businesses and residents. Create map-based Web site to effectively market redevelopment sites including property information, and applicable development incentives. Interagency coordination is needed to ensure non-private information pertaining to development projects is comprehensive. This information would also be used to annually monitor the City's development (holding) capacity (See Appendix N).

Objective 3: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets

Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers		•	•	Reduced number of car trips, increased mass transit ridership, increased pedestrian activity	Planning/BMZA/ Housing/Law/ Mayor and City Council/Transportation	Years 2-4	General funds	Increased development and property values near transit stations
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Baltimore will focus on implementing a set of related policies that allow for and encourage increased development near existing and proposed transit stations in the City (See Appendix D). One of the broad objectives of TOD is to enhance the character, safety and sense of place in neighborhoods near transit stations, and promote a broad range of housing choices. In order to pursue these objectives, land use strategies are necessary including a TOD station area zone district, a coordinated land acquisition plan that reflects economic development goals, and regulatory incentives that encourage intensified development near transit.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Provide preferential capital funding for TOD projects	•		•	Increased development in TOD areas	All city agencies	Years 2-4	General Funds, GO Bonds, federal and state funds, other	Increased tax base and density

Utilize the City's Capital Improvement Program (CIP) to encourage residential and commercial development that adheres to TOD principles and guidelines in close proximity to transit areas (See Appendix D). Projects that meet these factors will receive high priority when used to determine which projects are financed using CIP funding.

Create mixed-use with residential zoning category		•	•	Decreased number of variances for mixed-use and fewer URP's, Increased mixed-use in neighborhood centers	Planning/BMZA/ Housing/Law/ Mayor and City Council	Years 2-4	General funds	Increased tax base and density
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Many of the City's older neighborhoods were developed at a time when mixed-use development was the norm. However, most of the City's current zoning districts are single use, effectively zoning out the development of new mixed-use areas. Within the existing code, "Business" and "Office-Residential" zoning districts permit a mixture of uses, but they are not designed to produce residential areas with core neighborhood services. Mixed-use with residential zoning would allow the preservation and replication of the best of Baltimore City's historic neighborhoods and facilitate the creation of new models of mixed-use development to accommodate modern ways of living and working in an urban environment. Such zoning would allow mixed-use development by right, avoiding the time-consuming urban renewal and planned unit development processes that today are used to achieve mixed-use development in many areas of the City (See Chapter IX for Future Zoning Recommendations).

Ensure all residents are within 1.5 miles of quality groceries and neighborhood services			•	Increased number of grocery stores and neighborhood services	Health, BDC, Planning	Years 1-6	General funds	Greater access to quality foods and services, Better public health
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It is imperative that every city resident has access to and is aware of quality, fresh food and daily services. For many years, residents have not had easy, proximate access to quality food, in particular. Since 2000, the city has attracted at least 19 supermarkets and grocery stores through the City's Grocery Store Initiative. The city needs to market itself to show that it already has the demographics and density to support these businesses. Residents will also be made aware of healthy food options and other neighborhood services in the area.

Objective 4: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Update City-wide historic preservation guidelines			•	New guidelines adopted for each district, increased number of permits in each district	Planning, CHAP, Housing	Year 2-6	General funds	Expedited and higher quality new development

The guidelines for new construction and rehabilitation in local historic districts will assist developers in the design and maintenance of buildings located in the City's local historic districts. The guidelines will be tailored to reflect the diverse architectural character and historical significance of all districts in the City. The updated guidelines will be user-friendly and provide predictability for developers and property owners at all levels of experience in preservation.

Promote use of Maryland Building Rehabilitation Code			•	Increased number of rehabilitation of historic structures	Housing, Planning	Year 1-6	General funds	Quality rehabilitation of historic areas, Return of vacant structures to productive use
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In 2001, the State of Maryland adopted the Maryland Rehabilitation Code, which became effective throughout the State, including the City of Baltimore. Since then, the Code has facilitated the rehabilitation of a number of older and historic buildings in the city. However, many older buildings sitting vacant or underutilized could benefit from the Code.

Simplify, and actively pursue the local historic district designation process for Baltimore neighborhoods			•	Increase the number of districts	CHAP, Planning Commission, Planning	Year 1-6	General funds	Increase property tax revenue and assessment and increase rehabilitations with tax credits
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CHAP will revise the local designation process in order to shorten the time for local designation to nine months on average. Also, Planning staff will actively pursue historic designation in areas where documentation and research regarding historic significance has already been compiled.

Create, expand and promote the historic structure tax credit programs for local historic districts and and landmarks			•	Increased tax credit applications, Increased assessed values, increased number of rehab permits, increased new/infill constructions	Planning, CHAP, MCC, Finance	Years 1-6	Historic tax credits, General Funds	Increased investment in historic properties and neighborhoods
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City Council and the Department of Finance will create a new tax credit that will be targeted to locally designated historic properties. The City will also actively promote the availability and use of existing tax credits. A focus on locally designated properties will bring more investment to Baltimore's historic resources and increase the number of properties designated under the protection of local historic designation.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines			•	Increased number of violation notices issued, stop work orders and court cases enforcing the CHAP ordinance	Planning, CHAP, Housing, Law	Years 1-6	General funds	More structures within historic districts that adhere to preservation guidelines

There are over 8,000 buildings in local CHAP districts that require proactive enforcement of the CHAP ordinance. This strategy aims to ensure that there are a dedicated staff of code enforcement officers and construction and building inspectors who are well-trained to specifically enforce the CHAP guidelines. All CHAP enforcers and inspectors will need specialized education and training on the CHAP ordinance and CHAP areas in the City.

Implement a program that physically demarcates the City's locally designated historic districts	•		•	Increased number of physical improvements in local historic districts, Increased number of locally designated districts	Planning, CHAP, DPW, Rec. and Parks, Transportation, Libraries, Housing, BCPSS, BDC	Years 1-6	MVR, General Funds	More attractive local districts
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Baltimore's locally designated districts are spread throughout the City, but some are not identified by markers to demarcate a neighborhood as a historic district. Appropriate signage, lighting and gateway signage will make the areas stand out to local residents and visitors.

Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts	•		•	Number of houses rehabilitated made possible by the loans	Planning, CHAP, Finance, Housing	Years 1-6	General funds, GO Bonds, federal and state grants	More attractive mixed income communities which attract investment
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The creation of a program that provides rehabilitation loans for low income individuals and families to complete exterior renovations according to CHAP guidelines in locally designated historic districts will promote investment, reduce blight, and ensure that longtime residents will not be forced out of their homes by gentrification. Historic properties within local historic districts and within distressed, transitional, and stable neighborhoods as identified by the Baltimore City's Housing Market Typology will be eligible for this program. Housing and CHAP will administer the program.

Objective 5: Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Adopt and implement the Comprehensive Water and Wastewater Plan	•		•	Reduced nutrient loading in drinking water; Less discharge into the Bay	DPW, Planning, Transportation	Year 1	General funds	Clean drinking water for entire Baltimore region, Less pollution in the Bay

The objective of the City's 2006 Comprehensive Water and Wastewater Plan is to guide the development of the ultimate water and wastewater systems consistent with population growth, comprehensive planning, and economic development so that an ample supply of water may be collected, treated and delivered to points where needed and so that collected wastewaters may be treated and disposed of to prevent or minimize adverse effects on legitimate water uses.

Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	•		•	TMDL requirement met for area streams, rivers and reservoirs	DPW, Planning, MDE, DNR	Years 1-6	MVR, General Funds, GO Bonds	Clean drinking water for entire Baltimore region, Less pollution in the Bay
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A TMDL (Total Maximum Daily Load) establishes the maximum amount of an impairing substance that can enter a body of water and still meet water quality standards. Total Maximum Daily Loads (TMDLs) are a requirement, found in §303(d), of the federal Clean Water Act (CWA) that became law in 1972 and are a tool for implementing State water quality standards. They are based on the relationship between pollution sources and in-stream water quality conditions. Non-point source controls may be established by implementing Best Management Practices (BMPs, See PLAY, Goal 3, Objective 2, Strategy 2) through voluntary or mandatory programs for enforcement, technical assistance, financial assistance, education, training, technology transfer, and demonstration projects.

Goal 3: Improve Transportation Access, Accessibility and Choice for City Residents

Objective 1: Create a Comprehensive Transportation Plan to Improve Mobility, Accessibility and Choice

Create a City-wide pedestrian plan	•		•	Increased pedestrian level of service, decreased pedestrian-involved accidents	Transportation, DPW, Planning	Years 1-6	Federal DOT, GO Bonds, General funds, MVR	Improved environment for walkability, Connectivity between destinations, Increased pedestrian safety, Improved public health
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This element will be an integral part of the comprehensive transportation plan. In order to ensure pedestrian safety and overall walkability within and among the City's neighborhoods, the City will develop a pedestrian plan to target sidewalk, crosswalk, lighting and signal improvements and deploy modern and accessible pedestrian safety technologies near and between neighborhood centers, schools, business and transit areas. This strategy will provide safer trips for residents and tourists in our neighborhoods and business centers. This will improve connections between schools, transit areas and neighborhoods. Enhancing pedestrian facilities around transit stops would also make use of public transportation more attractive and viable.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Implement Bicycle Master Plan to create a complete bikeway system	•		•	Increased number of bike lane miles, Increased bike use	Planning, Transportation, Rec & Parks	Years 1-3	GO Bonds, General funds, MVR	Less air pollution alert days, Improved public health

This element will be an integral part of the comprehensive transportation plan. Create dedicated bikeways for safety and mobility by incorporating bicycle-friendly elements in all major renovations and new construction as outlined in the Bicycle Master Plan. Ensuring connectivity of the bikeways in accordance with the Bicycle Master Plan will let more people use bikeways for commuting, errands or recreation. This would create alternatives to vehicular trips, which create air pollution, cause congestion and threaten pedestrian safety

Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system	•		•	Reduced traffic violations, reduced traffic-related accidents, reduced congestion, reduced air pollution	Planning, Transportation, MDOT, BMC, SHA	Years 1-6	General funds, MVR	More efficient roadway system
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The City has a well-established roadway system that needs to be maintained and improved to ensure safety and efficiency of movement. Transportation System Management techniques include traffic signal enhancements and intersection improvements. These efforts will be coordinated with Baltimore and Anne Arundel counties to ensure seamless integration of the roadway networks.

Create traffic-calming policies and procedures	•		•	Increased traffic calming measures, speed reduction in residential areas	Planning Transportation	Years 1-6	GO Bonds, General funds, MVR	Reduced accidents; Increased real estate values; Decreased impacts from traffic
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Speed humps, bump-outs, and other traffic-calming devices will reduce the speed and impact of traffic, improving the quality and safety of City neighborhoods and the urban environment. The policy will spell out what traffic calming measures are available, where they are appropriate, and how they can be requested. Some measures, notably speed humps and rumble strips, are done in-house. Other measures such as islands and “chokers” are capital improvements. A traffic-calming program will be initiated with CIP funds.

Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings	•		•	Increased number of miles resurfaced on transit routes	Transportation	Years 1-6	GO Bonds, General funds, MVR	Less capital costs to maintain roads, improved road surfaces
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The Pavement Maintenance Management System was started a year ago by Baltimore City Department of Transportation. The program preserves and prolongs the lifespan of road surfaces by maintaining them before they deteriorate. Priority will be given to bicycle and bus routes to support public transportation and maximize the potential number of people who benefit.

Objective 2: Facilitate Movement throughout the Region

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create a regional authority to manage public transit and paratransit services throughout the metropolitan area			•	Creation of regional board, increased ridership	MTA, BRTB, MDOT, Transportation, Mayor's Office, Maryland General Assembly, Governor's Office	Years 2-6	General funds	Better and more responsive transit service

Transit systems are generally controlled by the areas that they serve. It ties the responsibility, responsiveness and control of transit to those who most directly use and benefit from it. Currently, the State of Maryland controls the Baltimore region's transit system. This situation is highly unusual, existing only in a handful of other transit systems. This strategy aims to develop an authority with city, regional, and state partners that integrates and improves public transit and paratransit services throughout the region.

Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	•		•	Increased number of Passenger Rail Lines in the region, Increase in "transit mode share" (share of all trips made via public transportation) for people who either live or work in the City, Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City	MTA, BMC, MDOT, Transportation, Housing, Planning	Years 1-6	FTA New Starts, MVR, CTP, MDOT and MTA	Transit Investments boost local economy and enhance competitiveness in attracting new business.
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The Baltimore Region Rail Plan as developed in 2002 is moving forward with portions of the Red and Green Lines as top priorities (See Appendix O). To realize these projects, City agencies will work with surrounding businesses and communities to explore and plan for the most appropriate economic development and related infrastructure (e.g. street improvements, traffic signals, safe pedestrian pathways) along these priority lines. The City will also collaborate with surrounding communities and businesses, other local jurisdictions, and the Maryland Transit Administration (MTA) to provide advice on preferred alignments, station locations, technologies, and system features. Those recommendations will be geared toward helping the City realize its transit-oriented development strategy and neighborhood revitalization goals and also toward making the project competitive for federal transportation funds. In addition, the City will work with City, State, and federal elected officials to develop viable funding strategies for construction of new transit lines and related economic development.

Protect and create Rights-of-Way along existing and proposed rail lines	•		•	Increased rail miles	BDC, Housing, DPW	Years 1-6	General funds	Improved transit options
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In order to realize an expanded transit system of either MARC or Amtrak such as the one detailed in the Baltimore Regional Rail Plan (See Appendix O), the Rights-of-way (ROW) needed for alignments identified for proposed transit and highspeed rail (MAGLEV) need to be preserved.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create intermodal transit hubs in areas of low automobile ownership	•		•	Increased transit ridership	MTA, Planning, Housing, Transportation	Years 1-6	GO Bonds, General funds, MVR	Improved transportation accessibility and employability

Over 30% of City residents have no cars; it is the City’s priority to provide and support transit service for residents who choose not or can’t afford to own cars. In order for Baltimore City to realize its potential as an employment center for the 21st century, the City must partner with public and private entities to expand and enhance transportation options in the region. Creating transit hubs in areas of low automobile ownership as well as connecting these hubs to destinations (e.g. work, school, recreation, daily activities) will increase the efficiency of transit usage for city residents.

Establish a development mitigation program to reduce congestion effects of new development.			•	Creation of Traffic Reduction Ordinance	Planning/ Transportation/ BDC/ Finance/ Housing/ MCC	Year 1	General funds	Reduced impact on congestion of new development
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Strengthen traffic impact study (TIS) requirements and explore development impact fees to ensure that new development in the City’s congested neighborhoods is adequately supported by transportation infrastructure and services.



Market Analysis



One of the keys to creating a healthy city is ensuring economic opportunity for all residents. To that end, this plan seeks to maximize economic opportunity by working to bring sustainable employment opportunities to Baltimore, expand training opportunities, and promote job accessibility. EARN highlights the best use of City resources to capture as much of the growth the region is expected to experience over the next ten years as possible.

The Port of Baltimore has been a seminal and definitive component of the City's economy for centuries, and will continue to play a key role in the City's future. The industry, waterfront and broader economy in which it operates, however, has changed considerably in recent decades. To build a strong and diverse economy that is responsive and resilient to global shifts, the City will be taking steps to protect and expand such existing businesses, and in turn building on these strengths to attract new economic vitality and job opportunities.

The Baltimore Workforce Investment Board (BWIB) was created in September 2000 to help prepare the City's businesses and residents to implement an economic growth strategy (See Appendix C: Baltimore City Economic Growth Strategy, Building on Strength). Based on existing assets and market analyses of potential strength, the BWIB identified six growth sectors that are poised to show strong increases in jobs and earnings within the City over the coming decades (See Appendix B: Baltimore Workforce Investment Board Targeted Industry Strategy). These sectors have been identified as Bioscience, Business Services and Real Estate, Construction, Computer, Internet and Data and Software-Related Services, Health Care and Social Services, and Hospitality and Tourism. According to the BWIB report, the sectors are defined as the following:



Bioscience

The Bioscience industry cluster includes not only research and development, but manufacturing in such fields as pharmaceuticals and medical supplies, analytical laboratory instrumentation and testing, and environmental, biotechnology and life sciences.

Business Services and Real Estate

The Business Services and Real Estate sector includes the following industries: accounting, tax preparation, bookkeeping, and payroll; management and management consulting; advertising; administrative and office support; and real estate brokering, mortgaging and titling.

Construction

The Construction sector is comprised of establishments primarily engaged in the construction of buildings or engineering projects.

Computer, Internet and Data and Software-Related Services (CIDS)

The Computer, Internet and Data Services related industries include: internet publishing and broadcasting; internet service providers and web search portals; data processing services; and computer facilities management.

Healthcare and Social Assistance

The Health Care and Social Assistance sector consists of establishments providing health care and social assistance for individuals. Trained professionals deliver

the services provided by establishments in this sector. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Hospitality and Tourism

The Hospitality and Tourism sector includes the following industries: accommodation industries; food services and drinking places; convention and visitors bureaus; scenic and sightseeing transportation; performing arts and spectator sports; and retail trade and stores.

Over the next ten years, employment in these sectors is projected to grow by 50% in the Baltimore region. In order for the City to position itself to capture its share of this growth, the City needs to attract employers in these sectors and ensure that the labor force within the City has the appropriate skills to meet the new job demand.

This chapter will investigate the market for each of these growth sectors, the workforce available to serve these sectors, and the transportation options available to serve both the industry and the workforce. By exploring how the City can best build on its strengths, we will set a firm foundation and strategy for future growth.

A. The Industry

Baltimore's economy has changed dramatically in recent decades. The City once could rely on a robust manufacturing sector as the major source of employment for residents. However, the global and national economies have greatly transformed since the 1970s, and the domestic manufacturing sector has declined considerably. To succeed in transitioning to the new and emergent economy, the City must continue to diversify and re-tool its economic engines. For Baltimore's economy to be truly successful, it must be viable both regionally and globally for businesses and firms to "buy Baltimore" and meet the employment needs of all types of City residents.

As contending waterfront uses gain in popularity, the challenge has also become one of ensuring that land use regulations preserve the viability of our important port infrastructure, and that steps are taken to strengthen this key element of the local economy.

Percentage of Jobs by Sector by Jurisdiction, 2004

	% of Total Employment, Professional and Business Services	% Total Employment, Construction	% Total Employment, CIDS	% Total Employment, Education and Health Services	% Total Employment, Hospitality and Tourism	% of Total Employment, Financial Activities
Baltimore City	13.1%	3.2%	1.9%	24.9%	7.4%	7.1%
Anne Arundel County	14.7%	7.2%	2.0%	9.7%	11.3%	5.3%
Baltimore County	13.5%	6.7%	1.7%	15.5%	8.8%	8.3%
Harford County	12.7%	8.4%	0.8%	10.0%	9.2%	4.4%

Source: Maryland Department of Labor and Licensing Regulation, 2004

For both the existing port industries and the emergent growth sectors, the aim is first and foremost to help strengthen the existing businesses, while encouraging new business growth and entrepreneurship.

B. Customers

The customers for the City's economic products fall into two general categories: employers and workers. Within these categories there are subcategories. For employers there are business owners, managers, and entrepreneurs. For employees there are City residents of employment age as well as residents of other jurisdictions who commute to the City for employment purposes.

Employers

Employers fuel the City's growth and are key to helping the City build on its existing and emergent assets. These include not only the port and port-related industries that have been a mainstay of the economy for centuries, but also new industries that have demonstrated potential for growth in the area, including Bioscience, Business Services/Real Estate, Construction, CIDS, Healthcare/Social Assistance, and Hospitality and Tourism. When business entities look to locate or expand in an area, they consider numerous variables, including land costs, incentives, networks of supply and transportation (air, rail, and road), access to markets, and availability of an appropriate pool of employees. Research has demonstrated that cities have more success when they selectively strategize around clusters of industries, rather than try to meet all potential needs of all potential business investors. Because these business groups in turn support and sustain other business growth, this plan focuses on the Port and the six emergent growth sectors.

Business owners, executives, and entrepreneurs are those individuals who have the power to positively impact the City through locating, expanding or starting their business in Baltimore. The final decision to locate and expand a business in an area often lies with the upper level executives once the ground work of identifying and presenting options has been completed. These individuals could potentially impact the City negatively by moving their business away from the City or declining to expand or locate their business within the City.

Small businesses are an integral part of the City's economy. Entrepreneurs are independent business owners who provide the majority of neighborhood amenities and are the cornerstone of neighborhood shopping districts. The small business owner works in many industries and provides a multitude of services ranging from the professional spectrum of real estate businesses, medical services, and legal offices to the service spectrum of restaurants, beauty and wellness services, and entertainment establishments.

Entrepreneurs not only provide sources of employment, but they also support the six targeted growth sectors by providing professional business services and as a cornerstone for furthering research and advancing technologies in the Healthcare, Biotechnology and CIDS fields in particular. Many small businesses operate in cooperation with larger institutions, foundations and corporations. Their role, for example, could include refining patented drugs, procedures and technologies, and providing the basis from which these advancements come to the broader public. Entrepreneurship is important not only to the vitality of our ports and the advancement of growth sectors, but to the overall health, growth and diversification of the City's economy.

Employees

City's residents represent a critical source of human capital that businesses depend upon for the success of their ventures. This factor also figures largely in business leaders' decisions as to where they should locate. To promote the City as a place to establish new businesses and relocate or expand existing ones, it is important that the City retain and create an employment base with appropriate skill sets.

Currently, the City's labor force participation rate is 56 percent, the lowest in the region. As of September 2005, the City of Baltimore experienced a 7.1 percent unemployment rate, much higher than the 4.2 percent figure in the metro area. Within these percentages are both highly trained professionals as well as skilled and unskilled workers that need job training and additional skills development for career advancement. It is crucial to provide a workforce that is prepared to participate in the growing industries at all levels of employment.

One of the keys to creating a healthy city is ensuring economic opportunity for all residents. To that end, the **EARN** component of this plan seeks to maximize economic opportunity by working to bring the right jobs to the City, expand training opportunities, and promote job accessibility.

City residents as customers include both existing City residents as well as those that will move permanently into the City. These potential customers include those who look for jobs in the Baltimore region or those who are selecting from multiple job prospects including one or more within the city or region. For these people, Baltimore may be judged as a possibility for both employment and residency in terms of the quality of the job prospects as well as the quality of life the city and region will offer.

Outside of employment, the factors that contribute to the City's attractiveness and quality of life are being addressed in the **LIVE** and **PLAY** sections. These qualities are highly important to out-of-town job seekers that are an integral part of maintaining and growing the City's economic base.

While the plan's goal is to enhance opportunities for Baltimore City residents, it should be recognized that a portion of the City's employment base comes from surrounding counties and neighboring states. These commuters must be recognized as helping to build the economy of Baltimore at all levels of the workforce from unskilled workers to professionals.

Baltimore's Labor Force

In 2005, Baltimore's labor force consisted of roughly 249,000 people aged 16 and older. Baltimore's labor force can be combined with external residents to include not only the 154,463 workers who reside and work in Baltimore City, but also 94,910 workers who reside in Baltimore City, but work outside the City; 187,535 workers who reside outside Baltimore City, but work in Baltimore City.

Because all employees, whether they live inside or outside the City, must commute to work (whether by car or other means), improving overall job access and transportation is a critical component of planning for this City's future. This will include planning for enhanced mass-transit options, as well as non-motorized options such as walking and bicycling.

C. Market Size and Trends

Jurisdiction	Average Travel Time to Work (in minutes)	Residents Who Work in Own County	Workers Commuting Into the County	Workers Commuting Out of the County	Net Workers Commuting Into/ Out of the County
Baltimore City	31.1	154,463	187,535	94,910	92,625
Anne Arundel County	28.9	144,033	81,082	111,825	-30,743
Baltimore County	27.6	196,917	144,759	176,579	-31,820
Harford County	31.6	57,973	17,793	53,731	-35,938

Source: US Census

While the economy of metropolitan Baltimore has grown greatly over the last few decades, the City's economic growth has not kept pace. Like many other struggling cities, Baltimore has been losing ground to its suburban competitors in terms of its share of regional job growth. The City must work to strengthen its position as the core of the region's economy. Part of the reason for this trend is the fact that as middle-class City residents fled to the suburbs, employers often moved to be closer to the workers. This has led to a situation where many City residents (and even the most mobile of them), are often forced to work outside city limits. In 2005, it was estimated that 154,463 workers were living and working in Baltimore City, while 94,910 City residents worked outside the City. Current projections also suggest that the Baltimore region may well increase its employment totals by 50% by 2030. If the City, however, does not capture a more proportionate share of this regional growth, it will be in the unenviable position of having most of its residents forced to commute outside of the City limits to earn an income.

The port has been an enduring source of strength in this job market, supplying roughly 15,700 direct jobs with an average wage of \$59,000 in 2002. In addition, the Port supported an estimated 83,000 induced jobs in trades and services sustained by spending of the direct employees, and 8,900 indirect jobs sustained by the business purchases of direct employers in the Port. The total 33,000 direct, indirect and induced employees generated roughly \$216 million in State and local taxes in 2002. Faced with increasing competition for other desired uses along the waterfront the City has been and must continue taking action to preserve and enhance this major driving force in our economy.

To further strengthen the City's economic role in the regional economy, the City has targeted six growth areas, in addition to our existing port-related services, in strengthening our overall economy. These "growth sectors" were identified on the basis of their a) wage potential, b) appropriateness for Baltimore's workforce, and c) relation to existing strengths and identified

	Percentage of Employed Residents Who Work in Own County	Percentage of County Jobs Held by Residents
Baltimore City	61.90%	45.20%
Anne Arundel County	56.30%	64.00%
Baltimore County	52.70%	57.60%
Harford County	51.90%	76.50%

Source: Maryland Department of Planning

growth potential in the broader state and national contexts. This focused strategy will supplement the existing strength that resides in our port infrastructure, to build a more viable future for the current and future citizens of Baltimore.

D. Location

Baltimore's location along the Eastern Seaboard in the Mid-Atlantic region is a tremendous asset to the City's economy. The advantages of Baltimore's location are heightened by the extensive transportation network that serves the City, including a water, road and rail transportation network in which the Port again plays an integral role. This infrastructure, combined with the location, make the area important for manufacturing, warehousing and distribution businesses across the Mid-Atlantic and East Coast states. Interstate 95, for example, which stretches from Canada to Miami, helps connect the City to most other major Cities of the East Coast, while we also have strong connections West, via Interstate 70. In addition, the City is served by a major international airport, an extensive freight rail network as well as Amtrak passenger rail service.

Within the region, Baltimore remains the core location for business activity, as it has the area's downtown as well as many important shipping terminals. However, Baltimore's preeminence has been challenged by the trend of decentralization of employment that has been ongoing over a period of more than 50 years. This decentralization can be seen in the fact that in many of the area's suburban counties, workers are more likely to work in their home county or adjacent counties than to commute into the central city.

Beyond transportation advantages, Baltimore's waterfront location is also beneficial in that it provides a natural feature around which new business activities still have numerous opportunities to locate. The fact that Baltimore's waterfront remains a "frontier" that has yet to be fully utilized leaves room for future business innovation as the waterfront redevelops and its image is remade.

E. Competition

1. National and International - Baltimore's main competitors at the larger geographic scale are the other East Coast ports (Halifax, Boston, New York, Philadelphia, Norfolk, Savannah, Jacksonville, and Miami); the world's major medical and biotechnology centers, tourist destinations as well as other places that specialize in the industries in which Baltimore hopes to compete.

The Port of Baltimore is a major player at the national and international level, and has been designated number one in the nation (in the early years of 2000) for roll on/roll off cargo. This includes a broad array of construction and farm machinery, as well as trucks and automobiles. Among North Atlantic Coast ports the Port also ranked second in the import of forest products, and third in overall import and export of automobiles.

2. Regional - At the regional level, Baltimore competes with many other metropolitan areas of similar size in the mid-Atlantic Region, stretching from Norfolk to New York City. Baltimore's relatively low cost for office space makes it competitive with most urban areas in the region. Downtown office

spaces in Washington, DC, Philadelphia, Boston, and New York typically sell for \$600 to \$700 per square foot. Similar quality downtown office space in Baltimore trades at \$200 to \$300 per square foot. Additionally, for prospective resident-employees, our relatively low cost of living and housing makes it competitive with most of the cities in the region, especially the ones that can offer similar mixes of urban amenities, educational training and locational advantages as those that are offered within the City.

- 3. Local** - Within the Baltimore-Washington region, Baltimore's position has shrunk from being the major economic engine to being a node in a complex web of regional economic actors in which suburban edge cities are often able to attract major sources of employment away from traditional downtown settings. Regionally, these areas include Maryland counties of Baltimore County, Montgomery County, Anne Arundel County, Howard County, and Virginia jurisdictions of Arlington, Fairfax, and Alexandria. The high levels of population and employment growth in these areas has led to increased development cost, making the city competitive with these suburban employment centers. The City also often offers superior transportation options for employers and employees and access to urban amenities not available in suburban and outlying areas.

Conclusion

The City of Baltimore offers unique opportunities for employers to run successful businesses and employees to earn a comfortable income. Baltimore's emerging and established industries have access to business-friendly transportation options, a vital and vibrant port, and a concentrated population with many of the skills necessary for serving these industries, and a local government ready and willing to foster partnerships that grow industry.



Products and Services

Baltimore possesses unique and specific resources that define how people **EARN** in the City. The key factors – or “products” – that the City controls and contributes in this market are land and labor. The services offered include the unique financing tools offered by the City to acquire land and continuing education and job training for workers. By aligning how we make our products and services available to employers and employees, Baltimore will be better equipped to meet the challenges of the 21st Century and successfully compete in the global marketplace.

A. Products and Services Offered

Products

The core physical products pertaining to how Baltimore **EARNs** are land and labor. Baltimore has ample land that is – or could be made – developable for newer and more productive uses in the new economy. The land is relatively well served by existing infrastructure investments in roads, rail, transit, water and sewer lines, etc. This existing investment presents an enormous opportunity and potential cost savings for the development and lease of property, increasing the range of choices for Baltimore businesses to grow, and for more businesses to relocate to or expand into the City. The City’s built environment includes a diverse mix of buildings and urban fabrics to sustain a broad range of economic niches, and is supported by a strong network of non-profit, educational, and institutional entities, as well as port, tourism, and recreational amenities. These assets are key strengths to build from in both retaining and attracting business in the City.

The City’s workforce is also a key product that defines Baltimore for businesses, at not only the local, but regional, national and international level. Businesses seeking to locate or grow within the City will require a ready supply of skilled and educated workers, and a pool of candidates that can be trained or cross-trained into new fields. Baltimore residents, on the other hand, need the support and training required to enable them to fill these jobs, and to access jobs outside of the City as needed.

Services

Financing and assembling land for employers and training the City’s workforce are key pieces of the overall **EARN** strategy. The interaction and capacity to leverage such key factors against other key assets and City products (land, infrastructure, etc.) must be carefully managed and marketed as a foundation for growing jobs, salaries, and profits in the City.

The City has considerable business development and property tax incentive tools at its disposal, from which to help recruit and build businesses, invest in residents and ensure growth. The One Maryland Fund is a State program comprised of a set of targeted tax incentives for business start-ups and expansion

that can provide tax credits of up to \$500,000 for firms to furnish and equip new facilities. Tax Increment Financing (TIF) is a tool for financing public sector costs associated with private development without creating new demands on scarce tax revenues. The Enterprise Zone (EZ) Property Tax Credit is a ten-year program that waives 80% of the property tax on non-residential properties for the first five years. Payment in Lieu of Taxes (PILOT) is a strategy that can provide economic incentive for job growth and physical development. The Brownfields Property Tax Credit allows developers to waive up to 70% of the increase in tax assessment over five years for most brownfields projects, or ten years if the business is within an Enterprise Zone. Historic Preservation credits can be applied to renovation projects worth at least 25% of the property's full cash value. Income Tax Credits can be tailored to specific projects, each with its own set of requirements and restrictions. These are the types of financing services that Baltimore provides to help businesses **EARN**.

Creating education and job training programs to prepare or cross-train residents for jobs, particularly to meet needs in the port and growth industries, is essential. It is important that these opportunities in training and education be planned to ensure employees can achieve upward mobility in their fields. There are several formal educational institutions and other job training venues within the City that allow workers to receive new or additional training in a wide variety of skills. This provides a continuous supply of trained workers and the improvement-in-place of current workers. Aside from the general market that Baltimore enjoys, there are several specific incentives available to help Baltimore compete successfully for new businesses and jobs.

The Mayor's Office of Employment Development's (MOED) regional career and youth centers served over 18,000 jobseekers last year. Additionally, MOED's digital learning labs, GED classes, and the YouthWorks summer jobs program placed up to 5,500 youth 14–21 in 400 job sites across the city. Each of the City's strategically-located One-Stop Career Centers is staffed with professionals from MOED and partner agencies to provide direct and comprehensive services onsite for persons who are unemployed, underemployed or employed and for targeted populations such as veterans, ex-offenders, people with disabilities, senior citizens and youth.

B. Competitive Advantage

The key proprietary positions and market strengths that Baltimore City must leverage include its vital and historic port industries, its strong convenient connections to Washington D.C., its Central Business District, and its strategic location between northern and southern cities of the Eastern seaboard.

With more than 16,000,000 square feet of office space in 111 downtown buildings, over half of it Class A, Downtown Baltimore is the largest office market in the Baltimore metropolitan area, and one of the largest in the consolidated Baltimore-Washington region. The appeal and convenience of our central city and the amenities it offers should be leveraged to give the City competitive advantage over the smaller areas that contend with us in attracting businesses.

The existing institutional, infrastructural, and locational advantages of the City, as well as its current labor force characteristics, were taken into close consideration by the Baltimore Workforce Investment Board (BWIB) in strategizing for growth in the emergent economy. The Board considered such City-specific assets and opportunities, relative to national and

state-wide trends in job and wage growth, as a basis from which to identify six growth sectors as a focus for targeted intervention: Construction, Computer, Internet and Data and Software-Related Services, Hospitality and Tourism, Healthcare and Social Assistance, Business Services, and Bioscience. While City agencies continue to work for the retention and growth of all current City industries, they will also pursue a more targeted investment strategy by building infrastructure and amenities to support and attract firms in these specific industry clusters. By focusing our resources, the strategy will help expand City employment opportunities in general, while helping maximize the earning potential of City residents.

C. Customer Perceptions

Baltimore offers convenience and access to a broad range of workers, entrepreneurs and other customers in the regional market place. Domestically, Baltimore is in a prime location to access the large urban markets of the Northeast; with three of the five largest metropolitan areas in the United States within 200 miles of downtown. No other location in Central Maryland is more reachable than Downtown Baltimore, which is easily accessible by national and regional rail, metro subway, light rail, commuter and local buses, and private automobile. Potential customers also benefit from the size of downtown Baltimore, which has achieved the critical mass of businesses required to provide a wide array of amenities in a localized area. The proximity of numerous business support services will aid businesses in operating in the most efficient manner possible.

Affordability is another one of Baltimore's great assets, with asking rents comparable to those of the suburban office markets, and much less than other major east coast urban centers. The City also has a number of office areas away from downtown with even more affordable rents that are ideal for young businesses not needing to be located in premier office space. The Port of Baltimore provides an affordable option for businesses dealing in cargo shipment. Baltimore's inland location on the Chesapeake Bay makes Baltimore the most proximate major port city to the Midwest market, allowing importers and exporters who ship through Baltimore to reduce costs associated with surface transportation.

The City of Baltimore provides numerous tools to businesses and jobseekers to enhance employment through the Mayor's Office of Employment Development (MOED) and the Baltimore Workforce Investment Board (BWIB). While many municipalities and states, including Maryland, provide some degree of service with respect to matching employers with potential employees, MOED and BWIB are particularly notable for offering the "Employer Toolkit," which connects employers with more than 500 services available through over 200 public and nonprofit agencies. MOED also provides additional services such as customized training, employee pre-screening, and assistance in helping large employers support employees affected by mass layoffs.

Downtown Baltimore still reigns as one of the Northeast's major urban centers and the premier business address in Central Maryland. The traditional significance of the downtown and the recent resurgence of Baltimore's residential and retail sectors leave the City well positioned to gain a unique place and new prominence in the national market.

D. Comparative Analysis

While many of the products and services offered by Baltimore are similar to those in other urban and suburban areas, Baltimore can leverage its unique combination of assets to bolster investment in the identified growth industry sectors. As an integral and central part of the broader interstate, railway and port networks of the East Coast, Baltimore's locational strength can be seen as a pivotal point connecting major cities of the North (Boston, New York, and Philadelphia) to cities of the South (D.C., Richmond, Atlanta). This key position could be strengthened, leveraged and marketed in connecting large markets around the nation, and the world.

One of Baltimore's greatest competitive advantages is its (generally) lower land values, development costs, and rents. The City's cost of development is significantly lower than that of many of its urban and suburban competitors. Lease rates of existing buildings are also generally lower: While downtown office spaces in cities like Washington, DC, Philadelphia, Boston, and New York sell for \$600 to \$700 per square foot on average, office space in downtown Baltimore trades at \$200 to \$300 per square foot. Compared to regional competitors like Philadelphia or New York, and local competitors like Washington, DC, Montgomery and Baltimore counties, Baltimore City has more vacant residential and industrial buildings appropriate for redevelopment, and can offer them at lower cost.

Baltimore also has significant water, sewer, mass transit, building stock, fiber optic, and road network infrastructure appropriate to new and expanding commercial development. In essence, Baltimore is a "built-out" city, with infrastructure completed in most of the buildable areas. The availability, age, and quality of this infrastructure are on par with that of other regional urban competitors like Washington, DC, New York, and Philadelphia, and in greater abundance and capacity than in suburban or rural areas. Commercial-related activities like transporting goods and people, manufacturing, shipping, and warehousing tend to be more cost-efficient in Baltimore, making it very competitive for expanding or relocating businesses in the targeted growth industries as well as the port-related and commercial sectors. Suburban competitors, however, present a challenge by offering "green field" development opportunities where new state-of-the-art infrastructure can be built to desired specifications.

Baltimore is well-served by freight and passenger rail lines, making it competitive with regional competitors along the Northeast and Southeast corridors. Amtrak service provides strong connections for the area not only to DC and the North, but also (via transfers) to such points further West as Cleveland and Chicago. Amtrak's Acela Express line provides high-speed passenger service along the Northeast corridor, connecting Baltimore to business travelers from Washington to Boston. The MARC regional passenger lines not only connect Baltimore to Washington DC and its suburbs but also are part of a broader network connecting to Martinsburg WV and Frederick MD to the West. Freight lines include CSX and Conrail and serve Baltimore's numerous industrial zones.

In terms of mass transit, the City of Baltimore falls behind its closest competitor of similar size, Washington, DC. Washington and its suburbs have an advanced transit system that moves over 700,000 commuters, tourists, and residents each day. Baltimore, on the other hand, has struggled to build an effective transit network. Although 30% to 40% of Baltimore City's population is transit dependent, many complain that the City's transit lines do not adequately connect to employment centers in and around the metropolitan area. The Maryland Transit Administration controls the operations, maintenance, and capital budgets of Baltimore's and other Maryland jurisdictions' rail and bus lines, requiring the City to compete with suburban areas for transit resources. In order to promote transit and transit-oriented development, Baltimore is developing transit supportive neighborhood master plans and recommending changes to zoning policies that will increase residential and commercial densities near transit stations.

The City of Baltimore's workforce may be its greatest challenge as it competes with other cities for commercial investment. The national transformation from a manufacturing-based economy to a service-and-information-based economy has left many Baltimore residents with skills that are not transferable to high paying jobs in emerging sectors. According to a study by the Brookings Institution, Baltimore lags behind other cities in the proportion of residents with college degrees, despite Baltimore's high percentage of jobs in health care, education, social, and business services which generally require advanced skills. Metropolitan areas like Washington, DC and New York have been able to attract a highly educated workforce and have fared much better in attracting business services, information technology, and biotechnology jobs. However, Baltimore is home to 14 institutions of higher learning, including the number one health care and biotechnology research institution in the nation, The Johns Hopkins University. By enhancing residents' access to the educational resources available within the City, attracting highly educated workers from other cities with higher costs of living, and retaining graduates of these institutions, the City of Baltimore will build a more viable workforce in the coming years.



Earn

Goals, Objectives, and Strategies

In 2000 the Baltimore Workforce Investment Board (BWIB) identified six industry sectors that are expected to grow in the metropolitan region: Bioscience; Business Services; Construction; Computer, Internet and Data and Software-Related Services (CIDS); Healthcare and Social Assistance; and Hospitality and Tourism. Additionally, the Port of Baltimore has been a seminal and definitive component of the City's economy for centuries, and will continue to play a key role in the City's future. In order to attract and retain businesses in the fastest growing employment sectors as well as capture our share of projected employment growth in Central Maryland, Baltimore needs to leverage its many proven assets. The following three 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

These three goals and their subsequent objectives and strategies are the framework by which the City can utilize its capital budget, land use controls, and policy to guide economic development and transportation to support the City's workforce. By linking a highly qualified trained workforce with a diverse range of specialized private firms, nonprofit organizations and public agencies, Baltimore will become a leading source of innovation, productivity and global competitiveness. Endorsing policy decisions in conjunction with strategically placed Capital Improvement dollars favorable to the six growth sectors as well as port-related industries will help facilitate growth of local businesses as well as help the City be competitive in attracting new businesses and their employees. This plan will poise the City to take advantage of our assets and capitalize on our federal and state appropriations and local investment.



EARN Goals, Objectives and Strategies

Goal 1: Strengthen Identified Growth Sectors

Objective 1: Retain and Attract Businesses in all Growth Sectors (See also LEARN, Goal 2, Objective 2)

- Create an industrial mixed-use zoning district
- Create a light industrial mixed-use zoning district
- Establish microenterprise loans for start up businesses specifically in the growth sectors
- Work with growth sector employers to identify training needs
- Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land

Objective 2: Retain and Attract Business in Bioscience

- Create a Bioscience Development District
- Create incubator space around biotechnology areas

Objective 3: Retain and Attract Business in Business Support Services

- Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties
- Preserve and enhance CBD office space

Objective 4: Retain and Attract Business in Computer, Internet, Data and Software (CIDS) Related Services

- Develop a master plan for the City's current and future CIDS infrastructure
- Provide Wireless Technology Zones in public areas throughout the City

Objective 5: Retain and Attract Business in Construction

- Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding

Objective 6: Retain and Attract Business in Healthcare and Social Assistance.

- Create a mechanism to adopt health care facility master plans to provide institutions with predictability in the development review process
- Amend the zoning code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers

Objective 7: Retain and Attract Business in Hospitality and Tourism.

- Create a Strategic Convention Center Area Master Plan
- Install environmental and aesthetic improvements around tourist areas

Objective 8: Retain and Attract Port-Related Services (See EARN Goal 1, Objective 1, Strategy 2 and EARN Goal 3, Objective 2, Strategy 3)

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1: Align Employers with Job Seekers and Training Resources

- Create a Strategic Plan for MOED that links employers to job seekers
- Monitor and enforce First Source Hiring program.
- Expand outreach to encourage use of One-Stop Employment Centers
- Target MOED resources to under- and un-employed populations to better connect job seekers and employers.
- Prioritize drug treatment program access for job seekers working with MOED programs.
- Give preference for City-subsidized contracts to contractors with active apprenticeship programs

Objective 2: Increase Qualifications/Skill Sets of City Residents (See LEARN, GOAL 3, Objective 3)

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

Objective 1: Enhance Transportation Options to Provide Workers with Commuting Options and Mitigate Traffic Congestion

- Expand the number of participants in the Commuter Choice program throughout the Baltimore Region
- Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments
- Implement Transportation Demand Management (TDM) strategies with large employers and institutions
- Implement Bicycle Master Plan
- Increase number of water taxi stops catering to commuters

Objective 2: Promote Economic Development Throughout the City by Improving Business-to-business Connectivity via Transportation Linkages

- Restore and increase on-street parking in mixed-use and business districts
- Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore MARC)
- Integrate land use and transportation planning to ensure movement of freight into and throughout the City
- Capture share of regional growth in defense-related industries due to BRAC

Goal 1: Strengthen Identified Growth Sectors

Objective 1: Retain and Attract Businesses in all Growth Sectors (See also LEARN, Goal 2, Objective 2)

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create an industrial mixed-use zoning district		•	•	Decreased number of variances for mixed use and less URP's. Increased mixed-use in industrial areas	Planning, BMZA, Housing, Law, MCC	Years 2-4	General Funds	Increased tax base and density

Currently, our Zoning Code does not include all types of office uses in industrially zoned land (M-1 through M-3), and, where it is permitted, it requires approval by the Board of Municipal and Zoning Appeals (BMZA) at a public hearing. At the same time, our business districts that allow offices of all types as permitted uses do not allow for industrial uses. In today's industrial market, a need for mixed-use developments has emerged. Baltimore will need to accommodate this need for a mixture of industrial and commercial uses by providing land with a zoning category that permits all of these uses under one roof that a modern industrial operator requires (See Chapter IX for Future Zoning Recommendations).

Create a light industrial mixed-use zoning district		•	•	Decreased number of variances for mixed-use and less URP's. Increased mixed-use in commercial areas	Planning/BMZA/ Housing/Law/ MCC	Years 2-4	GO Bonds, General funds, state	Increased tax base and density
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Businesses in this sector have demonstrated a preference for flex office space, which has the lowest vacancy rate in the City. Creation of a mixed-use commercial district would also allow for "green" light-industrial users to locate in commercial parks where their non-commercial uses will not negatively impact the other commercial uses in the immediate area. This particular zoning district would serve as an appropriate, non-residential buffer for the MIZOD (See Appendix I). City agencies should address this growing demand through the review/renovation of select existing buildings, and by amending the Zoning Code to provide for this kind of office product (See Chapter IX for Future Zoning Recommendations).

Establish microenterprise loans for start up businesses specifically in the growth sectors	•		•	Increased number of start up businesses	BDC, Finance	Year 2	GO Bonds, State Grants, General Funds	Increased jobs and businesses in growth sectors
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Remove barriers to start up companies by providing microenterprise loans to entrepreneurs in the growth sectors. Loan applications will be processed through the City's Small Business Resource Center.

Work with growth sector employers to identify training needs	•	•	•	Recommendations on how City can support internal and external organizations to most effectively utilize training resources	BWIB, MOED, BDC, Planning, Housing	Years 1-6	General Funds, Grants, Leveraged MOED budget	Stronger training programs, better equipped workforce, improved workforce, increased tax base, reduced dependency on social subsidies
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Focusing training resources on preparation for employment in the six identified growth sectors as well as port-related industries will assist in providing a workforce that is qualified and enticing to growth sector businesses looking to expand or relocate.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land	•	•	•	Return of underutilized and/or contaminated parcels to productive use	Planning, BDC, Housing, Law, MCC	Years 1-6	GO Bonds, Federal Grants	Increase in property taxes and revenue

Underutilized and/or contaminated commercial and industrial parcels are a legacy of Baltimore's past. Often these parcels are in areas where they are now incompatible uses or are vacant properties. Eminent domain is often the only tool to take these properties and return them to the market for development. Prior to the use of eminent domain, a site specific plan will be developed that is consistent with any Area Master Plan (See LIVE, Goal 1, Objective 4, Strategy 1) and the City's Comprehensive Plan.

Objective 2: Retain and Attract Business in Bioscience.

Create a Bioscience Development District		•	•	Amended zoning code	Planning, BMZA, Housing, Law, MCC	Years 2-4	General Funds	More jobs, predictability of development
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Currently, two major universities are working to build bio-parks and additional lab space, but a special Bioscience Development District would allow for broader areas around the primary facility to benefit from the same mixture of uses. This type of district would allow property owners in the area to sell, lease, and retrofit buildings that would support both the research and manufacturing components of the biotechnology industry, giving them preference over other uses that are not Bioscience-related. This effort would be achieved through the establishment and creation of a new zoning district that would allow for the mixed-use development of business, office, lab research, production space, and other bioscience uses. The Biotechnology Development District would disallow certain uses that would lead to encroachment of non-contributing uses or increase property values in a way so that smaller biotechnology businesses or support structures could not afford to perform business. Currently, there is a great need to have space for biotechnology manufacturing as well as research.

Create incubator space around biotechnology areas	•		•	Increased square footage available for bio start-up businesses	MOED, BDC, Planning	Years 2-6	GO Bonds, General Funds, Federal Grants	Provides for start-up space near existing Biotech activities.
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While the Baltimore Development Corporation operates some incubator space for small businesses, many of the small business clients within the biotech field already have patents and/or research that is being supported through partnerships with major institutions and corporations but need a start-up space that is fully equipped with laboratory, and other specific needs, in close proximity to other biotech activities.

Objective 3: Retain and Attract Business in Business Support Services

Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties.	•	•	•	Increased renovation of office space in targeted nodes.	BDC, Housing, Planning, MCC	Years 2-4	General Funds, MVR, GO Bonds	More supply of new quality office space and mixed-uses that meets demand and curtails vacancy.
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The Department of Planning will work closely with Housing and BDC to identify key sites/opportunities for targeted mixed-use nodes. By providing increased density and the option for form-based designs, the renovation and adaptive reuse of office space will be directed to the targeted nodes.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Preserve and enhance CBD office space	•		•	Decreased vacancy rates downtown	BDC, Planning, Downtown Partnership	Years 2-4	General Funds, State Grants, Historic Tax Credits	Maintaining downtown as the commercial center of the city

The majority of support services and other office uses should be located in the CBD. The greatest demand is for small office, large class A office, and flex office space. Vacancies are most extensive among midsize buildings between 50,000 to 100,000 sq.ft. Renovations in heating ventilation, air conditioning and telecommunications are major factors determining the vacancy rate in older buildings.

Objective 4: Retain and Attract Business in Computer, Internet, Data and Software (CIDS) Related Services

Develop a master plan for the City's current and future CIDS infrastructure.	•		•	Development of the plan. Increased CIDS-related employment.	Planning, BDC, DPW, Mayor's Office, DOT, Fiber Optic Installation Firms	Years 2-5	General Funds, MVR, GO Bonds, Federal DOT, Homeland Security	New CIDS businesses locate and expand into the City.
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The City has a unique position in that the entire underground conduit system is controlled by a franchise agreement program. This allows the City to require projects that add conduit or capacity underground to include space for the City's use, at the cost of the project developer. This can then be used to market Baltimore as a "Connected City" with "High Tech Zones." However, the system is not comprehensive, is near capacity, and is expensive to improve. A master plan should be developed to positively identify the system capacities, occupancy, and specific needs. The City of Baltimore will then increase its opportunity to retain and attract CIDS businesses by offering quality infrastructure through increased bandwidth and telecommunication capabilities (fiber optics, wireless connectivity). Areas of the city where new underground systems are being built need to include similar infrastructure for CIDS support, and should be included as a policy for new construction projects.

Provide Wireless Technology Zones in public areas throughout the City.	•		•	Increased number of wireless locations	Planning, BDC, MOIT, Cable & Communications	Years 2-5	GO Bonds, General Funds, Federal DOT	Increased tax base and incentives
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While the City of Baltimore is enhancing a lot of its CIDS efforts on homeland security with video and surveillance cameras, the City should also capitalize on this initiative by marketing safe areas that can be used as wireless office spaces, cafés, parks, neighborhoods, schools, libraries, and commercial areas. Baltimore currently ranks 24th as the most-wired City. Development of wireless technology zones has great potential for significant public spaces at key locations such as along the I-95 corridor, MARC train stations, Montgomery Park, the Inner Harbor, Patterson Park, the Middle Branch, and the Howard Street corridor.

Objective 5: Retain and Attract Business in Construction.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding	•		•	Increased number of new construction businesses	BDC, Finance, SBRC, DBED, MOED	Years 2-6	General Funds, GO Bonds	More workers living close to jobs, More businesses to provide workers and residents goods and services, Increased property taxes, Increased income taxes

Bonding and finding employees are two of the biggest hurdles for new construction companies. The City should provide resources to companies that make an effort to employ City residents and ex-offenders.

Objective 6: Retain and Attract Business in Healthcare and Social Assistance.

Create a mechanism to adopt health care facility master plans to provide institutions with predictability in the development review process		•	•	Increased number of approved master plans, improved speed of development review, predictability in the development review process	Hospital and Health Care Facilities, Planning, Planning Commission	Years 2-3	Hospitals, General Fund	Improved relations between neighborhoods and Hospital institutions in terms of facility expansion.
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All health care institutions are encouraged to develop master plans for long-term growth. The City will develop a process to adopt master plans to provide institutions greater predictability during the development review process. By having the City participate in the development of facility master plans and formally adopt the plans, the City will be better prepared to support the recommendations in the plan, ranging from streetscape improvements to land acquisition. The intent is to ensure a better correlation between the City's Master Plan and the development/expansion of hospital campuses throughout Baltimore. A typical master plan should include a ten year physical plan as well as an economic impact statement, design guidelines, pedestrian safety standards, transportation/alternative commuting strategies, LEED-based environmental design objectives, etc. The master plan should also include strategies to reduce single occupancy vehicle trips to campus by discouraging parking, encouraging transit and carpooling, and providing on or near hospital residential opportunities for staff and family of long-term patients.

Amend the zoning code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers		•	•	Compliance with ADA	Planning, BMZA, MCC	Year 1	General Fund	Facilities will be able to locate with reduced time and expenses required, encouraging the growth of this portion of the healthcare sector.
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This change will bring our Zoning Code into compliance with the Americans with Disabilities Act (ADA), which will reduce liability for the City due to legal challenges.

Objective 7: Retain and Attract Business in Hospitality and Tourism.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create a Strategic Convention Center Area Master Plan.		•	•	Adoption of plan	Planning, Transportation, BDC, MTA, BACVA, Convention Center	Year 3	General Funds	Expanded Job, Profit and Revenue Potential for the City

The Department of Planning will work closely with City agencies to review and improve pedestrian amenities, transit access, and to pursue business/rehabilitation opportunities to create greater synergies between new facilities and the adjacent area. Job and business opportunities in the Tourism sector are generally available for: hotel workers, food industry workers (producing, selling, serving), waiters and waitresses, bartenders, cooks, security guards, musicians and singers, actors and performers (including re-enactors of historic events), tour guides and escorts, amusement and recreation attendants, landscaping and groundskeepers, janitors, cleaners and maintenance workers, producers and tour organizers, recreation workers, producers, general and operations managers, recreation workers, travel agents, reservation & transportation ticket agents, meeting planners, and spa- and health club operators. The plan should also address the City's need for a modern, larger seating capacity, multi-use arena for concerts, circuses, present and potential sport professional franchise teams, college playoffs.

Install environmental and aesthetic improvements around tourist areas	•			Increased number and quality of lights, Increased pedestrian activity in tourist areas	Planning, BACVA, BDC, Downtown Partnership, Transportation	Years 2-4	General Funds, GO Bonds, Hotel Tax	Increased Hotel Tax Revenues. Improved perception of City of Baltimore by visitors
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This will be an integral part of the City's pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). By improving the lighting and aesthetic environment around the City's tourist areas, we can successfully combat perceived safety issues. Hospitable areas will attract more visitors to the City, encourage exploration of City attractions and surroundings, and foster longer stays.

Objective 8: Retain and Attract Port-Related Industries (See EARN Goal 1, Objective 1, Strategy 2 and EARN Goal 3, Objective 2, Strategy 3)

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1: Align Employers with Job Seekers and Training Resources

Create a Strategic Plan for MOED that links employers to job seekers			•	Increased workforce participation rate.	MOED, BWIB, BDC, Housing, BCPSS, BCCC, Planning, and other training programs.	Years 2-3	General Funds	Higher per capita income in the city, fewer recipients of social assistance
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By creating a strategic plan for MOED services, the city will be able to better manage all City-funded workforce development programs, increase and improve workforce development training opportunities, particularly apprenticeship programs, for targeted sectors. By making Baltimore City attractive to these businesses, the City can capture its share of the predicted employment growth in the greater Baltimore region.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Monitor and enforce First Source Hiring program.			•	Increased rate of use of Baltimore residents in the local workforce.	All city agencies	Years 1-6	General funds, also tie to contract money for indiv. projects	Involves more City residents in the local workforce. Reduction in City funding exported from City, more successful businesses and higher tax base

Monitoring First Source Hiring by contractors for City-funded development will help ensure that City dollars employ City residents. By enacting legislation or issuing an executive order for a reporting mechanism that links the program payout to compliance, the City can ensure that City dollars contribute to the local economy and improve the lives of employable Baltimoreans. Currently, the program is operated on a voluntary compliance basis, and there is no way of enforcing local labor use pledges once money is awarded. By incorporating a better method of review and ensuring compliance, the investments for the use of local labor will go to those companies and projects that actually use local labor – not just those that make a promise to do so. Funding for MOED will need to be increased to meet this new requirement.

Expand outreach to encourage use of One-Stop Employment Centers			•	Increased number of residents using One-Stop Centers	BWIB/MOED	Years 2-5	General Funds, Foundation support	Increased labor force participation rate, decreased unemployment rate, increased tax base, reduced dependency on social subsidies.
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Increase outreach to communities with high rates of unemployment and/or low rates of labor force participation in order to remind City residents that resources are available and encourage them to use available assistance to become more employable and/or gain employment. Offer a mix of programs available at each site by transferring oversight and coordination of all City-funded employment and improvement programs to MOED. Provide sufficient funding and staffing levels to ensure provision of adequate service and coordination.

Target MOED resources to under- and un-employed populations to better connect job seekers and employers.			•	Increased number of ex-offenders utilizing MOED resources, increased placement rate for ex-offenders in program	BWIB/MOED	Years 1-6	General, Foundation grants	Reduced recidivism, reduced crime, safer communities, increased property values.
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Targeting MOED programs to specific populations will help reduce barriers for connecting job seekers with potential employers. For example, MOED's Ex-Offender initiative seeks to break down those barriers and help ex-offenders gain long-term employment. Employment studies have shown that this is a key element in reducing recidivism. The City should embark on a potential study of incentives including insurance guarantees and tax credits to encourage private employers to employ ex-offenders.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Prioritize drug treatment program access for job seekers working with MOED programs.			<ul style="list-style-type: none"> 	Increase the quality of worker by minimizing the chance for relapse, and therefore loss of investment.	Health, BSAS, MOED	Years 2-4		Ensures that programs are coordinated and that the likelihood of success for participating individuals is increased.

Intervention with drug treatment programs is not necessarily sufficient on its own to get addicts to become productive members of the workforce. By coordinating drug treatment programs with job training programs, it is much more likely that a positive change in lifestyle will become permanent and increase the cumulative effect of this investment in the quality of Baltimore workforce members.

Give preference for City-subsidized contracts to contractors with active apprenticeship programs			<ul style="list-style-type: none"> 	Increased number of apprenticeship programs, increasingly skilled workforce	All city agencies	Years 1-6	No direct cost	Wider range of training opportunities, Higher number of City residents qualified to work "good jobs"
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Giving preference to contractors with active apprenticeship programs will help support the expansion and utilization of apprenticeship programs, encourage the use of training opportunities, and, in the long run, provide more City residents with opportunities to work professional jobs that pay much more than minimum wage.

Objective 2: Increase Qualifications/Skill Sets of City Residents (See LEARN, GOAL 3, Objective 3)

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

Objective 1: Enhance Transportation Options to Provide Workers with Commuting Options and Mitigate Traffic Congestion

Expand the number of participants in the Commuter Choice program throughout the Baltimore Region			<ul style="list-style-type: none"> 	Increased number of employees and employers who participate in the Commuter Choice Program	Baltimore Metropolitan Council, Maryland Transit Administration, Transportation	Years 1-6	General Funds	Cost savings to employers and employees, less congestion
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Federal law states that employers can provide up to \$100 per month per employee in tax free benefits to reward transit ridership. The Commuter Choice program allows employers and employees to benefit from these tax savings through payroll deduction for transit passes. In 2005, the MTA estimates that roughly 300 companies and over 12,000 employees were participating in the program. It is in the City's best interest to work with public and private partners to expand transit and paratransit ridership, provide cost savings to residents, and bolster our competitiveness for further transit funding.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	•		•	Increased number of Passenger Rail Lines in the region, Increase in “transit mode share” (share of all trips made via public transportation) for people who either live or work in the City, Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City	MTA, BMC, MDOT, Transportation, Housing, Planning	Years 1-6	General Funds	Cost savings to employers and employees, less congestion

The Baltimore Region Rail System Plan as developed in 2002 is moving forward with portions of the Red and Green Lines as top priorities (See Appendix O). To realize these projects, City agencies will work with surrounding businesses and communities to explore and plan for the most appropriate economic development and related infrastructure (e.g. street improvements, traffic signals, safe pedestrian pathways) along these priority lines. The City will also collaborate with surrounding communities and businesses, other local jurisdictions, and the Maryland Transit Administration (MTA) to provide advice on preferred alignments, station locations, technologies, and system features. Those recommendations will be geared toward helping the City realize its transit-oriented development strategy and neighborhood revitalization goals and also toward making the project competitive for federal transportation funds. In addition, the City will work with City, State, and federal elected officials to develop viable funding strategies for construction of new transit lines and related economic development.

Implement Transportation Demand Management (TDM) strategies with large employers and institutions			•	Reduced or managed traffic, increased car- and vanpooling, increased bus ridership, adoption of a traffic reduction ordinance, creation of transportation management associations	BDC, BMC Transportation, MTA, Planning	Years 2-4	General Funds	Cost savings to all city residents and developers through more efficient use of road and parking resources.
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A full Transportation Demand Management (TDM) Program will include an aggressive publicity campaign, partnerships with large employers and alternatives to single-occupancy vehicles, including promoting employer-subsidized transit passes. Alternative parking requirements will be encouraged to help reduce the demand for single automobile use. Other TDM strategies, such as a traffic reduction ordinance to minimize single occupancy vehicles will be studied. In addition, alternative parking policies at parking facilities will be promoted to help reduce the demand for single automobile uses, including preferential parking for carpool vehicles.

Implement Bicycle Master Plan	•	•		Increased number of bike lanes and bike racks at employment centers.	Planning, Transportation, DPW, Private Partners.	Years 1-3	MVR, Federal Grants, General Funds	Improved Air Quality, Cost savings to City, employers and employees in terms of auto use, parking infrastructure, etc. Land use efficiencies that can translate into enhanced property values.
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Recognizing the health, quality of life, and cost saving benefits of bicycle ridership, the City has developed a Bicycle Master Plan that will heighten the safety and attractiveness of bicycling to work as a commuting option for City residents. Implementation of the Bicycle Master Plan provides a platform from which to encourage bicycling as a viable commuting option.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Increase number of water taxi stops near employment locations	•		•	Increased number of water taxis, Increased number of water taxi passengers	Planning, Transportation, Maryland Transit Administration, BDC, Water Taxi Service, National Historic Seaport of Baltimore	Years 1-6	MVR, Federal grants, General Funds	Land and time efficiencies and cost savings related to parking.

The water taxi and the harbor present a unique alternate transportation opportunity which could be expanded to accommodate commuter traffic. In addition, the water taxi could be expanded into the Middle Branch to accommodate new development. The City will seek available federal funds for expanded water-borne passenger services, which will lead to less dependence on vehicles and will, therefore, reduce vehicle trips.

Objective 2: Promote Economic Development Throughout the City by Improving Business-to-Business Connectivity via Transportation Linkages

Restore and increase on-street parking in mixed-use and business districts	•		•	Increased on-street, high-turn-over parking, Increased storefront occupancy	Transportation/ Planning, Parking Authority	Years 1-6	GO Bonds, General Funds, MVR	Greater accessibility to neighborhood businesses and retail
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Expanding use of the new short-term, high-turnover meter parking technologies in mixed-use and neighborhood business centers will give merchants more customer traffic and improve their trade. In appropriate areas curb lanes, now used for through-traffic, can be restored to on-street parking and increase angled parking conversions where appropriate. This also creates an important psychological barrier between pedestrians and moving vehicles, increasing pedestrians' sense of safety while shopping or walking in the area.

Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore MARC)	•	•	•	Increased number of jobs within ½ mile radius of transit stations, Improved pedestrian access to stations	BDC, MDOT, Housing, Planning, BMZA, Law/, MCC, Transportation	Years 2-4	General Funds	Increased development and property values near transit stations
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In order to increase non-automobile accessibility to City businesses, the City will create zoning changes and develop incentive programs to promote Transit-Oriented Development around transit hubs. This approach has been demonstrated to improve land use efficiencies and property values in most cases across the United States. Transit-supportive land use strategies can be expected to yield return on investment for the City in terms of: reduced development and service costs, consumer transportation cost savings, and support for economic activities such as the key growth sector of tourism. High quality transit service would help provide cost savings and efficiencies to businesses and consumers, which would in turn increase productivity, expenditures on local goods, local business activity and employment. The City has already been pursuing projects and partnerships to bolster awareness and use of land near existing transit stations. Pilot projects being pursued with public and private partners at State Center, for example, will in turn be used to better market the City's transit assets for potential development and infill. By building principles of Transit-Oriented Development into RFPs and RFQs for publicly owned property, and into the site plan and design review, City agencies will help developers achieve better products that support ridership and augment profitability.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Integrate land use and transportation planning to ensure movement of freight into and throughout the City		•	•	Integrated land use and transportation plan	Planning, BDC, Transportation, MDOT, Port Authority	Years 2-4	General Funds	Stronger industrial and commercial activity, fewer land use and transportation conflicts

The City has a mature and functioning industry that is sustained by adequate port, rail, and truck access. By integrating land use and transportation planning, critical linkages in the transportation system will not be choked off by development.

Capture share of regional growth in defense-related industries due to BRAC	•		•	Increased defense-related industries, Increased rate of employment	BDC, MCC, Planning	Years 2-6	General Funds	Stronger overall economy, Greater employment base
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The base realignment and closure (BRAC) recommendations took effect on November 9, 2005, and involve more than 800 installations. Maryland is one of very few states slated to experience a significant net gain, primarily at the Aberdeen Proving Ground (APG), Andrews Air Force Base (AFB), Fort Meade, and the Bethesda National Naval Medical Center (NNMC). The DOD has until September 15, 2007 to begin the indicated closings, which must be completed by September 15, 2011. The City is strategically located both proximate to the nation's capital, Washington DC, and among Maryland receiving areas with the implementation of BRAC. The City will capture office market and defense-related growth through strategic marketing and expansion of transit services to surround base installations.



PLAY

Market Analysis



A. The Industry

Baltimore's cultural, entertainment, and natural amenities provide Baltimore City residents and millions of visitors with unique opportunities to **PLAY**. 650,000 City residents, 11.79 million visitors from outside the Baltimore region and 3.97 million visitors living in the Baltimore region, but outside Baltimore City, explored the many attractions our City has to offer (D.K. Shifflet & Associates, Ltd. 2004 DKS&A). These amenities provide activities for all segments of the population, from youth and families to the elderly. The following identifies the market for Baltimore's cultural, entertainment, and natural amenities, with emphasis on our customer base, market size, and trends.

Historical and Cultural Resources

Baltimore's historic/cultural industry provides place-based, unique experiential products that range from large world-renowned attractions to small, locally celebrated activities. These amenities fall within three broad areas: visual arts-based products such as museums, galleries, art studios and architecture-related events; performing arts-based attractions such as theater, cinema, music and dance; and historic/cultural-based products such as history museums, libraries, literary events, bus and walking tours, and historic districts. These resources provide life-enriching experiences that are attracting an increasing number of visitors from all walks of life. Baltimore's cultural industry continues to expand, branching out to include a broader range of products such as more African



American-oriented resources, which is a great source of untapped potential. In addition, the City's many historic neighborhoods are taking steps to preserve and enhance their historic character and consequently attracting more visitors. Several uncontrollable factors affect the health of historic and cultural tourism. These range from local trends to global economic factors, such as financial health of individual historic/cultural attractions, acts of terrorism and nature, and national and global economic trends.

Nightlife, Entertainment and Sports

The nightlife, entertainment and sports industry encompasses a broad range of businesses and activities. Business establishments range from restaurants, bars and taverns, and nightclubs to movie theaters, bowling alleys, and even roller-disco. The sports segment can be divided into the participatory and spectator categories. Participatory sports include intramural play, privately organized leagues such as Baltimore Sports and Social Club (BSSC) or South Baltimore Sports (SOBO), leagues sponsored by the City's Department of Recreation and Parks, and leagues sponsored through the public school system. Spectator sports include the City's major and minor league teams, as well as collegiate teams. This sector is critical to Baltimore's health in a number of ways – to complement the burgeoning tourism industry, to satisfy the leisure pursuits of residents, and to add to the City's jobs and tax base.

Natural Resources and Open Spaces

Baltimore's natural resource industry includes parks and open spaces, recreation centers, natural habitats such as forests, streams and estuaries. The City's parks and natural resource system includes over 6,000 acres of land on over 400 different properties ranging in size from the magnificent 700-acre forest in Leakin Park to small sub-acre lots in the inner city. Baltimore's most famous natural resource is the Inner Harbor, an international tourist destination. Our parks, natural resources, stream valleys, and open spaces offer great diversity. Residents can play tennis in Druid Hill Park, hike in the forests of Cylburn Arboretum or navigate the Inner Harbor in a paddle boat. Our large parks and stream valleys feature scenic vistas that rival those of other great cities across the globe. The importance of our natural resources also extends beyond political boundaries to include water quality issues, drinking water supply and air quality. Our natural and recreational amenities are described and analyzed regularly through a state-mandated planning document, the Land Preservation and Recreation Plan (LPRP, See Appendix Y), updated in conjunction with this Comprehensive Master Plan. The LPRP gives local planners an opportunity to review and compare local and state planning goals and objectives for open space land use categories of special interest to the Maryland Department of Planning: recreation, agriculture and natural resources.

Segments Tracked	Business Travelers	3.92 million visitors in 2004
	Leisure Travelers	7.88 million visitors in 2004
Broken out by:	Overnight	3.87 million visitors in 2004
	Day trip	7.92 million visitors in 2004

B. Customers

Historic/cultural resources target a customer base that includes regional residents as well as national and international tourists. The main consumers of the City's historic/cultural attractions are:

- The Historic/Cultural Traveler is usually middle-aged and college-educated. Approximately 15% of this group is retired and 45% have grown children (D.K. Shifflett & Associates, Profile of Travelers Who Participate in Historic and Cultural Activities, American Demographics, October 1997). These travelers tend to travel in groups, fly to their destination, and shop in addition to sightseeing. Historic/cultural travelers spend more than other tourists, spending on average \$623 per trip vs. \$457 (Travel Industry Association, The Historic/Cultural Traveler, 2003 Edition). Remarkably, 81% of adults, or 118 million, who traveled in 2003 are considered historic/cultural travelers (TIA). These travelers visited historic or cultural activities on almost 217 million person-trips last year (a person-trip is one person on one trip, traveling 50 miles or more from home). This staggering number is up 13% from 192 million in 1996 (TIA). In addition, historic/cultural trips are more likely to be seven nights or longer in length of time and include air travel and hotel stays (TIA). Four out of ten travelers extended their trip to include a historic/cultural activity (TIA).

- School Children and Families of Baltimore's region also include six school districts that take advantage of Baltimore's historic/cultural attractions. These school districts provide Baltimore's historic/cultural attractions with fall, winter, and springtime customers. Area private and parochial schools also utilize these resources in their educational programs. Additionally, families within the region also bring children to these attractions, both to expose them to special children's programming and to enrich their cultural learning.
- Local Visitors are typically highly educated, usually in their forties or older, and many have high levels of disposable income. They are usually members of one or more historical or cultural institutions. Due to their high incomes, this group also supports historic/cultural institutions in a substantial but indirect manner through the payment of income and property taxes. Most local visitors live in Baltimore City or in the older neighborhoods in the surrounding counties. They are the regular customers of these attractions and are frequently the advocates for culture in Baltimore.

The nightlife, entertainment, and sports sectors appeal to many groups within the overall population. This can be attributed in part to the extended hours of operation. Generally speaking, those most likely to take advantage of nightlife and entertainment include college students, childless young professionals, tourists and business travelers. Sports are likely to be enjoyed by the same groups and children and families. Also, sports enthusiasts tend to be skewed more toward males. The consumers of nightlife, entertainment, and sports are:

- College Students. The college student population in Baltimore has not decreased at the same rate as the general population has decreased. Census figures indicate that in the year 2000, there were 48,736 individuals in Baltimore City enrolled in college, graduate, or professional schools. This is very close to the 50,325 enrolled in 1990. Additionally, there are 32,500 college students at four year colleges in Baltimore County. Many of these students were attracted to these institutions based on the entertainment amenities a large city offers.
- Childless Young Professionals. The number of childless young professionals has grown in the City, a demographic trend that is echoed in many of the nation's urban centers. Attracting and retaining these individuals could be an essential component in laying the foundation for the City's future economic health.
- Tourists and Business Travelers. 15.77 million tourists and business travelers visited Baltimore with a predominance of trips made for leisure rather than business, according to a 2004 study of tourism (DKS&A). The top origin states for overnight leisure visitors include Pennsylvania (17%), New York (15%), New Jersey (10%), Virginia (9%), California (9%), Maryland (6%), North Carolina (5%), and Florida (4%). The top reasons for visiting include family or friends, special events, general weekend trips, and general vacation trips. Top activities that people pursue include dining, sightseeing, entertainment, and shopping. The number of day-trippers versus overnighters indicates that the City should be doing more to entice people to make longer visits. In addition to Leisure travelers, 3.92 million Business travelers visited Baltimore in 2004 (DKS&A). Average daily spending for the overnight Business traveler was \$226.78 (DKS&A). Major decision factors for meeting planners when choosing a destination to host their meeting include having

a headquarter hotel within a five minute walk of the center, overall appeal of the destination to draw attendees, city infrastructure, and ample dining and nightlife opportunities (Flaspohler Research Group, 2004 Survey of Meeting Planners). Overall, Business travelers spent \$1.6 billion in Baltimore in 2004 (DKS&A).

- **Children and Families.** In general, the number of children and families continues to decline. For the year 2000, there were 67,338 two or more person households with children under the age of 18. This represents a decline from 78,366 in 1990. With special regard to spectator sports, this is a group that will come to Baltimore events from a broader area.

The customers for Baltimore’s parks and open spaces are primarily residents of the City and the surrounding region. Unique parks and open spaces within the City attract tourists as well. These unique resources include the Gwynns Falls and Jones Falls Trail systems, Cylburn Arboretum, the Maryland Zoo, and Baltimore’s Inner Harbor park system. The Department of Recreation and Parks has developed a detailed report of the park system’s customer base in the City’s Land Preservation and Recreation Plan. The main consumers of the City’s natural resources and open spaces are:

- **Youth and Families.** The Baltimore population of youth 18 years and younger is distributed fairly evenly throughout the City. Parks, schoolyard parks, libraries and recreation centers are also distributed evenly. The number of schools and recreation centers is greater in high-density, low-income neighborhoods in order to meet the needs of “at risk” youth.
- **Young Professionals.** One of the largest groups of people moving into the City is young professionals. Young professionals value active recreation such as sports, running and biking. In addition, they value festivals and other forms of park-based entertainment such as concerts.
- **Seniors.** The current population 65 years and older is widely distributed among the City’s neighborhoods. The number and percentage of older residents in the City is expected to increase in the next two decades as baby boomers age, resulting in an increased demand for park services by this group. Also, retirees and empty nesters are one of the largest groups of individuals relocating into the City.
- **Environmental and Community Stewardship Groups.** These groups are protectors of the City’s system of parks and open space. These groups promote our natural resources through continued commitment to community, education and stewardship.

Purpose of Overnight Leisure Trip

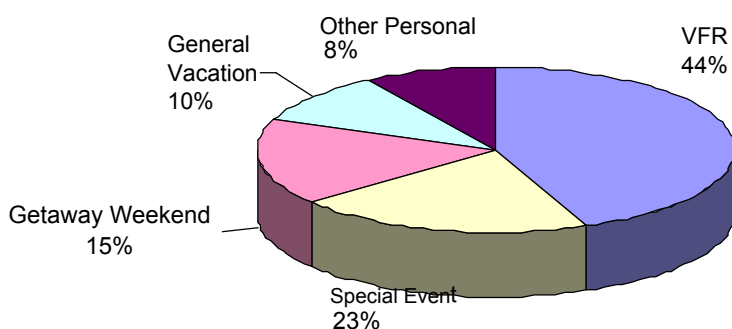


Figure 1 Source: DK Shifflet & Associates, Ltd. 2003/2004
(VFR refers to visiting friends and relatives)

- **Tourists.** Baltimore has not effectively capitalized on tourism opportunities within our parks system. It has always been difficult to get tourists to leave the Inner Harbor area and explore the surrounding City neighborhoods. It is hoped that the completion of the Greenway Trail systems and the creation of tour buses, such as the new Big Bus Company of Baltimore, will create venues for tourists to leave the Harbor and explore other attractions in our parks.

C. Market Size and Trends

In 2004, a total of 15.77 million customers visited Baltimore and cumulatively spent \$2.9 billion. The tourism industry has become the third largest employer in the City. D.K. Shifflet & Associates conducts a monthly nationally syndicated travel survey to determine domestic travel and spending. Their clients for this research program include Baltimore, many other destinations and states, as well as the Travel Industry Association of America. The travel industry defines a visitor as someone who travels to a destination and stays overnight, or takes a day-trip 50 miles or more one-way from their home, outside of normal activities such as commuting to work. Based on this definition, Baltimore welcomed 11.79 million visitors. Since a good portion of the Washington, DC market falls within the 50-mile radius of Baltimore, BACVA commissioned D.K. Shifflet & Associates to begin a separate tracking study to look at day-trip travel originating within 50 miles of the Baltimore area; generally, the Baltimore Beltway is used as mile 0. The study found that in 2004, there were 3.97 million visitors from within 50 miles who took a day-trip to Baltimore.

Specific trends are not as easy to glean for the nightlife, entertainment, and sports market segment. This is an industry that is subject to changes in market conditions, as it relies heavily on people's discretionary incomes. It is also subject to demographic trends because new businesses will arise to meet the demand of growing populations. Lastly, it is subject to overall trends in the tourism industry in Baltimore.

The market for Baltimore's park and open space system is difficult to define. There is a wide variation in the types of parks and open spaces offered and multitudes of possible uses within the parks and open space system. No recent, quantifiable data has been collected by the City to identify the quantities and types of users within the parks. While some parks, or park facilities, appear to receive a great deal of use, many others appear to be virtually empty. Overall, it is difficult to define whether our parks and recreational areas are receiving adequate usage. Data is needed to clearly identify existing park and recreation user patterns. The data should be combined with City census data to develop a clear picture of our market for our parks and open space system.

D. Location

Historic and cultural attractions are located throughout Baltimore City, with many concentrated in the Baltimore City Heritage Area (BCHA). The BCHA features a rich variety of historic sites and cultural experiences. These attractions are convenient to highway, rail and air service. In addition, Baltimore is part of the Washington, DC metropolitan area and can attract visitors based upon that proximity. The growing recognition of the Baltimore City Heritage Area, and its related trail system, will dramatically increase visitation within the next five years.

Throughout the City there are a number of nightlife, arts and entertainment "districts" that include: the Inner Harbor, the Stadium Area, Fells Point, Canton, Federal Hill, Mount Vernon, Station North, Highlandtown, Belvedere Square, 36th Street, West Side, The Block, Little Italy, and Pennsylvania Avenue. Most entertainment areas enjoy public transit access, particularly the large sports venues which are linked regionally through the light rail system.

Baltimore's largest park and open space systems are distributed throughout the City. There are also many neighborhood parks, public fields, and recreation areas on school properties. Baltimore's college campuses also function as informal open space areas for surrounding neighborhoods.

E. Competition

Baltimore's historical and cultural tourism industry struggles from a market standpoint because it is in the midst of three first-tier competitors: New York City, Philadelphia, and Washington, DC. Each of these competitors aggressively markets to the same visitor-base that Baltimore seeks to attract. In addition, their marketing campaigns are funded with profoundly greater resources.

The key competitors for tourism visits originating within the Baltimore region are the Eastern Shore and beach attractions, Atlantic City, Washington, DC, and Annapolis.

Competition for nightlife, entertainment, and sports comes from a number of sources, most typically, the Washington, DC area. This is because people are not willing to travel too far for a dining or entertainment experience not involving an overnight stay. Baltimore enjoys little competition for spectator sports within the Baltimore region. However, Baltimore does compete for its share of the sports dollar with the Washington, DC area and Annapolis.

Baltimore's competition for parks and natural resources is not with the first-tier northeastern cities as identified above for historic and cultural resources. Baltimore's competition for parks and natural resources is with other local activities available to our citizens. The City's recreation resources have serious competition from facilities, leagues and associations originating in surrounding counties. The City must maintain parks in a clean and safe manner to assure that they are utilized and adopted by the surrounding populace. Baltimore has an excellent natural resource and park system with which to work. Our natural resources and parks are available to both our local population and regional and national tourists. The best example of capitalizing on unique natural resources for tourism within the City is the revitalization of the Inner Harbor. Baltimore Harbor is different from other waterfront cities because it is well protected, affords unique views and pedestrian connectivity around the water's edge, and functions as a year-round, working seaport. Our parks and stream valley system also offer similar opportunities that have not been fully capitalized upon. The Greenway Trail systems are a good first step in this direction.



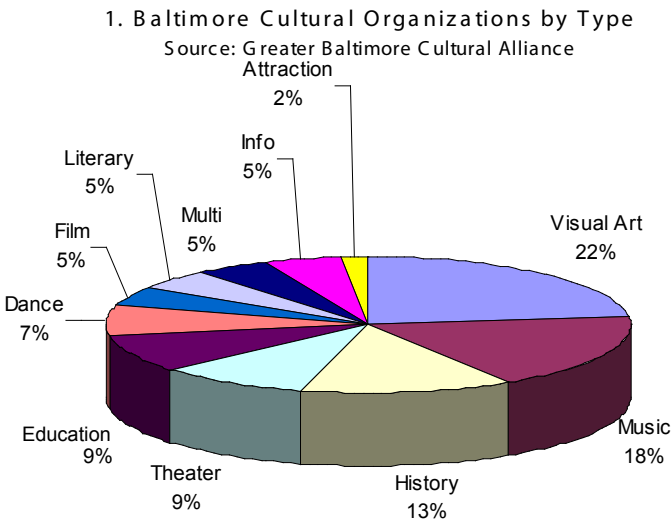
PLAY

Products and Services

Successful cities offer high quality, life-enhancing environments. Cities understand that strengthening and diversifying historic/cultural amenities, entertainment, and natural resources are critical to improving the City’s vitality. These amenities play a critical role in lowering the “barrier to entry” for newcomers, especially where these amenities intersect to create a unique sense of place. Baltimore offers unparalleled, diverse visitor experiences that are the foundation

of a successful, healthy city. Every Baltimore resident and visitor participates in Baltimore’s historic/cultural, entertainment, and natural resource amenities in one form or another. From watching a football game at a corner pub, shopping on a main street, or attending an opening at the Baltimore Museum of Art, opportunities abound for everyone.

There are more than 200 historical and cultural organizations in Baltimore. More than half of these organizations fall into the categories of visual art, music, historical and cultural heritage, and theater and dance (Randall Gross/Development Economics, Opportunity Audit for Cultural, Recreational, Retail and Entertainment Amenities, 2003).



A. Products and Services Offered

Visual Arts

There are approximately 54 visual arts organizations in Baltimore. These organizations include museums, galleries, artist studios, community arts/resource centers, associations, graphic design and architectural firms, commercial art dealers, colleges, art exhibits, and shows. Many of these venues are nationally and internationally recognized such as the Walters Art Museum, the Baltimore

Museum of Art and the Visionary Arts Museum. In addition, Baltimore houses one of the most prestigious art schools in the country, the Maryland Institute College of Art (MICA). Overall, Baltimore's visual arts are thriving and in many ways inspiring revitalization of whole neighborhoods like the Station North Arts District.

Music

Baltimore's music scene, too, is nationally recognized. Baltimore's leading classical music venues are the world-renowned Peabody Institute, Baltimore Symphony Orchestra and the Opera Company. In addition, there are at least eleven other classical music organizations in the City, including the Baltimore Chamber Orchestra, Baltimore Choral Arts Society and the Hopkins Symphony Orchestra. The Eubie Blake Institute is preserving and enhancing Baltimore's love for jazz. The Institute celebrates Baltimore's jazz greats such as Eubie Blake, Cab Calloway, Chick Webb, Billie Holiday, Dennis Chambers, Carl Filipiak, and Gary Bartz. There are several additional organizations that support live jazz in Baltimore, including the Baltimore Chamber Jazz Society and Peabody Institute. Business establishments such as Bertha's, New Haven Lounge, Sascha's and An die Musik regularly hold live jazz performances.

History and Culture

Baltimore's rich historical and cultural heritage defines the City as a world renowned tourist destination. Baltimore's historic/cultural attractions range from over seventy historic districts to nationally recognized history museums: Fort McHenry; Mt. Vernon Place, a National Historic Landmark District; the B&O Railroad Museum; USS Constellation; Edgar Allan Poe house museum; Mount Clare Mansion; the Maryland Historical Society; Reginald L. Lewis African American Museum; and many others. Other organizations hold lectures, conferences, walking tours, and other events. In addition, many walking and driving trails are being created that will have signage interpreting Baltimore history and culture.

Theater/Dance

Baltimore has several large live theater venues and many small theater venues and companies. Baltimore's theater options range from several small theater companies to large traveling shows at the Hippodrome, Lyric and Meyerhoff. Additionally, the area's colleges and universities host theatre and dance productions as well as performances by traveling companies.

Nightlife, Entertainment and Sports

Baltimore has an active nightlife. From casual dining to luxurious gourmet restaurants, Baltimore has more than three hundred restaurants that can satisfy anyone's culinary delights. There are at least a dozen nightlife and entertainment "districts" throughout the City. Additionally, it is important to note that many of these districts serve as local shopping destinations as well. Much of the City's shopping, dining, and entertainment can be found in centrally-managed centers and mixed-use complexes, or in neighborhood commercial districts. Several of these commercial districts have strong identities and are marketed by an organized business association.

Sports facilities are concentrated close to downtown, making patronage of other entertainment experiences possible. There are local social leagues, recreational centers, and other facilities scattered throughout the City, providing local communities with opportunities to participate in a wide variety of activities.

Some of the major products and services provided for Baltimore City customers in nightlife, entertainment, and sports include:

- Individually operated bars & nightclubs – Baltimore has an abundance of bars and nightclubs that contribute to the City’s highly individual character, often featuring local and national entertainment.
- Nightclub entertainment complexes – Power Plant Live! is managed as a nightclub complex. In addition, Fells Point, Canton, and Federal Hill business districts belong in this category because the sheer number of businesses locating in close proximity creates a highly visited area that caters to night time leisure activities.
- Large concert venues—These include the Pier Six Pavilion, Ram’s Head Live and other facilities that are larger in size than the typical nightclub.
- Chain entertainment – This category includes places such as the ESPN Zone or Hard Rock Café. These are geared more toward tourists and visitors who are in the City for sporting events, conventions and concerts.
- Formal dining – Baltimore has several upscale restaurants ranging from traditional to contemporary, most of them located near the Inner Harbor or the City’s numerous cultural institutions.
- Casual dining – These restaurants have been especially attractive to tourists as innovative new restaurants have helped raise the City’s dining profile.
- Professional sports venues – Includes M&T Bank Stadium, Oriole Park at Camden Yards, 1st Mariner Arena, and Pimlico Racecourse.
- Recreation centers – The City has 45 recreation centers in the Recreation & Parks system, including facilities attached to schools.
- Other recreational facilities include venues such as DuBurns Arena, Meyers Pavilion, YMCA locations, golf courses and marinas.

Natural Resources

Baltimore also provides great opportunities for leading an active lifestyle. From a leisurely stroll along one of the City’s many trailways, streams and waterfront promenades to a game of touch football in a local park, there are many activities from which to choose. Baltimore offers all of these recreation opportunities even though the City’s land area is more developed than any other comparable region in the State. The City has preserved some important areas that add value to the environment of the City. Aside from their recreation benefits, parks and natural land function to moderate the microclimatic conditions in the City. The trees, fields and natural stream valleys offer an aesthetic alternative to a continuous landscape of roads and buildings. These areas also provide habitat for many species of animals and plants, including migratory woodland birds and waterfowl. As the City is redeveloped in the next decade, some acquisition will be important both for protection of Baltimore’s natural resources and for the general ecological health of the region. The City will continue to monitor trends in land use and land sales to watch for opportunities to enhance the current park system and protect areas of special habitat. Priority will be given to land parcels that directly support the mission and goals of the Department of Recreation and Parks: land that has high environmental/habitat value, historic

or cultural values, or can complement recreation facilities by expanding existing parks or linking existing parks and open space in the greenway network.

B. Competitive Advantage

Culture isn't just about organizations and institutions; it is about what makes Baltimore undeniably Baltimore. Baltimore is a unique place because of its physical character, neighborhoods, institutions, and history. Baltimore enjoys its own, unique dialect, with several distinctive pronunciations and catch phrases. The Chesapeake Bay and the seafood it yields contribute to local culinary identity. Baltimore, too, is celebrated through a large list of icons and celebrities. These icons and celebrities define Baltimore, ranging from built trademarks such as the Washington Monument, rowhouses, formstone and marble steps to Historic sites commemorating local figures such as H.L. Mencken, Thurgood Marshall, Billie Holliday and Babe Ruth to the presence of contemporary popular figures such as Cal Ripken and John Waters. This wealth of local trademarks and "only here" cultural goods makes Baltimore a place with a distinct, strong local identity.

While offering the full range of nightlife, entertainment, and sports products one would expect from a large city, Baltimore has its own unique character that can attract visitors and enhance the experience of people who are visiting for other reasons. Among the many products that are uniquely Baltimore are such things as rowhouse bars, crab houses, lacrosse games, public markets, snowballs and other features that make the City enjoyable for visitors.

Baltimore's nightlife, entertainment, and sports products also have the advantage of being reasonably priced. The low cost of many products in this category is often able to keep local dollars in the area and attract visitors who are looking for an affordable alternative to comparable areas elsewhere on the East Coast.

Baltimore's parks and open spaces offer more distinct identities and amenities than many similar properties in surrounding areas. Some outstanding examples of historic park buildings include Clifton Mansion, Mount Clare, Druid Hill Conservatory, Cylburn Mansion, Patterson Park Pagoda and numerous other monuments and park pavilions. Because of these historic structures, the City parks have a built-in advantage over the more strictly functional parks in neighboring jurisdictions.

C. Customer Perceptions

Residents and visitors perceive many factors when deciding to visit and live in Baltimore. A combination of convenience, cost, services, proximity to other venues, and safety all play a role in one's decision to PLAY in the City.

For historic/cultural resources, most of the attractions have admission fees ranging from the nominal to over ten dollars. These prices are usually reasonable but can be surprising to tourists that may have recently been to free museums in the Washington, DC area. Performing arts tickets can be considerably more expensive, but are generally cheaper than those found in other northeastern cities.

Convenience is a factor that can be both an asset and liability for Baltimore area historic/cultural resources. While there is a strong concentration of cultural attractions along the Charles Street corridor, many of the attractions outside of this area are not readily accessible without a car.

In the area of nightlife, entertainment, and sports, customers' choices are determined by the safety of the location, the quality of the service as well as conve-

nience. Many of the entertainment options are located in the downtown area, which is well populated during the day. However, the downtown area's business focus can mean areas not near the harbor seem dead at night, discouraging pedestrian exploration of the areas around the entertainment attractions. The sense of pedestrian safety and interconnectedness of nightlife and entertainment activities needs to be improved to strengthen the nightlife and entertainment performance of downtown as a whole.

Access to nightlife spots away from the Inner Harbor area has not been developed as much as it could be. Tourists may not yet have awareness of how many of the City's nightlife and entertainment areas are located in close proximity to one another. The links between the Inner Harbor and nearby areas have not been developed to the fullest. These links could be better developed through enhanced signage, tourist maps, shuttle routes and better publicity of the broader area surrounding Downtown and the many amenities offered nearby.

The City's parks often score highly in terms of convenience due to their proximity to large population centers within the City. Certain parks should be upgraded in order to improve safety, both real and perceived. With safety upgrades, the status of the City's parks would be improved, leading to stronger participation in friends groups and utilization of rentable park facilities. Deferred maintenance of buildings and ball fields also needs to be addressed to improve the usage and prestige of the parks.

D. Comparative Analysis

Baltimore City's historic/cultural, entertainment, and natural resource amenities are for the most part healthy and vibrant. In 2004, the Baltimore region hosted 15.77 million visitors, including nearly 4 million day-trippers from close-in markets, especially Washington, DC area (DKS&A). Visitors generated an estimated \$3 billion in direct spending, and Baltimore was ranked one of Frommer's up-and-coming top 10 summer destinations in 2005.

Baltimore offers a neighborhood orientation with deeper roots to its local heritage than nearby Washington, DC, which has a weaker local identity due to the predominance of a transplant population in both the district and its suburbs. Compared to both Philadelphia and Washington, DC, Baltimore nightlife, dining, sports and entertainment activities are often considerably more affordable. Despite the lower prices, Baltimore has several nightlife spots and restaurants that have attracted positive reviews from out-of-town publications, proving that lower-priced entertainment does not necessarily imply second-rate.

Historic and cultural resources in the City are distinguished by their local orientation, as opposed to the national orientation found in Washington, DC. However, since Baltimore resources are not part of the Smithsonian Institution, admission is not free. This may have the effect of discouraging museum visits from travelers visiting from the Capital region.

Baltimore's parks and open spaces are distinctive in comparison to those in neighboring jurisdictions. The City's parks are unique; its historic features, architecture and natural resources are found only in Baltimore such as the Inner Harbor. In many cases the classic design of the parks themselves is distinct from suburban counterparts.

As Baltimore continues to be an important cultural hub, there is more that can be done to maximize the potential for cultural amenities and attract visitors to the City.



PLAY

Goals, Objectives and Strategies

Baltimore is the region's cultural, entertainment and leisure center, as well as a world-renowned tourist destination. The City provides a wide array of leisure and social activities for tourists and citizens alike, many of which are in close proximity to jobs, neighborhoods, schools and transportation. There are, however, several areas to improve upon in order to provide more fulfilling recreational experiences for the visitor and resident. The following three goals will guide efforts to 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 for Recreation and to Improve Water Quality

The objectives and strategies that follow are designed to provide a blueprint to City agencies and officials as they implement this plan. **PLAY's** recommendations, in addition to enhancing the leisure experience, will strengthen Baltimore's attractiveness as a place to live, work and learn. **PLAY's** goals, objectives and strategies complement those of **LIVE, EARN** and **LEARN**.



PLAY

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

Objective 1: Market, Develop, and Promote Visitor Attractions in Baltimore City

- Market and promote the City through increased funding for BACVA and BCHA
- Develop new visitor centers and enhance existing visitor centers
- Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions
- Pursue designation of Baltimore as a National Heritage Area
- Prepare for the bicentennial anniversary of the War of 1812

Objective 2: Increase Everyday Historical and Cultural Encounters for Baltimore City Residents

- Implement Heritage trails in historic areas of the City
- Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums
- Support special events and festivals by improving festival space and infrastructure throughout the City

Objective 3: Enhance Accessibility to Historical and Cultural Resources through Transportation Improvements

- Develop plans for and implement Charles Street Trolley Line
- Implement Charles Street Scenic Byway Plan

Objective 4: Strengthen Stewardship of Historical and Cultural Resources

- Expand "Authentic Baltimore" program and link to Baltimore City Historic landmark program
- Create more effective management agreements by completing inventory of city-owned historic/cultural sites and attractions
- Implement a feasibility study to enhance and reuse under-utilized historic structures

Objective 5: Establish Baltimore City as the Region's Center of Culture and Entertainment

- Establish regional policy to increase regional funding resources for cultural activities within Baltimore City

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

Objective 1: Expand Access to Nightlife

- Create mixed-use zoning categories that allow nightlife and extended closing hours where appropriate

Objective 2: Promote Unique Retail Venues as Shopping and Tourist Destinations

- Reinststate the “Shuttle Bug” system along main streets and shopping districts within the City
- Designate Main Street areas as local and/or national historic districts in order to access tax credits
- Increase retail space downtown by 400,000 sq. ft. to one million sq. ft.
- Designate and support Arts and Entertainment Districts

Objective 3: Improve Local Participation in City Recreational Activities

- Develop a strategic recreational plan that will target recreational opportunities to address the City’s needs
- Implement the Bicycle Master Plan to provide recreational opportunities for residents

Goal 3: Increase the Health of Baltimore’s Natural Resources and Open Spaces for Recreation and to Improve Water Quality and to Improve Neighborhood Social, Economic, and Environmental Well-Being

Objective 1: Maintain a Well-managed System of Parks & Open Spaces

- Draft and adopt a City-wide plan for parks and open space
- Locate dedicated, sustainable funding sources for our parks and cultural assets
- Create park and open space zone in the Zoning Code
- Improve park stewardship and safety by expanding current parks partnership program

Objective 2: Protect and Enhance Baltimore’s Natural Habitat and Environmental Resources

- Meet the goals and requirements of the Chesapeake Bay Program, the City’s National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies
- Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit
- Construct one ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan
- Restore and protect at least one mile per year of streams and river banks in floodplains and stream valleys
- Target sidewalk, lighting and signal improvements near parks and open space
- Develop a plan to reduce trash within and along Baltimore’s parks and open space
- Complete plans for and creation of Greenway Trail system
- Increase Baltimore’s green infrastructure by increasing the number of trees and tree canopy size (See LIVE, GOAL 1, Objective 3, Strategy 6)

Objective 3: Ensure Public Access to the Waterfront

- Complete the Harbor Promenade and Middle Branch park/trail systems

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

Objective 1: Market, Develop and Promote Visitor Attractions in Baltimore City

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Market and promote the City through increased funding for BACVA and BCHA			•	Increased number of attendees at local attractions.	BACVA, BCHA	Years 1-6	Increase BACVA's share of Occupancy Tax by 20%. Increase BCHA funding through general funds	More tourist dollars Positive perception of Baltimore

Several recent reports conclude that BACVA is severely outspent by its competitors from a leisure marketing perspective. In order for Baltimore City to become a first-tier market, BACVA must be adequately funded to launch market campaigns in first-tier feeder markets. Additionally, the Travel Industry Association of America (TIA) estimates that minority tourists make up a \$90 billion travel market. Baltimore City historic/cultural tourism is poised to capture a significantly greater portion of this market by developing and promoting the rich African American history in Baltimore.

Develop new visitor centers and enhance existing visitor centers	•		•	Increased number of visitor centers, increased use of centers	BCHA, Planning, BACVA, BDC	Years 1-6	GO Bond, general funds, hotel tax	Greater awareness and increased spending by tourists in a broader area, longer visitor stays
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Visitors Centers are an essential component to Baltimore's Tourism. Between July of 2004 and June of 2005, 382,404 visitors stopped into the Inner Harbor Visitor Center. This number exceeded expectations. Developing an integrated system of accessible visitor centers throughout Baltimore's prime tourism areas would provide a more coherent tourism experience.

Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions.	•		•	Implemented wayfinding system	BCHA, Planning, DPW, Transportation.	Years 1-6	BCHA, Planning, DPW, Transportation	Increased tourism in areas beyond the Inner Harbor
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This strategy will be an integral part of a City-wide pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). A systematic, fully developed way finding system for pedestrians as well as automobile users will help visitors navigate the City and explore a wide range of areas and attractions.

Pursue designation of Baltimore as a National Heritage Area			•	Awarding of National Heritage Area Designation	BCHA, BACVA, Planning, DPW, Transportation, BOPA, Rec & Parks, CHAP, Maryland Historical Trust, National Park Service, Maryland Historical Society, tourism industry	Years 1-2	General funds	Increased prominence of Baltimore tourism
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BCHA is completing a feasibility study for Baltimore to pursue National Heritage Area designation. Agency heads throughout city government must become engaged in this feasibility study in order for the City to obtain National Heritage area status.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Prepare for the bicentennial anniversary of the War of 1812			•	Anniversary celebration	BCHA, BACVA, Planning, DPW, Transportation, BOPA, Rec & Parks, CHAP, Maryland Historical Trust, National Park Service, Maryland Historical Society, Public Libraries, tourism industry	Years 1-6	General Funds	Increased prominence of Baltimore tourism

During the War of 1812, Baltimore saved the United States from imminent defeat. This legacy is celebrated at the Fort McHenry National Monument and Historic Shrine. The Bicentennial celebration of the War of 1812, especially the Battle of Baltimore, will be a national celebration, and Baltimore should take the lead. A task-force of Baltimore City agency heads must be formed to guide the three-year-long celebration of the War of 1812. The BCHA should manage this task-force, hire consultants and provide the initial celebration planning.

Objective 2: Increase Everyday Historical and Cultural Encounters for Baltimore City Residents

Implement Heritage trails in historic areas of the city	•		•	Trails are completed and are part of the City trail system. Increased use of trails	BCHA, BACVA, CHAP, Transportation	Years 1-6	GO Bonds- General Funds	More tourist dollars, and-greater awareness of Baltimore beyond the Inner harbor.
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Heritage trails are designed for guided and self-guided walking tours that lead visitors from the Inner Harbor to surrounding historic neighborhoods, such as Federal Hill/Sharp Leadenhall, Fells Point, West Baltimore, the Pennsylvania Avenue corridor, and Seton Hill area. These trails highlight the heritage and culture of Baltimore and lead tourists to shops, restaurants, museums and other historic attractions that are located beyond the Inner Harbor. The trail system is composed of interpretive and wayfinding signage, seasonal tour guides, maps, brochures, and disks that are embedded in the sidewalk that mark the trail. Improvements to the trails will be an integral part of a pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1)

Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums			•	Increased visitation to City museums by City school children. Created specific line item for bus trips to attractions	BCHA, Greater Baltimore History Alliance, and BC public and private Schools, BOPA	Years 1-6	General Funds	Appreciation of Baltimore City history and culture by children and future adults
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Currently, City school students cannot attend Baltimore's historic/cultural attractions because of insufficient transportation funds. Earmarked funding would enable students to go on field trips to these attractions. The suggested funding would provide each student the opportunity to take approximately 3 field trips per year. A strengthened relationship between BCPSS and the Baltimore City Heritage Area will also enhance stewardship and curriculum development at Baltimore's historic and cultural attractions.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Support special events and festivals by improving festival space and infrastructure throughout the City	•		•	Increased visitation to historical and cultural attractions by city residents.	BOPA, Rec & Parks	Years 2-3	Private sponsor (corporate sponsorship) General Funds (BOPA) Rec & Parks sustainable funding	Increased appeal of festivals

Baltimore's tourism industry in partnership with Baltimore City agencies should plan multiple activities and events that directly benefit Baltimore residents. These attractions and events may include 'Be a Tourist in Your Own City Day,' the New City Fair, discount weekends at the Inner Harbor attractions, local restaurants, museums, etc. Festival space needs to be improved to become more hospitable and accessible to the visitors the City intends to attract.

Objective 3: Enhance Accessibility to Historical and Cultural Resources through Transportation Improvements.

Develop plans for and implement Charles Street Trolley Line	•		•	Increased number of tourist visitations outside of Inner Harbor	Transportation, BDC	Years 1-6	Private Funding, State Funds	Connection of attractions along Charles Street
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A trolley line linking the Inner Harbor tourist attractions to Johns Hopkins University will connect many of the City's historic and cultural venues together, such as Peabody Institute, Walters Art Museum, and Baltimore Museum of Art. This line will also connect the Central Business District to Penn Station and spur economic development all along the line. Transit-Oriented Development principles (See Appendix D) will be promoted at selected planned stops along the line.

Implement Charles Street Scenic Byway Plan	•		•	Increased tourist visitation to Baltimore City	Planning, CHAP, Transportation, BCHA,	Years 1-6	Fed DOT, State funds, private grants, MVR, GO Bond	Increased tourism along Charles Street corridor
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BCHA requires immediate funding and staffing to implement this timely and important endeavor. Charles Street Scenic Byway runs from the southern tip of South Baltimore to Lutherville in Baltimore County. Charles Street exhibits hundreds of historic, architectural and cultural treasures. This scenic byway will provide visual and physical links between the Inner Harbor and nearby neighborhoods to neighborhoods throughout northern Baltimore. This linkage further promotes regionalism and economic development (See Appendix L).

Objective 4: Strengthen Stewardship of Historical and Cultural Resources.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Expand “Authentic Baltimore” program and link to Baltimore City Historic landmark program	•		•	Increased number of participating organizations and City historic Landmarks	BCHA, CHAP	Years 1-6	General Funds	More tourist dollars, Positive perception of Baltimore

The Baltimore City Heritage Area created the “Authentic Baltimore” program to help identify restaurants, hotels, museums and events that authentically convey the heritage of Baltimore. This program provides participating establishments and events with the Authentic Baltimore logo that alerts customers that they are experiencing a piece of the “real” Baltimore. In order to participate in the Authentic Baltimore program, establishments must provide historical information that documents the building, establishment or event. In turn, the Baltimore City Landmark Program is administered by CHAP and provides legally-binding protection for the preservation of a historic resource. Landmark designation reports provide “authentic” well-documented history of historic properties. These reports may serve as the basis for the historical information needed in the Authentic Baltimore application.

Create more effective management agreements by completing inventory of city-owned historic/ cultural sites and attractions	•		•	Decreased number of vacant, City-owned structures in Baltimore	BCHA, Planning, Rec. & Parks, Housing, Maryland Historical Trust, MOIT	Database: Years 1-2 Management Plan: Years 2-6	GO Bonds, General Funds, Private sponsorship	Improved stewardship of city-owned historic properties
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The City owns very prominent historic structures (e.g. Peale, Mencken, PS 103) that need to be inventoried and better managed. By creating a database and management plan for these structures for which management agreements exist and enter into new management agreements with partner organizations for high-priority properties, the City will be better able to maintain and maximize the use of these properties.

Implement a feasibility study to enhance and re-use under-utilized historic structures	•	•	•	Increased number of well-maintained historic buildings	DPW, MCC, Planning, BCPSS, Housing, BCHA, Rec & Parks	Years 1-6	General funds, GO Bonds, General Funds, state grants	1-Increased number of taxable properties. 2-Positive perception of Baltimore City
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Many of Baltimore’s historic structures are owned by Baltimore City; many of these structures are vacant or underutilized. The reuse of these structures can increase the number of taxable properties, add commercial and civic activities to communities, and enhance the maintenance and stewardship of these properties. New zoning categories may need to be created as well as active promotion of local, state, and federal preservation tax credit programs to facilitate reuse.

Objective 5: Establish Baltimore City as the Region's Center of Culture and Entertainment

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Establish regional policy to increase regional funding resources for cultural activities within Baltimore City			•	Increased funding by county jurisdictions for Baltimore City's historic and cultural attractions	Greater Baltimore Cultural Alliance, BCHA, Baltimore city and regional county governments.	Years 1-6	General Funds	Greater funding for historical and cultural attractions

Increased regional funding will provide better stewardship of Baltimore City's regional historical and cultural attractions. Partnerships with the surrounding county governments will enhance revenue and State support for local attractions. Regional cooperation will be to everyone's benefit.

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

Objective 1: Expand Access to Nightlife

Create Mixed-use zoning categories that allow nightlife and extended closing hours where appropriate		•		Decreased number of variances and URPs for mixed-use, and increased nightlife in appropriate mixed-use zones	Planning/BMZA/Housing/Law/MCC	Years 2-4	General Funds	Increased tax base and density
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During the comprehensive rezoning process (See Chapter IX), the City will work with residents, businesses and employees to develop mixed-use zoning categories that include options for live music and extended hours (4 am bar closing). Zoning changes would be district-specific. The new zones will use the work of the Night-Life Task Force and definitions added to the Zoning Code in 2004 to develop coherent categories for all restaurant and entertainment uses.

Objective 2: Promote Unique Retail Venues as Shopping and Tourist Destinations.

Reinstate the "Shuttle Bug" system along main streets and shopping districts within the City	•			Ridership; Increased retail sales receipts	MTA; DOT, Planning, BDC, Downtown Partnership	Years 1-3	Federal Transportation, State, General Funds	Greater accessibility to retail
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A shopping shuttle could provide direct connections around residential neighborhoods and shopping hubs. These could operate in the evening hours, on weekends, and for extended hours during holiday periods. Funding for this service would be a joint effort with the City paying one-third of the cost and the State paying two-thirds of the cost.

Designate Main Street areas as local and/or national historic districts in order to access tax credits			•	Increased number of designated Main Streets. Lower rehabilitation costs	BDC, Planning	Years 1-6	General funds	Sales tax collected; greater occupancy in commercial districts
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Baltimore offers specialty retail unique to the local, if not, regional market. In particular, some businesses carry products that are not available at other places on the East Coast. Much of the City's shopping, dining, and entertainment can be found in centrally-managed centers and mixed-use complexes, or in neighborhood commercial districts. As the City continues to grow, supporting the creation and expansion of local businesses and retail venues will provide an opportunity for enhancing the City's overall quality of life.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Increase retail space downtown by 400,000 sq.ft. to 1 million sq. ft.			•	Increased retail square footage downtown	MTA; Planning, BDC, Downtown Partnership, Parking Authority	Years 1-3	General Funds	Greater accessibility to retail

According to the Downtown Retail Study, the downtown area now has a substantial residential population that can sustain a viable retail market within a one-mile radius of the intersection of Pratt & Light streets. The area will be marketed to retailers in order to provide necessary goods and services to downtown residents.

Designate and support Arts and Entertainment Districts	•	•	•	Increased Arts and Entertainment venues in designated sections of the City	BOPA, BCHA	Years 1-6	GO Bonds-General Funds	Sales tax collected. Greater occupancy and activity in Arts and Entertainment districts.
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Arts and Entertainment Districts are well-recognized, labeled, mixed-used areas of a city in which a high concentration of arts and cultural facilities serve as the anchor attraction. The State of Maryland has implemented a state-wide Arts and Entertainment program that provides various tax benefits to artists and businesses within a district. Station North and Highlandtown are two of Baltimore's Arts and Entertainment Districts. The City should designate other areas of the City and continue to enhance the current arts and entertainment districts.

Objective 3: Improve Local Participation in City Recreational Activities

Develop a strategic recreational plan that will target recreational opportunities to address the City's needs	•		•	Increased participation in recreational programs	Rec & Parks, Planning, Community Organizations	Year 2	Service/Use Fee, General Funds	Recreation programs that improve lives of City residents by providing resources and opportunities they desire
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Baltimore's residents vary in age, income levels, and the neighborhoods in which they live. Recreational services that the City provides should creatively reflect the needs of the unique and diverse populations within the City. Currently, many City residents go to neighboring jurisdictions for recreational programs not offered in the City, and many County residents are heavy users of facilities such as the Du Burns and Myers Arenas. Baltimore needs to review the recreational models of other jurisdictions, such as Baltimore County, to develop the best model for the City. The recreational model should include staffing, volunteer training and recruiting, partnership programs and use of non-profit organizations. The model must consider the needs of Baltimore residents first and strike a balance between public and private uses of land- and water-based recreational facilities. The fee structure for use of recreational facilities and fields should be a sliding scale with the lowest fees to groups serving City youth. Many of our recreational facilities, such as fields, gymnasiums, marinas and indoor soccer arenas, are not well used by City residents. In many cases, lack of use is due to poor condition lack of accessibility and/or safety concerns. All facilities need to be in good condition with adequate and updated necessities such as bathrooms, lighting and equipment. Visitors and citizens are more likely to participate and support these facilities if they are in good repair. Having more active community resources will also enhance community identity and cohesion. Public and private water uses are governed by the 2003 Maritime Master Plan, to which slight amendments have been made in conjunction with this plan.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Implement Bicycle Master Plan to provide recreational opportunities for residents	•		•	Increased number of cyclists, Increased number of bikeways	Rec. & Parks, Transportation, Planning, DPW	Years 1-3	Federal DOT, State, MVR	Improved air quality and Improved public health

Most major cities have well developed bicycle and greenway trail networks, including Philadelphia, Chicago, Seattle and Washington, DC. To enhance and promote bicycling as a means of recreation and transportation, the City of Baltimore is creating a Bicycle Master Plan. Implementing the recommendations of the Plan will make bicycle transportation safe and accessible for the largest number of people.

Goal 3: Increase the Health of Baltimore's Natural Resources and Open Spaces for Recreation and to Improve Water Quality and to Improve Neighborhood Social, Economic, and Environmental Well-Being

Objective 1: Maintain a Well-managed System of Parks & Open Spaces

Draft and adopt a City-wide plan for parks and open space			•	An adopted plan	Rec. & Parks, Planning, Transportation, Housing, DPW	Years 1-2	General Funds	An integrated system of parks and open space throughout the City
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The City will draft and adopt a City-wide plan in order to provide a well-maintained, accessible, and well-utilized system of parks and open space in Baltimore. This plan will set priorities for expanding the current park system by following recommendations in the LPRP (See Appendix Y) for developing plans to acquire land that has high environmental, historic or cultural value, or can complement recreation facilities by expanding existing parks or linking existing parks and open space in the greenway network. This concept first originated from the Olmsted Brothers Landscape Architects 1904 *Report Upon the Development of Public Grounds for Greater Baltimore*, in which the Olmsted Brothers sought to create a comprehensive park system that connected parks and open spaces to one another, tying the City together with a web of green spaces. A modern update of this vision (One-Park) has been developed by the Parks and People Foundation. Wherever possible, incorporate City's stormwater management goals to meet the legal requirements in the National Pollutant Discharge Elimination Permit (NPDES). This can be done by the practice of "greening" paved areas- unnecessary paved surfaces are removed at parks, schools, vacant lots and then planted with grass and native species. This reduction in paved surface helps the City meet Federal, State and local requirements and specifically meet the water pollution loading limits imposed under various Total Maximum Daily Loads (TMDL).

Locate dedicated, sustainable funding sources for our parks and cultural assets			•	Increased number of dedicated funding sources in place	Rec. & Parks, Planning, Finance, Alliance for Great Urban Parks	Years 1-2	General Funds	More predictable and sustainable park funds
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The City's park system is an important asset to residents of Baltimore. Properly maintained parks enhance property values. Baltimore City's Department of Recreation and Parks has \$138 million of deferred maintenance. In addition, the dollars spent per capita for parks and recreation maintenance is one of the lowest in the nation. It is necessary to find sustainable funding sources for the Department of Recreation & Parks in order to restore and maintain a viable park and recreation system similar to Chicago's Gateway Green Initiative.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Out-comes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create park and open space zone in the Zoning Code		•		Decreased number of variances and URP's for mixed-use, Increased mixed-use in neighborhood centers	Planning, BMZA, HCD, Law, MCC	Years 2-4		Increased tax base and density

Baltimore's parks are currently zoned residential. This zoning designation leads to confusion, permitting developers to perceive the land is available for development. Furthermore, none of the permitted uses in residential zones are appropriate for parks. A discrete park and open space zone should be established and park master plans should be created to better protect parkland and open space to allow for uses that are appropriate as well as for phasing of capital improvement funding.

Improve park stewardship and safety by expanding current parks partnership program			•	Legal language that permits Recreation & Parks to allow private entities to lease park land, Increased number of groups adopting parks	Rec. & Parks Law, Planning	Years 1-2	General Funds	Greater flexibility for Rec. & Parks in the management of parks, greater funds from leases; Reduced costs for parks maintenance through cooperative partnerships
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The Baltimore City Department of Recreation and Parks currently has 34 *official partnerships* with organizations throughout the City. However, the Baltimore City Charter limits the ability of the Department of Recreation and Parks to enter into partnerships with private partners to lease park property. A charter amendment would provide greater flexibility for more creative partnerships, facilitate stronger private connections and allow organizations to take the lead in keeping neighborhood parks attractive, clean, safe and programmed with structured activities.

Objective 2: Protect and Enhance Baltimore's Natural Habitat and Environmental Resources

Meet the goals and requirements of the Chesapeake Bay Program, the City's National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies	•	•	•	Reduced nutrients flowing into streams, rivers and the Bay. Improved fish health (reduced fish and crab consumption advisories for citizens). Reduced toxic pollutants. Reduction in bacterial contamination	Planning, DPW	Years 1-6	MVR, Bonds	Swimable and fishable rivers, streams and Bay by 2020
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The Chesapeake Bay Program is a collaborative multi-state effort to restore and sustain the ecological health of the Chesapeake Bay and its tributaries. This includes Baltimore Harbor, the Patapsco and Back Rivers, the streams that feed them and the contributing land area. Restoration involves treating urban runoff with management practices, restoring stream and other natural habitats and changing our lifestyle to minimize our impact on the environment. This is necessary for a sustainable healthy community and Chesapeake Bay Ecosystem. The Tributary Strategy is also an important tool for helping the City meet these goals. Tributary strategies are detailed implementation plans to achieve the nutrient and sediment cap load allocations and are developed in cooperation with local watershed stakeholders. The City's NPDES permit for stormwater is mandated by the Clean Water Act and requires the City to clean its waterways to improve and sustain their ecological health. Like the Chesapeake Bay Program, this is done through the treatment of stormwater with best management practices, restoring stream and natural habitats and changing our lifestyles to minimize our impact on the environment.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit	•		•	Improve water quality and reduce trash in Baltimore's bodies of water	Planning, BDC, USACE, Watershed Associations	Years 2-5	MVR, Federal USACE funds, Private funds	Improved water quality and reduction of trash in bodies of water

Floatable trash is a major problem impacting Baltimore's harbor and waterways. Trash is washed off of the street system into the storm drains and deposited into streams and eventually the harbor. Floatable trash is unsightly; it smothers wetlands and wildlife habitat, carries bacteria, and damages the engines of recreational vessels. A plan is needed to identify methods for trash reduction, such as educating the public about the impacts of trash, improving infrastructure (optimizing locations of trash cans, recycling, etc.), waste reduction, clean-up campaigns and building trash interceptors at storm drain outfalls and catching trash before it enters streams. The National Pollutant Discharge Elimination Permit for Stormwater requires the City to remove contaminants from our waterways by managing or controlling stormwater runoff from ten percent of the City's impervious area every five year permit cycle.

Construct one ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan	•		•	Creation of the BMPs, Less storm-water pollution runoff	Planning, DPW, Transportation, Housing	Years 1-6	MVR	Enhanced open space, Cleaner streams and Bay
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BMPs (such rain gardens, bioretention areas, dry and wet swales) are identified in the Watershed 263 Plan to aid in reducing storm water pollution run-off. The premise behind Watershed 263 is to improve the environmental quality and in doing so improve the quality of life. Trash and litter are among the quality of life issues to be addressed through government action (e.g., street sweeping) and neighborhood stewardship. One of the goals of the project is to improve the aesthetics of the area by cleaning and greening the numerous vacant lots. Studies have shown that introducing "natural" green-scapes into blighted urban areas improves neighborhood "cleanliness" and overall sense of "well-being". The Watershed 263 Project is the testing-ground for the integration of environmental and sustainable community objectives across governmental agencies. The Department of Public Works has developed a plan that identifies best management practices to meet the water quality goal of the project and helps the City meet its NPDES permit requirement.

Restore and protect at least one mile per year of streams and river banks in flood-plains and stream valleys	•		•	Increase in miles of restored buffers and acreage of protected flood-plains. Improved water quality	DPW, Planning, Rec & Parks	Years 1-5	MVR funds, CA offset fees, State funds (mitigation projects)	Increased water quality/better flood control/ better habitat
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Stream restoration projects protect floodplains and stream valleys and improve water quality by reducing erosion and improving natural habitat. They also help the City comply with its NPDES requirement to restore 10 percent of its impervious area every 10 years. Managing water storage areas for flood water stabilizes property boundaries by reducing flood damage and preventing loss of structures. In addition, restored streams provide active and passive recreational opportunities, such as picnicking, sightseeing, fishing and swimming. Many people also enjoy camping, hiking, jogging, or bicycling near a stream.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Target sidewalk, lighting and signal improvements near parks and open space	•			Increased number and quality of lights, Increased pedestrian activity in tourist areas	Planning, BACVA, BDC, Downtown Partnership, Transportation	Years 2-4	General Funds, GO Bonds, Hotel Tax	Increased Hotel Tax Revenues. Improved Perception of City of Baltimore by visitors

This will be an integral part of the City's pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). Improving the access and physical environment around the City's parks and open space will allow residents, particularly children, to enjoy both neighborhood parks and City-wide open spaces.

Develop a plan to reduce trash within and along Baltimore's parks and open space	•		•	Decreased volume of trash in public spaces	DPW, Planning, Watershed Associations	Year 3	MVR funds, Federal Private funds	More attractive, cleaner neighborhoods, parks and streets, better water quality and habitat
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Create a comprehensive City-wide sanitation plan (See LIVE, GOAL 1, OBJECTIVE 3, STRATEGY 3).

Complete plans for and creation of Greenway Trail system	•		•	Increased number of completed trail miles, Increased contiguous land and habitat areas	Rec & Parks, Transportation, Planning	Years 1-6	MVR, GO Bonds, General Funds, Federal	Improved environmental quality and Access to recreation
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Restoring green spaces and protecting riparian buffers in stream valleys improve water quality and provide habitat for wildlife. The City will plan and complete the Jones Falls and Herring Run Greenway Trails and connect them to the Inner Harbor Promenade.

Increase Baltimore's green infrastructure by increasing the number of trees and tree canopy size (See LIVE, GOAL 1, Objective 3, Strategy 6)	•		•	Increased number of street trees, Increased longevity of trees, Increased contiguous land and habitat areas	Rec & Parks, Forestry, Planning, DPW, Transportation, MD DNR, USFS, Private Sector	Years 2-6	MVR funds, General Funds, GO Bonds	Higher property values, lower energy costs. Improved air and water quality
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Trees are an important part of the City's infrastructure. Trees provide shade and cool the air, lowering temperatures throughout the City. They filter pollution and particulates, cleaning both our water and air. The presence of trees has been shown to have positive psychological benefits--reducing stress and improving health. Some studies even link trees to reduced crime rates. However, Baltimore's tree population is in decline. The City is setting Urban Tree Canopy Goals for the area and creating a Comprehensive Forestry Management Plan to help Baltimore meet the tree canopy goals (See Appendix V).

Objective 3: Ensure Public Access to the Waterfront

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Complete the Harbor Promenade and Middle Branch park/trail systems	<ul style="list-style-type: none">		<ul style="list-style-type: none">	Completion of seven mile promenade along Harbor waterfront. Completion of public waterfront access along entire shoreline of Middle Branch	Planning, Rec. & Parks, Transportation, BDC, Inner Harbor Task Force	Years 1-6	GO Bonds, General funds, state funds, federal funds	Greater access to Baltimore's waterfront

Baltimore's waterfront is one of its greatest natural assets and should be available for all to enjoy. The City must protect public access to the waterfront. Access to waterfront resources should be available and accessible to everyone. At completion, the Inner Harbor Promenade will extend from Canton Crossing to the Museum of Industry.



LEARN

Market Analysis



A. The Industry

The Baltimore learning industry encompasses all opportunities to enhance the education of city residents and other potential consumers. Learning products are available for all ages and education levels. The City's learning resources are valuable both to enhance the education of City residents as well as to attract new residents to the City. The products that are necessary to accomplish these goals include:

1. Public and private schools, from kindergarten through high school
2. Higher education, including two and four year undergraduate curriculums, post graduate studies and continuing education
3. Lifelong learning, designed to improve the employment prospects, school readiness, and/or societal and political participation of those not served by traditional K-16 schools.

B. Customers

The customers for learning activities are widely varied, with different markets for each of the main products. For each of the target customer groups, the key issues in selecting educational resources are the quality of the product, both real and perceived, the cost of the product and its convenience.

Public schools are probably the most important product in the City's overall education market and contribute heavily to the overall health of the City. For public schools, the customers are the parents of school-age children as well as the students themselves. Other important target markets include the parents



of students approaching school age, as well as parents with children who are in the process of making a school enrollment or relocation decision. Perceptions of specific school options available in a neighborhood, as well as perceptions of the school system as a whole, greatly influence attendance patterns.

For higher education programs, the consumers are the students as well as the parents of prospective students who are often minors at the time of the enrollment decision. The primary considerations made by these customers are quality of the educational institution, availability of desired programs, and the value of the program or institution in terms of both cost and prestige. Location is also a factor in selecting higher education goods, both for local residents choosing from nearby institutions as well as for regional, national and international consumers. Consumers are drawn to the quality of many of the City's offerings as well as the amenities and convenience offered by a program's location in Baltimore and the mid-Atlantic region.

For lifelong learning programs, the target customers include people with a specific education goal, such as those who want to improve their literacy and other basic skills, earning potential, or English language skills, as well as people with more general interests, such as those who want to utilize school readiness programs or personal enrichment programs. In addition to these elective participants in community education, important target customers include prisoners reentering civilian life, of which the City has the largest share in the state.

For each of these target markets, the quality of the educational products the City offers is an important factor in getting customers to utilize the products. The quality of the products can also assist in attracting new residents to the City and successfully creating and retaining lifelong learners.

C. Market Size and Trends

Elementary and Secondary Education

For public education in the City, the number of potential consumers has shrunk as the City's overall population has declined. To a certain extent, the quality, perceived and real, of the public education institutions in the City has negatively affected both public school enrollment and the market size, as reflected by the number of school age children living in the City. As the number of school-age children in the City has declined to 141,515, the public school system enrollment has shrunk to 86,300 at the present time. Of the remaining 55,000 school-aged children, more than 17,000 are enrolled in the City's private/parochial schools, many are home-schooled, and some are not yet enrolled in early-learning programs. However, the largest percentage of non school-going children is between the ages of 16 and 19 who are unable or have chosen not to continue their high school education. Many strategies in EARN are specifically geared to ensuring these children have job-readiness skills necessary for future employment.

Statistics and data on all schools within the Baltimore City Public School System (BCPSS) can be found in the Comprehensive Educational Facilities Master Plan (CEFMP) required by the State. The master plan is developed by the Baltimore City Public School System and must be submitted by July 1 of each year. The plan must include goals, standards, guidelines, community analysis including trends and projections and facility needs analysis. The CEFMP includes detailed data on facilities, projections on enrollment as well as community analysis. The CEFMP is referenced in this plan (See Appendix X). The State also requires a five year Capital Improvement Program. In the medium-range future, the City is not expected to generate additional demand for public school facilities through population growth. Despite this fact, there may develop sub-markets within the City that will grow significantly over the next few decades, causing localized strains on facilities, even as City-wide enrollment remains stable. Within this overall stable enrollment, there may also be the need for the expansion of certain programs such as English as a Second Language as the City's population changes through increased immigration.

Higher Education

The market for Baltimore's higher education products is truly international in nature. However, several products within the market have a tighter local or regional focus. The overall enrollment in the City's higher education institutions was 48,736 in 2000. Additionally, there are two large state universities and two smaller private colleges in Baltimore County totaling approximately 33,000 students. Despite their locations outside the City limits, these institutions are active contributors to Baltimore's intellectual life and economy. The market demand for higher education in Baltimore is increasing as competition for entry into many of Maryland's public and private colleges and universities has grown. If this trend continues and enrollment capacity is not increased, students may be forced to leave the state to pursue higher education and some may be discouraged from entering higher education altogether.

Lifelong Learning

The market for lifelong learning programs is affected by several key variables: the number of individuals needing and desiring adult education or skills training, the level of immigration into the City, the number of convicts returning to society and the number of children between 0-5 years of age. The market could fluctuate widely according to demographic changes and efforts

to mobilize and motivate target populations. Although there is an extremely high potential for demand, utilization is largely determined by accessibility and awareness of the programs offered.

D. Location

Population shifts over the last fifty years have created a situation whereby Baltimore's public school locations do not match current demographic patterns. The population shifts created uneven utilization of facilities, resulting in both overcrowded and underutilized school buildings. A Facilities Master Plan has been adopted by the BCPSS Board of Commissioners that attempts to better match school facilities with student populations. Additionally, the school buildings to be selected for future use should be in locations where neighborhood quality can be enhanced. To make the location process the most effective, the transportation and bike/pedestrian routes to the school locations should have maximum accessibility and safety.

For higher education institutions, being located in the Baltimore region as well as the heavily populated eastern seaboard presents a competitive advantage over institutions in less populated or less accessible locations. Similarly, the proximity of higher education institutions to both the local job market as well as other major employment centers, such as Washington, DC and Philadelphia, presents an opportunity for the schools to market their Baltimore location as an advantage over many competitors. Additionally, because Baltimore is part of a large metropolitan region, the City also benefits from the nearby presence of several institutions of higher education readily accessed by City and regional residents.

Lifelong learning opportunities are located throughout the City, in non-profits, churches, schools, licensed and unlicensed private homes, and City service centers. A major gateway to lifelong learning opportunities and a source of access to information needed for formal and informal education support is the Enoch Pratt Free Library (EPFL), the city's public library system with twenty-two agencies, two bookmobiles, two kiosks and multiple deposit collections throughout the city. It is important that these programs are located near or are otherwise easily accessible to those most in need of basic education and skills training. These facilities should be located so that they are readily accessible by public transportation as well as near places of employment and residence for these learners.

E. Competition

For public schools, the main competitors are public school districts in surrounding counties as well as private schools within and near the City. The perceived quality of the surrounding districts and the private schools may reduce the City's public school enrollment. However, in the case of private schools, these schools allow people to remain in the City who might otherwise move to another jurisdiction because they do not want to send their children to Baltimore's public schools. Furthermore, in some cases, the excellent reputation of Baltimore's private schools may be the motivating factor that causes parents of school children to choose to reside within the City. Despite not sending their children to public schools, the parents of private school children make indirect contributions to the school system's budget through their property taxes. The more immediate competitors are public school districts in the surrounding jurisdictions. To improve their position in relation to these competitors, and to improve the City's overall competitiveness as a place to live, the Baltimore City Public Schools will have to better market their existing strengths while improving performance system-wide.

For the City's higher education institutions, the competition is defined in relation to the niche market of each school. Baltimore has a diverse array of schools, each of which competes with its peers. In some cases peers are defined by geography, such as competition among State institutions or other institutions in the Mid-Atlantic region. In other cases, peers are defined by program, such as liberal arts program, law school, medical school, arts program, community college, etc. Peers are also defined by price, prestige, demographics, religious affiliation, etc. Regardless of their different market niches, all institutions located in Baltimore have a built-in advantage over non-metropolitan institutions due to their proximity to the cultural, entertainment and other amenities a big city offers. Enhancements made to the residential and business areas surrounding the schools can further increase these schools' attractiveness and can assist in promoting Baltimore as a top college destination. As mentioned above, Baltimore, unlike many competitors, is near several employment centers, which students can take advantage of both during and after their educational experiences.

Lifelong learning programs, provided by non-profits and city agencies, often compete with for-profit programs offering similar products. For the most needy customers, the cost of for-profit programs leads them to seek public or non-profit providers of these services. Lifelong learning programs must also compete with barriers in the lives of the customer. For example, existing income pressures can push an individual to take a second job instead of participating in a training opportunity.



Products & Services

A. Products and Services Offered

The educational products and services offered in Baltimore City fall into three categories: Elementary/Secondary Education, Higher Education and Continuing Education/Lifelong Learning programs. These three areas comprise the majority of educational products and services available in Baltimore.

Elementary/Secondary Education includes Pre-Kindergarten through 12th grade. This level of schooling is expected to provide the skills training and general knowledge necessary to be a competitive member of America's society and economy. According to the U.S. Census, sixty-five percent of school age children in Baltimore are enrolled in the Baltimore City Public School System. Approximately 86,000 students are enrolled at the city's 192 schools: 122 elementary or elementary-middle schools, 23 middle schools and 34 high schools. These schools offer a combination of general and specialized educational programs that focus on general proficiency. The City also has numerous options available for private or religious-based schooling. Private schools vary by type, size, cost, gender, etc. There are 117 private and parochial schools attended by a total of 17,523 students. These enrollment figures include substantial numbers of students who reside outside the City limits.

Higher Education in Baltimore includes products ranging from Certificate and Associate degree programs to advanced professional and research degree offerings. The City has 14 institutions of higher education enrolling over 47,000 students. The range of institutions available in the City includes public universities, a major private research university, Catholic and Hebrew colleges and universities, schools for the visual arts and music, historically black colleges

and universities and a culinary college. While the majority of the students at the City's higher education institutions are enrolled in undergraduate programs, several institutions have graduate offerings as well. Additionally, many of Baltimore's colleges and universities offer enrollment on a part-time basis, making these programs attractive to individuals looking to improve their career opportunities or otherwise expand their knowledge.

Continuing Education/Lifelong Learning includes offerings not fitting into the elementary, secondary or higher education markets. These programs include English as a Second Language, early childhood education, prisoner re-entry services, workforce readiness training, personal enrichment classes, and summer youth programs.

B. Competitive Advantage

The City has several unique market positions in its educational products and service offerings. These positions help distinguish the City of Baltimore from surrounding jurisdictions as well as regional, national and international competition, depending on the market for the specific product offered.

In the elementary and secondary education segment, both public and private schools offer distinctive products that contribute to Baltimore's position in relation to its competitors. Baltimore is developing a unique high school system in which students entering high school have a choice among numerous different programs ranging from technical education to small specialized programs and college preparatory programs. In addition, four Baltimore City public high schools are among the top ten ranked schools in the state of Maryland: Baltimore City College, Baltimore Polytechnic Institute, Western High School, and Baltimore School for the Arts. These schools are a strong factor in attracting and retaining City residents with children in or nearing their high school years. In addition to the typical public/private split, there is an emerging sector being created by the development of charter schools within the City. These schools offer specialized curricula or teaching approaches that, if successful, could attract new residents to neighborhoods that were less marketable due to problems with the perception of school quality.

Proprietary positions held by the private schools are mostly based on the availability of specialized curricula, selective admissions, programs focused on special needs students and schools affiliated with religious sects. These schools add tremendous range to Baltimore's educational market. In many cases the availability of private schools places Baltimore at a competitive advantage among families who prefer these specialized and prestigious programs.

Local higher education institutions have proprietary positions based on their quality and unique programs. Baltimore is home to the only law, medical, and public health schools in Maryland. The Johns Hopkins Schools of Medicine and Public Health have few peers in the United States or internationally.

Continuing Education/Lifelong Learning programs in Baltimore City, as in most metropolitan areas, are very diverse in order to serve a wide variety of populations with programs tailored to that population. These programs are often located in proximity to the population that they serve. The variety and specificity of these offerings make Baltimore stand out from surrounding counties.

C. Customer Perceptions

Perception of Baltimore's public education products varies widely. The public school system is perceived positively in terms of convenience, cost, and the quality of some of the specialized program offerings. However, overall performance, safety, and the physical condition of the schools are perceived as negative factors.

The private schools in the City perform well in terms of prestige, performance, and safety. However, since these schools are few in number and are essentially luxury goods, they are perceived less well in the categories of convenience, value and accessibility.

The overall product of higher education in the City is too varied to be summarized by broad generalizations. Because of the City's large range of higher education products, the overall perception is that there are suitable selections to fit all desired price levels, convenience and program needs.

Selection of a Continuing Education/Lifelong Learning product is most influenced by accessibility. Accessibility includes physical access and proximity, cultural relativity, and individual perceptions. Additionally, neighborhood public library branches serve as information centers and a "people's university" for the segment of the population unaffiliated with higher learning institutions.

D. Comparative Analysis

Baltimore's education market position in relation to its competitors is generally strong, but is dependent on the specific product or service offered. By far, the weakest position is that of the Baltimore City Public School System when compared against surrounding jurisdictions on a system-by-system basis. Overall, BCPSS is weaker both in terms of performance on standardized tests and the condition of school facilities. However, the City schools fare better when considering special programs, such as the citywide magnet high schools. Despite this fact, the education that the average and below-average student receives within the City schools remains a significant weakness in the Baltimore educational product.

Higher education in the City is highly competitive on the basis of individual institutions and programs. The City further distinguishes itself from the competitors through the combined effect of having numerous colleges and universities in close proximity to one another in an urban setting. The Baltimore Collegetown Network (BCN) adds to this value by bringing area colleges and universities together with government, business and community leaders to develop and market Baltimore as a vibrant place to live and learn. This collaboration was initiated to address the lack of public transportation options available to the area's college students. As the BCN continues to grow, the organization works to strengthen the links among the city's educational, cultural and community institutions to maximize the creative energy they represent.

The City has an advantage in providing lifelong learning due to the proximity of City residents and workers to community education facilities. Similarly, for programs offered through non-profit organizations, Baltimore has been the locus for the vast majority of non-profit organizations for a long period of time. While surrounding jurisdictions may be ahead of the City in terms of the quality of offerings in some areas—especially better funded suburban community colleges in comparison to Baltimore City Community College—the overall offerings of the City are tailored to a wider audience of education-seekers.



LEARN

Goals and Objectives

One of the greatest benefits of being at the center of a major metropolitan area is the availability of a robust educational network that provides a wide range of services to a diverse market both locally and beyond. The components of this network – BCPSS, private schools, public libraries, Colleges and Universities, and Lifelong Learning opportunities – must be accessible to existing and potential customers in order to not only prepare Baltimoreans for 21st Century social and economic realities, but also create a culture of learning within families and communities. The goals outlined in this section have been developed to respond to the needs of all learners in the City 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

The major deficits in our educational network include aging and outdated public school facilities, underutilized resources of a rich higher education network, lack of support for lifelong learning providers with a rising need for their services, and inadequate, unsafe access to these resources. We need to address these deficits to create more opportunities, highlight education as worthwhile, and foster a culture of learning for all citizens of Baltimore.



LEARN

Goal 1: Improve Public Schools and Libraries

Objective 1: Adopt Facilities Master Plan to Better Utilize School Facilities

- Eliminate poor building conditions within school facilities
- Create school facilities that effectively support learning, teaching, and community activities
- Develop and implement menu of options for greening school facilities

Objective 2: Enhance Schools and Libraries as Neighborhood Assets

- Develop a Community Schools Policy to facilitate the use of school buildings beyond the school day
- Create a dozen community school centers, with dedicated space for community uses
- Ensure access to public library services for all residents
- Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

Objective 1: Attract and Retain College Students and Recent Graduates

- Market Baltimore as a higher education hub and a great place to live and work after college
- Increase funding for internships, service learning, fellowships, and mentoring for students pursuing higher education

Objective 2: Encourage Partnerships between and among Universities and the City (See also EARN, Goal 1, Objective 1)

- Establish a City liaison to integrate higher education institutions into the City's economic development program
- Create a mechanism to adopt campus master plans

Objective 3: Improve the Physical Relationship Between Campuses and Adjacent Neighborhoods

- Develop a new zoning district that encompasses mixed-use development related to residential neighborhoods, college, and universities

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

Objective 1: Improve and Expand School Readiness Opportunities for Baltimoreans 5 Years Old and Younger

- Prioritize City funding for school readiness related activities
- Increase opportunities to locate school readiness programs and support services in public schools, such as 'Judy Centers'
- Co-locate tot lots at schools

Objective 2: Improve and Expand Workforce Development and Job Readiness through Education and Job Training (See EARN, Goal 2, Objective 1)

Objective 3: Improve and Expand Learning Opportunities for all Baltimoreans to Create Active and Well-educated Citizens

- Create a coordinating entity for lifelong learning service providers
- Create opportunities for continuing education programs to locate in Baltimore
- Broaden access to job training centers and increase awareness of professional development opportunities

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

Objective 1: Improve Pedestrian and Bicycle Access to Schools and Libraries

- Implement "Safe Routes to School" Program at schools.
- Implement physical improvements near educational facilities to ensure safe access
- Coordinate implementation of Bicycle Master Plan with school facilities plan.

Objective 2: Encourage the use of public transit to travel to schools

- Develop transit routes, schedules and amenities to provide reliable transportation to schools
- Integrate college-based shuttle services with public transit
- Make reduced fare transit programs available to all college students

Goal 1: Improve Public Schools and Library Facilities

Objective 1: Adopt Facilities Master Plan to Better Utilize School Facilities

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Eliminate poor building conditions within school facilities.	•		•	Increased percentage of children attending facilities that meet standards	BCPSS, Planning, State Department of Education	Years 1-6	GO Bonds, Federal and State Grants, General Funds	Better learning environments and more efficient operations

Many schools are currently in poor condition, which means that building systems are at the end of their useful life. Typically, the entire building is in need of major repair. New roofs, windows, interior finishes, cabinetry, floors, ceilings, electrical upgrades, ADA improvement, and other modifications are needed. Through the Facilities Master Plan, the school system will consider community input, building condition, school design, age of buildings, current and projected enrollment, school accessibility (especially by foot and transit) and historical significance in formulating a master plan to outline renovation, replacement and new construction for all school property. Based on anticipated savings in operating and maintenance costs by reducing square footage, the master plan will allow the system to eliminate the poor conditions that exist in many of the schools. Baltimore City's Green Building Task Force released the final report with recommendations for policies and programs to promote building in compliance with Green Building (LEED) standards for new and rehabilitated private and public commercial and residential structures.

Create school facilities that effectively support learning, teaching, and community activities.	•		•	Increased percentage of children attending facilities designed for their academic programs	BCPSS, Planning, State Department of Education	Years 1-6	GO Bonds, Federal and State Grants, General Funds	Better facilities for all educational programs
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Academic programs have changed significantly in the past decade, and school facilities need to be aligned with these changes, as well as with community preferences. It is likely that interior reconfiguration of space will be required to meet program standards. During the 1970's, many open space classrooms were built, and in most cases, the school community now wants to eliminate open space classrooms. Advances in technology mean that schools need to be equipped with computer labs and internet connections. The high school reform movement proposes smaller high schools, which means buildings need to be retrofitted. Opportunities for career technology education should be increased, which means creating specialized classroom spaces to allow students hands-on education experiences.

Develop and implement menu of options for greening at least 3 school facilities per year.			•	Better design and lower utility costs	BCPSS with assistance from other City agencies, such as Rec & Parks	Years 1-6	General Funds	Environmentally friendly and more aesthetically attractive buildings
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Recognizing the large amount of land devoted to schools, the City needs to update existing school facilities to current environmental standards and techniques. This could include LEED standards, removal of impervious surfaces, green roofs, alternative parking lots, natural landscaping and solar panels. Baltimore City's Green Building Task Force released the final report with recommendations for policies and programs to promote building in compliance with Green Building (LEED) standards for new and rehabilitated private and public commercial and residential structures. In many neighborhoods, school facilities offer the greatest opportunity to provide public open spaces as both a recreational and natural resource for the community.

Objective 2: Enhance Schools and Libraries as Neighborhood Assets

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop a Community Schools Policy to facilitate the use of school buildings beyond the school day			•	Increased community use of schools	BCPSS, Planning, Community-based school users	Years 1-3	General Funds	Strengthen communities by improved relation with school, Reduce conflicts between academic users and community users of school facilities

Many of our schools have programs in them that could be described as precursors to community schools. Many of our large neighborhood High Schools have health clinics staffed by Johns Hopkins Physicians. Tench Tilghman Elementary School has numerous community uses, such as after-school programs and tutoring in conjunction with the non-profit Julie Center. Harlem Park Middle School has a Head Start program, after-school program run by the YMCA and other non-profit run programs that support children and families. In order to ensure that schools are true resources for all citizens in the neighborhood, the Community Schools Policy will establish user-friendly procedures for utilizing school grounds and buildings both during and outside school hours and months. This may include, for example, after-school programs, community events, health clinics, job training, use of the playgrounds, adult education and other community services. The Community Schools Policy will address security, liability, janitorial services, and fee schedules as well as how to reserve building space, accommodate flexible use of space, and access the building. As the Educational Facilities Master Plan (see Appendix X) recommendations are implemented, many schools will be renovated and this swing space can be incorporated into the renovations.

Create a dozen community school centers, with dedicated space for community uses.	•		•	Improved access to services	MCC, BCPSS, Rec & Parks, Enoch Pratt Free Library, DSS, MOED, Other City/State agencies	Years 1-6	GO Bonds, General Funds	Better use of City resources, improved access to services for the greater community
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At key locations around the City, we should create more intensive community schools, with dedicated space for community and City agency uses. Schools are a major neighborhood asset and should serve as multi-use neighborhood centers. Many of our public schools have extra capacity, and community uses would be an excellent complement to public school facilities. By offering community programs and City services in school facilities, schools will create a positive relationship with families. In addition, community programs, such as school readiness, workforce readiness, and lifelong learning programs, will be able to provide more services if they don't have to spend as much of their resources on facilities.

Ensure access to public library services for all residents	•		•	Increased access to public libraries	EPFL, Planning, Housing, DPW, BDC, Transportation	Years 1-6	GO Bonds, General Funds	Better use of City/improved access to public libraries
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Today, access to library services involves many facility formats including anchor libraries, neighborhood libraries, digital, mobile services and youth/children libraries. Ease of access through one of these facility formats should be readily available to all residents.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods			•	No vacant, boarded school buildings (minimal time building is idle)	Planning, Housing, BDC, BCPSS	Years 1-6	General Funds, BCPSS Real Estate sales revenue	Strengthen communities by positively reusing former school property. Reused buildings are an asset to their neighborhood.

Understanding that the facilities plan is likely to recommend the closing of some schools, it is vitally important that the City have plans in place for the disposition and reuse of surplus facilities to ensure that reuse is appropriate for and compatible with the surrounding neighborhood. Baltimore City has a long history of successfully reusing former schools. Schools often lend themselves to residential reuse, because a classroom is approximately the size of a small apartment. Some relatively recent examples of school reuse are the former Louisa May Alcott School at Reistertown and Keyworth, a very attractive senior housing building. The former Park Heights Elementary School was redeveloped by Magna Corporation for a job training facility. The former Luther Craven Mitchell School at 1731 East Chase Street is offices and community space for a non-profit development corporation. In addition, the timeline for reuse must be streamlined. The plan should identify disposition before the closing of a school, so that the school will not remain vacant. Furthermore, when a school is proposed to be closed any existing community programs in the school should be relocated along with the students as much as possible.

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

Objective 1: Attract & Retain College Students & Recent Graduates

Market Baltimore as a higher education hub and a great place to live and work after college.			•	Increased number of out of state students attending college in Baltimore, Increased number of students remaining in Baltimore after college	BACVA, Downtown Partnership, Mayor's Office of Neighborhoods, Collegetown, Live Baltimore, Greater Baltimore Committee and Universities	Years 1-6	General Funds	Increase in the number of new students and young people staying in Baltimore after college
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Build off the success of the Baltimore Collegetown Network's marketing campaign to attract, engage, and retain outstanding students. The campaign would attract students to Baltimore, get them engaged in the community, and retain them once they have finished their education. The program should focus on attracting high school juniors and their parents to colleges in the city; engaging current students in arts and culture, internships, and volunteer positions to help them learn about Baltimore; and retaining college seniors and graduate students looking for jobs and housing. These programs should build on BCN's work and also look to the successful efforts of Live Baltimore and their campaign geared toward Washington, DC residents.

Increase funding for internships, service learning, fellowships, and mentoring for students pursuing higher education.			•	Increased number of participants, Increased number of programs	MCC, Professional schools, and Employers/various agencies	Years 1-6	General Funds	Source of future city workers
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Build off the success of the Mayor's Fellows program by increasing funding for additional programs that provide college students with networks that will encourage them to stay in Baltimore after they graduate.

Objective 2: Encourage Partnerships between and among Universities and the City (See also EARN, Goal I, Objective I)

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Establish a City liaison to integrate higher education institutions into the City's economic development program			<ul style="list-style-type: none">	Creation of liaison position, number of universities participating	MCC, Colleges and Universities, Collegetown	Years 1-3	General Funds	Greater integration of universities into economic development framework

The liaison will advocate for education as a major economic development engine and work with higher education institutions and private schools to make sure that their collective and individual concerns are addressed by the appropriate City agencies. The liaison will work with the Collegetown Network and higher education institutions to create and implement a common education development agenda. Educational institutions recognize their strength in working together on a variety of issues, including transportation, joint scholarship programs, and programs to expose K-12 students to colleges. To more effectively work together, the liaison can staff a joint task force to advocate for policies and identify common projects.

Create a mechanism to adopt campus master plans		<ul style="list-style-type: none">	<ul style="list-style-type: none">	Increased number of approved master plans, improved speed of development review	Universities and Colleges, Planning, Planning Commission, and State government and neighborhoods	Years 2-3	Colleges fund master plans; General Funds	Provide institutions with predictability in the development review process. Improved relationships between neighborhoods and academic institutions in terms of campus expansion.
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All higher education institutions develop master plans for long-term growth. The City will develop a process to adopt master plans to provide institutions greater predictability during the development review process. By having the City participate in the development of campus master plans and formally adopt the plans, the City will be better prepared to support the recommendations in the plan, ranging from streetscape improvements to land acquisition. The intent is to ensure a better correlation between the City's Master Plan and the development/expansion of campuses throughout Baltimore. A typical master plan should include a ten year physical plan as well as economic impact statement, design guidelines, pedestrian safety and transportation/alternative commuting strategies, and LEED-based environmental design requirements. The master plan should also include strategies to reduce single occupancy vehicle trips to campus by discouraging parking, encouraging transit and carpooling, and providing on or near campus housing and shuttles.

Objective 3: Improve the Physical Relationship Between Campuses and Adjacent Neighborhoods

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop a new zoning district that encompasses mixed-use development related to residential neighborhoods, college, and universities.		•	•	Decreased number of variances and URPs for mixed-use, increased mixed-use in university areas	Planning, BMZA, HCD, Law, MCC	Years 2-4	General Funds	Increased density and tax base

Given the level of existing student populations at and surrounding higher education institutions, these areas can support entertainment, coffee shops, restaurants, and general shopping opportunities. Although the market exists for these types of uses, and these uses would benefit both the campus and the surrounding neighborhoods, in many cases the current zoning prohibits this type of mixed-use development. Working with neighborhoods and higher education institutions, we can create a mixed-use zoning district to allow this type of development adjacent to campuses (See Chapter IX for Future Zoning Recommendations).

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

Objective 1: Improve and Expand School Readiness Opportunities for Baltimoreans 5 Years Old and Younger

Prioritize City funding for school readiness related activities.			•	Increased number of participants in school readiness programs, increased kindergartners' rating on Maryland State Department of Education (MSDE) work sampling system (WSS) to evaluate school readiness.	Family League of Baltimore City, Safe and Sound, Health, BCPSS	Years 1-6	General Funds	Improved family-school relationships, comfort with school systems
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Support Baltimore Leadership in Action Project (BLAP), a coalition which provides leadership to early childhood service providers in Baltimore. They have developed a strategic plan to enhance early childhood education, which uses a broad and innovative range of partners and is supportive of kids and their families. Resources and policy decisions should be made that assist in the implementation of their plan.

Increase opportunities to locate school readiness programs and support services in public schools, such as 'Judy Centers'.	•		•	Increased number of school-based school readiness programs, increased number of 'community schools' coordinators.	BCPSS, BLAP, Judy Centers	Years 1-6	GO Bonds, Federal and State Grants, General Funds	Reducing operating costs for school readiness programs, improve access to school readiness for citizens
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Schools are a major neighborhood asset and should serve as multi-use neighborhood centers. Many of our public schools have extra capacity and school readiness programs are an excellent complement to public school facilities. By offering school readiness programs in school facilities, schools will create an early positive relationship with families. In addition, school readiness service providers will be able to provide more services if they don't have to spend as much of their resources on facilities. The school facilities solutions master plan will identify opportunities for community use of schools.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Co-locate tot lots at schools.	•		•	Increased number of tot lots at schools.	Rec & Parks, BCPSS, BLAP	Years 1 - 6	General Funds, Go Bonds, Federal and State Grants	Positive early exposure to school facilities.

Tot lots are playgrounds specifically designed to provide a fun learning experience for children 0-5 years old. These children are too small to use a regular playground. Co-locating tot lots on school grounds makes the most of limited resources and exposes children and their parents to school facilities before the child enrolls in school. Creating an early positive relationship with school is a key factor in a student's success in school. Additionally, increasing physical activity at an early age assists in the prevention of obesity later in life.

Objective 2: Improve and Expand Workforce Development and Job Readiness through Education and Job Training. (See Earn, Goal 2, Objective 1)

Objective 3: Improve and Expand Learning Opportunities for all Baltimoreans to Create Active and Well-educated Citizens

Create a coordinating entity for lifelong learning service providers.			•	Increase number of participants in lifelong learning programs. Creation of coordinating entity	MCC, BCPSS, BCCC	Year 2	General Funds	Coordinated approach to Baltimore's lifelong learning needs
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Lifelong learning opportunities include GED, adult literacy, computer literacy, English as a second language, personal enrichment, citizenship, summer youth programs, etc. The Mayor's Office of Community Investment will assist in convening service providers and higher education institutions to create a coordinating entity for these services. The coordinating entity will provide leadership and craft an action plan that identifies resources and policy decisions to enhance service delivery. In preparing their action plan, the group should consider services that are targeted to specific needs and populations as well as services that cross demographic boundaries (such as the growing senior and immigrant populations). It is important that this group be a coalition of service providers and not become a service provider itself, so that it can help coordinate services without competing for resources. One of the strategies that the group should explore is promoting a culture of learning through a marketing campaign using a broad and innovative range of messengers.

Create opportunities for continuing education programs to locate in Baltimore	•		•	Increased number of lifelong and higher education programs located in the City	Colleges and universities, BCPSS, BDC	Years 1-6	GO Bonds, General Funds, State Grants	Reducing operating costs for lifelong learning programs, improve access to lifelong learning and continuing education in the City
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The City can expand available continuing education offerings by providing multi-tenant education centers. These centers could be located in buildings such as former city schools. These centers would provide convenient access to continuing education programs in an off-campus setting.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Broaden access to job training centers and increase awareness of professional development opportunities.	•	•	•	Number of persons enrolled in job training programs	BWIB/MOED, BCPSS, BCCC, Other training programs	Years 1-6	Grants, Leveraged budgets	More accessible training programs, lower unemployment, higher labor force participation

Reducing restrictions on where training centers can locate and improving accessibility via transit to these centers will enable residents to tap into important job training resources, increasing the likelihood of residents engaging in training and professional development. Through a combination of Capital Improvement, rezoning, and policy/operational actions, the City can reduce barriers to training access.

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

Objective 1: Improve Pedestrian and Bicycle Access to Schools and Libraries

Implement "Safe Routes to School" Program at schools.	•		•	Increased number of schools participating in program (goal: 10% in first 2 years), reduction in child injuries traveling to school	BCPSS, PTO/PTA, Transportation, Planning, Health	Years 1-6	General Funds, Federal DOT funds, MVR	Improves physical health of students
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The City of Baltimore, in cooperation with federal agencies, state partners, the school system, and community groups will work to establish a 'Safe Routes to School' program. A successful Safe Routes to School (SR2S) program integrates health, fitness, traffic relief, environmental awareness, and safety under one program. SR2S funds can be used for both infrastructure projects and non-infrastructure activities. The legislation also requires each state to have a Safe Routes to School Coordinator to serve as a central point of contact for the state. In order to maximize the federal assistance, the City will establish a Citywide Coordinator, similar to the state coordinator, to serve as a single point of contact. The federal SR2S program provides funds that can be used for "Planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bicycle to school, on any public road or any bicycle or pedestrian pathway or trail within approximately 2 miles of a primary or middle school" and "non infrastructure-related activities to encourage walking and bicycling to school, including public awareness campaigns and outreach to press and community leaders, traffic education and enforcement, student training, and funding for training, volunteers, and managers of SR2S programs."

Implement physical improvements near educational facilities to ensure safe access.	•			Increased number of physical improvements installed	BCPSS, Transportation, Planning	Years 1-6	GO Bonds, General Funds, Federal and State grants, MVR	Safety improvements at school facilities
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This will be an integral part of the city-wide pedestrian plan (see LIVE Goal 3, Objective 1, Strategy 1). Physical improvements could include crosswalks, traffic signal, signs, and other traffic calming measures. Funding should be set aside specifically for improving pedestrian/traffic safety conditions as identified as a part of the "Safe Routes to School" Program.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Coordinate implementation of Bicycle Master Plan with school facilities plan.	•		•	Increased percentage of students walking/biking to school (survey school student travel modes), Increased number of schools with bike racks, Increased number of busses with bike racks	Transportation, Planning, Mayor's Bicycle Advisory Committee, Collegetown , BCPSS, MTA	Years 1-3	GO Bonds, General Funds, Federal and State grants, MVR	Student health improvements, Reduction in single occupancy vehicle travel, air pollution, road wear and tear.

The Baltimore City Planning Commission has adopted the Departments of Transportation and Planning's Bicycle Master Plan. Over three years, we will create a complete bike network. To complete the full network, bicycle facilities and standards will be incorporated into all transportation projects. To encourage bicycling to elementary, middle, high school and colleges, bike parking and safe bicycle routes should be established at these facilities. The plan includes a Collegetown Bike Route Network providing access to the major colleges and universities in Baltimore City. Colleges are encouraged to provide bike parking. Bike racks should be installed on all MTA busses.

Objective 2: Encourage the use of public transit to travel to schools.

Develop transit routes, schedules and amenities to provide reliable transportation to schools			•	Decreased travel time to and from school, Decreased complaints from neighbors of school	MCC, BCPSS, MTA, Transportation, Planning	Years 1-3	General Funds	Better access to educational facilities, Improved neighborhood-school relations
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Most students in grades 6-12 utilize public transportation to travel to school. The degree to which the public transportation system serves the needs of the students is uneven. In many cases, the MTA can add busses to existing lines to serve the school. In other situations, the routes do not accommodate the students' needs. As a principal funder of public transportation systems, the Federal Transit Administration places limitations on the MTA's use of busses for school transportation. The MTA and BCPSS need to work together to develop routes that meet FTA guidelines while still serving students and the general public. In conjunction with bus route improvements, MTA, BCPSS and DOT will work together to improve other school transportation logistics such as pedestrian safety, dismissal policies and bus stop locations.

Integrate college based shuttle services with public transit.			•	Increased percentage of college students utilizing Collegetown and other school supported shuttles and MTA	Individual College Shuttles, Collegetown Network, MTA	Years 1-6	General Funds	Less congestion on roads, Better access to educational and other facilities for college students.
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The individual shuttle systems operated by local colleges and universities and the Collegetown Network shuttle should be better integrated with the MTA routes. Shuttle routes should supplement MTA routes rather than duplicate them. MTA routes should be revamped in order to better meet the needs of the City's student population.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Make reduced fare transit programs available to all college students.			•	Increased percentage of students utilizing public transportation, decreased percentage of students driving to school, reduced capital costs for parking facilities	MTA, colleges, universities	Years 1-3	State DOT	Reduction in traffic, less money/land used for parking

MTA and higher education institutions currently offer a reduced fare program for college students. Each school receives a finite number of reduced fare passes, and this limitation should be removed. In addition, students, faculty, and staff at State schools should be eligible to receive the same free MTA pass that State employees receive. Using State funds to support transit use will save State funds for parking facilities.



Plan Implementation

Summary of Zoning and Land Use Recommendations

Baltimore City's Zoning Code was adopted in 1971 and has become increasingly outmoded in the 35 years since that time. Because our zoning code is outdated, we have used other tools such as urban renewal plans (URP) and planned unit development (PUD) overlay zones to accommodate modern land use needs. Although numerous amendments have been made over the years to address specific problems, important issues can only be addressed by an in-depth review and update of the entire zoning code.

The Department of Planning began updating discrete sections of the zoning code in 2004. The Maritime Industrial Overlay Zoning District and a first phase of changes to live entertainment provisions have been enacted. In 2005, provisions related to locating supportive group homes and treatment facilities were proposed and not enacted – but are still under discussion. After Planning Commission and City Council adoption of the CMP, the Department of Planning will propose updates to the City's Industrial Zoning, zoning in the Southeast District, and begin the total rewrite of the existing code, which will include a proposed transit oriented development overlay zone; a university district overlay zone; mixed-use categories; and a new park zoning classification.

Zoning Recommendations

This Comprehensive Plan has identified numerous goals to be addressed during the subsequent Comprehensive Rezoning process. The following is a summary of the overarching goals followed by some of the specific framework and categories:

Ease of use – A new zoning code should be as brief and user-friendly as possible and should work seamlessly with the new electronic zoning maps.

Flexibility – Flexibility should be the key factor to consider when revising the zoning code in order to reflect and respect historic patterns in Baltimore while providing flexibility for contemporary development and design solutions.

Use categories updated – The use categories and their definitions need to be reviewed to meet modern spatial requirements, new and emerging land uses, residential needs and economic changes.

Design standards – A new Zoning Code should include form-based approaches and design standards that offer opportunities to neighborhoods and reflect the variety of existing building types.

Parking standards – Parking standards need to be completely rewritten to encourage transit oriented developments and reduce auto dependency.

Residential Districts

Residential zoning covers large portions of the City, including everything from detached houses on half-acre lots to high-rise apartment buildings. These categories need to be reviewed and revised to include urban design considerations such as setback and lot area requirements. In addition, the residential zones have a minimum dwelling width of sixteen feet. This causes over 75 % of the rowhouses in the R-8 district to be non-conforming structures because the lots are less than sixteen feet wide. At the same time, the current code has no design standards for major or minor additions to an existing rowhouse. This has caused a 400% increase in appeals to the Board of Municipal and Zoning Appeals (BMZA) for variances. About half of these appeals would not need BMZA hearings were it not for the structures' non-complying width.

Mixed-Use Zones with Residential

A. Commercial Mixed Use Nodes

Our existing business districts, which are inherently mixed use, need to be reviewed to ensure that they encourage the development of commercial nodes that meet the needs of our business and residential users. The updating of these districts will include a review of density, FAR, parking and design standards.

B. Office-Residence

The existing OR Districts will be retained and will be included in the mixed-use with residential category, instead of remaining separate. It will be retained because it provides high density office and residential with retail limited to the internally-accessed shops which are either accessory uses in multi-unit buildings with fifty or more units, or in a building that contains more than 20,000 square feet of gross floor area is devoted to business and professional office use.

C. Neighborhood District

This district will be used principally in the row house neighborhoods, and will provide an accounting for existing nonconforming uses which are located based on historic use patterns. It will allow a variety of by-right commercial

uses that exist presently as nonconforming uses throughout the City. The benefit is that this district will provide a stable and predictable mixed-use district that does not require a public hearing or BMZA approval for each change in use, as is currently required for lawfully established nonconforming uses. It will encourage moving commercial uses within residential areas to appropriately planned and designed portions of the neighborhood instead of perpetuating existing nonconforming uses, as those locations are presently the only opportunity to have commercial uses in our neighborhoods.

D. Bioscience/University/Hospital Districts

Bioscience areas, universities and hospitals tend to be large land owners with complex, interrelated buildings and functions that districts need to be created to manage, zone and develop them. The Zoning Code should provide a tool for adoption of the campus and hospital master plans. A district master plan directs expansion so that property owners can continue to invest in the area with some assurance of stability. This can trade flexibility in uses, design, parking and review process with comprehensive planning with public input. The communities surrounding these areas and institutions provide a unique opportunity for housing and retail support for the area and the surrounding neighborhoods. This category should support the mix of use (biotechnology companies, medical offices, educational institutions, retail, and housing) that can support both the institutions and neighborhoods. This district will be different from the other mixed use categories based on the use mix, and the general purpose statements that will guide development in this district.

F. Transit Oriented Development (TOD)

The working definition for TOD set out by the Maryland Department of Transportation (MDOT) in 2000 is the following: “A place of relatively higher density that includes a mixture of residential, employment, shopping, and civic uses and types, located within an easy walk of a bus or transit center.” (TOD Task Force, MDOT, 2000). It is important to stress that Transit Oriented Development is an approach, rather than a pre-determined program of development, the object of which is to create pedestrian-friendly activity zones near transit stations. The resulting densities around transit hubs can and will vary around the city to reflect the needs and form of surrounding areas (See Appendix D for more details).

Mixed-Use Zones Without Residential

Business and Industrial mixed-use zones are intended to be non-residential in order to protect the business and industrial users from residential conflict as well as land speculation that would put undue pressure on business and industry through increasing the cost of land and being out-competed for key properties.

A. Industrial Mixed-Use

According to the Industrial Land Use Analysis from the Baltimore Development Corporation (January 2004), the current requirements of industrial users no longer fit into the strictly industrial models in our present Zoning Code. Today’s industrial users have a mix of office and other supporting uses that are not traditionally industrial in nature, but are necessary to include within the same buildings. Likewise, the forms of the structures that are desired for modern industrial applications are very different from the older stock of buildings

that exist in our older industrial areas within Baltimore. This new model of mixed-use district will include design guidelines that will encourage an industrial park feel within the district, while providing the mix of industrial with supporting commercial uses that are needed. One of the fundamental purposes for our existing industrial districts is to protect the industrial uses by intrusion from other uses. The commercial uses allowed in this mixed-use district will have to be carefully controlled so as not to allow them to overrun the industrial uses that are not able to afford the same property prices, else they will be out-competed and will moot the mixed-use district.

B. Light Industrial Mixed-Use

This district is the inverse of the Industrial Mixed-Use District, in that there are currently clean industrial uses that are able to perform well with and benefit from commercial activity that supports these industries. In some cases, some M-2 uses in the current zoning code can be managed well enough to fit within this proposed district. The design guidelines and performance standards will ensure that this degree of flexibility is provided, while adding a measure of security that the industrial uses allowed will not create otherwise typical negative externalities on surrounding properties.

C. Industrial

These districts will be essentially our existing exclusively industrial and manufacturing zones. They need to be reviewed and updated to ensure that the needs of our industrial users are met. This will also provide protection, as they are not able to afford the same property prices as business and residential uses. Without this protection, industrial uses can be out-competed and will leave the City in a shortage of consolidated industrial core areas. This review will include a review of density, FAR, parking and design standards.

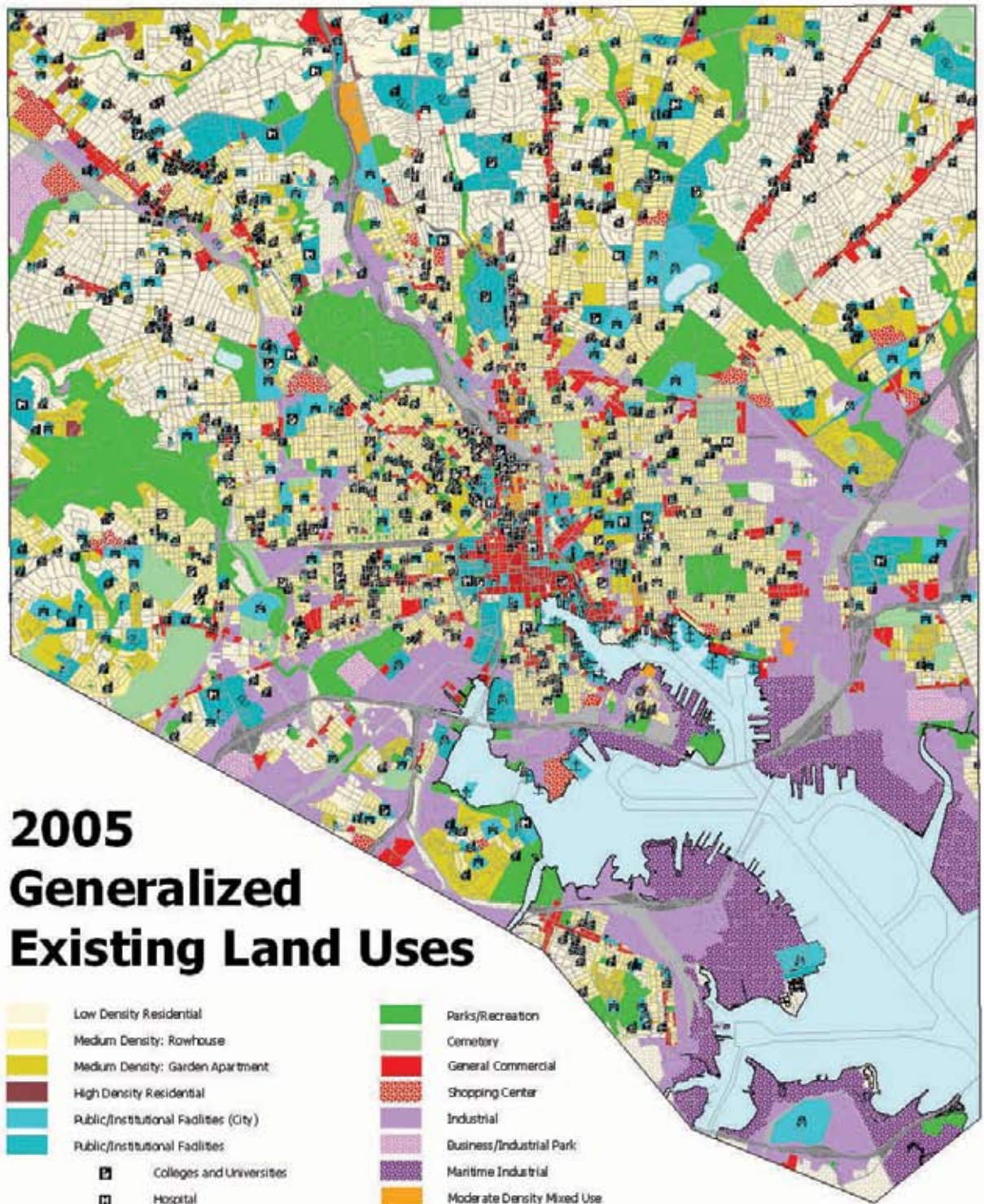
D. Maritime Industrial (MIZOD)

The Maritime Industrial Overlay Zoning District is intended to protect the City's maritime shipping industries associated with the Port of Baltimore by reducing development pressure of the City's waterfront areas due to new mixed-use residential development. The district protects maritime uses in deep-water areas, which are to be reserved for industrial use. The current overlay, which was enacted in 2004, prohibits incompatible developments in the overlay area such as Planned Unit Developments (PUDs are currently the principal method of accomplishing conversion from industrial to mixed use. PUDs in industrial zones may include any use allowed in business zones, including office, residential, etc.); offices, business and professional, other than accessory; hotels and motels; restaurants, other than accessory; live entertainment or dancing in accessory restaurants; taverns.

Park and Open Space (PO)

The proposed Park and Open Space Zoning District is intended to protect parks and critical open space resources against development pressures. Currently, Baltimore's public parks and environmentally sensitive lands are located in a variety of residential and business districts, permitting them to be perceived as available for development. In addition, it would implement more flexible use of land within parks and open space than the current zoning does. More appropriate regulations will improve the quality of park environments and protect the integrity of natural resources.

2005 Generalized Existing Land Uses (Map)



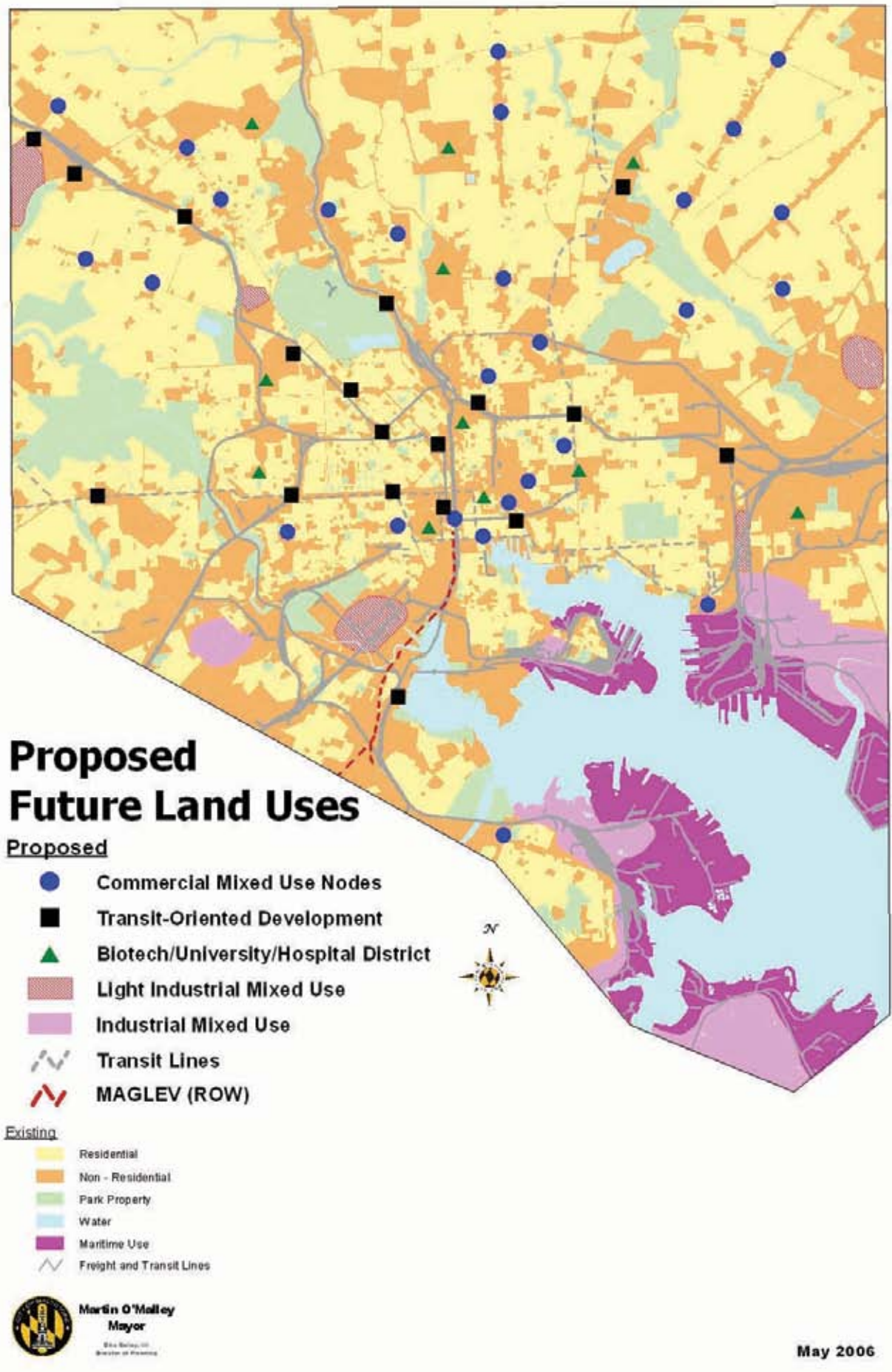
Martin O'Malley
Mayor

Otis Rolley, III
Director of Planning



July 1, 2005

Proposed Future Land Uses



Growth Promotion Areas

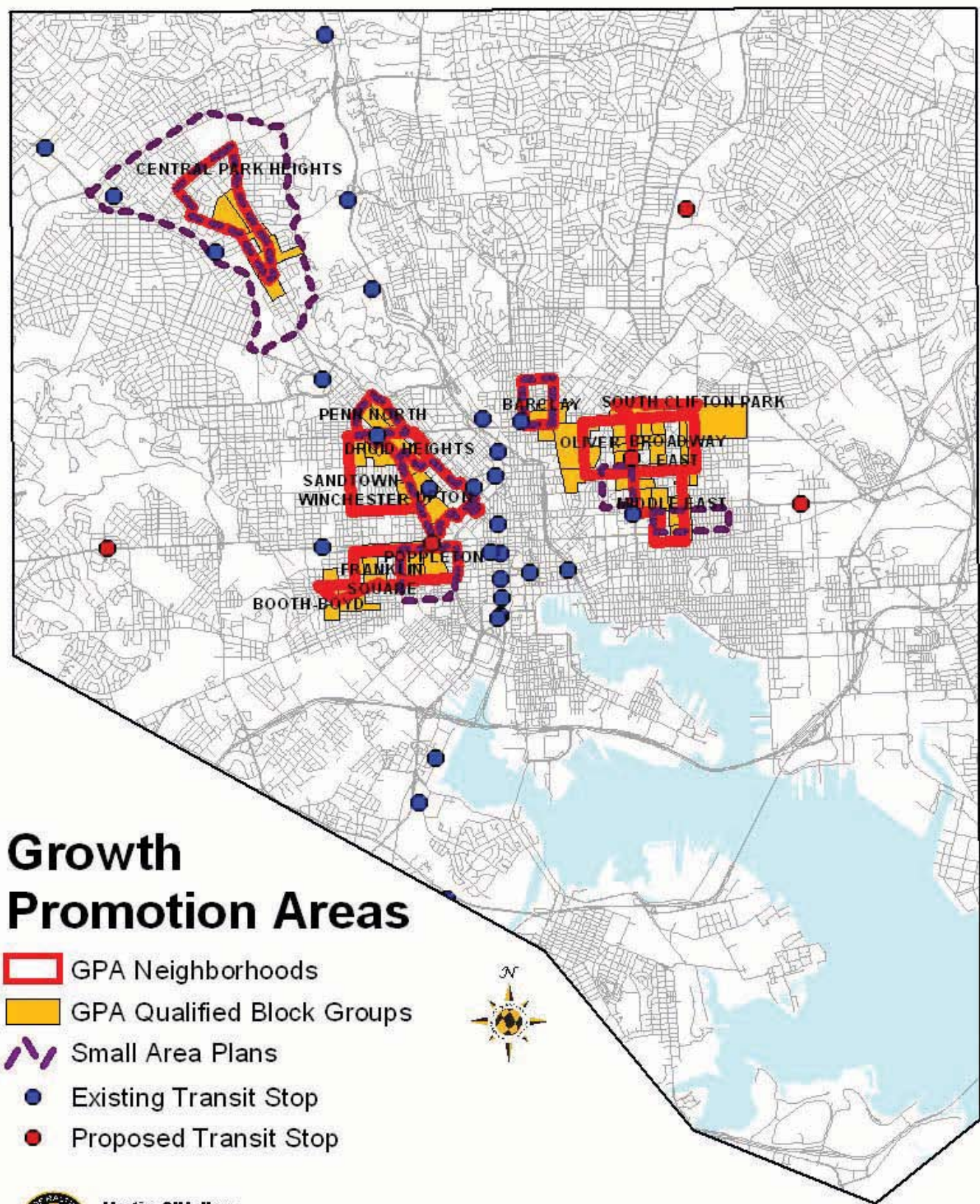
Based on initiatives set out by the State of Maryland’s Smart Growth Program, the entire City of Baltimore has been designated a Priority Funding Area (PFA). This means the City has the infrastructure, transit and school capacity for a significant increase in residents. We welcome new residential development throughout the City and encourage a variety of new housing products to be built.

While it is our goal to promote the entire City, there are many areas with naturally strong markets where development moves forward with only limited City intervention. However, there are other areas where the City needs substantially more resources to effect lasting change to the real estate market. This Plan recommends further refining the City by designating Growth Promotion Areas (GPA) to provide us with specific areas within the City to strategically attract additional resources and capital to capture a substantial part of future State growth.

The Growth Promotion Areas are areas of Baltimore City where:

1. Existing roads, utilities and other infrastructure and services can accommodate growth while minimizing environmental impacts;
2. There is significant growth capacity as evident in the significant amount (20% or greater) of vacant housing stock and/or land;
3. The market has failed to spur sustainable economic and community development;
4. The ability to leverage or generate significant private investment to an area is dependent on state resources above existing allocations;
5. Planning efforts have been adopted that are designed to achieve market stability;
6. Transit Oriented Development provides 1) economic efficiency and growth; 2) expanded transportation choice; 3) efficient land use; and 4) measurable neighborhood benefits.

Analysis of all block groups in the City shows that the following neighborhoods had some portion of their land meeting the first 3 criteria (has existing infrastructure, has capacity for significant growth, and has a distressed housing market based on the Housing Typology). Choosing the City’s GPAs from the initial list required further consideration of existing and proposed transit stops and current neighborhood planning areas. This led to the identification of 13 GPAs for the City (see Table below). Further development of the 13 will be achieved during the comprehensive rezoning process as planning initiatives and funding availability are assembled as well as consensus among several stakeholders. Below is a table and map showing the neighborhoods that meet the first 3 GPA criteria and the ones that were chosen based on the last 3 criteria.



Martin O'Malley
Mayor
Otis Rolley, III
Director

Neighborhood	Existing Infrastructure	Growth capacity	Distressed Housing Market	% of neighborhood covered by qualifying block groups	Existing or Proposed transit station within ½ mile of any qualifying block group in neighborhood	Neighborhood covered within existing SNAP, SAP or AMP
Booth-Boyd	•	•	•	86.53%	Existing	
Penn North	•	•	•	77.65%	Existing	Y
Poppleton	•	•	•	76.18%	Both	Y
Druid Heights	•	•	•	68.53%	Existing	
Middle East	•	•	•	64.88%	Both	Y
Broadway East	•	•	•	64.61%	Both	
Berea	•	•	•	62.73%		
South Clifton Park	•	•	•	60.42%	Proposed	
Oliver	•	•	•	59.36%	Proposed	Y
Milton-Montford	•	•	•	58.77%		
Franklin Square	•	•	•	54.54%	Both	
Upton	•	•	•	52.62%	Both	Y
McElderry Park	•	•	•	45.20%		Y
Sandtown-Winchester	•	•	•	43.00%	Both	
Central Park Heights	•	•	•	42.80%	Existing	Y
Barclay	•	•	•	40.69%	Existing	Y
Carrollton Ridge	•	•	•	40.40%		
Johnston Square	•	•	•	38.25%	Proposed	Y
Greenspring	•	•	•	36.49%		Y
Midtown-Edmondson	•	•	•	35.47%	Existing	Y
New Southwest/ Mount Clare	•	•	•	31.53%		
Northwest Community Action	•	•	•	31.20%		Y
Gay Street	•	•	•	28.25%	Both	Y
Greenmount West	•	•	•	26.77%	Both	
Biddle Street	•	•	•	21.52%		
Madison East End	•	•	•	21.16%		
Harlem Park	•	•	•	21.04%	Both	
East Baltimore Midway	•	•	•	17.56%		
Edmondson Village	•	•	•	16.93%		Y
Patterson Place	•	•	•	16.78%		
Coldstream Homestead Montebello	•	•	•	16.06%		Y
Walbrook	•	•	•	13.95%		Y
Towanda-Grantley	•	•	•	13.01%	Existing	Y
Better Waverly	•	•	•	12.18%		
Park Circle	•	•	•	10.16%		Y
Mondawmin	•	•	•	6.44%	Both	Y
Penrose/Fayette Street Outreach	•	•	•	6.36%	Existing	



Management and Personnel

Who are the owners and key management personnel of the business?

The Mayor and City Council are the legal owners of the City of Baltimore municipal corporation. They are democratically elected by the citizens of the City. The Mayor, the Mayor's Cabinet and the City Council would 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 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 governed by the Mayor and City Council. BCPSS is solely governed by an unpaid Board of Commissioners that are jointly appointed by the Governor and the Mayor. 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 CMP that are substantially influenced by the State through the budget process are the Maryland 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.

What are the key functions each will perform?

Department of Planning

- Develop inclusionary housing plan;
- Implement crime prevention through environmental design;
- Apply housing typology to neighborhood planning;
- Create landscape ordinance and develop new system of design guidelines;
- Target MVR funds to schools and transit-orientated areas;
- Implement strategies to increase and enhance Local Historic Districts;
- Develop a management plan for City-owned historic buildings;
- Modernize the Zoning Code to address Transit-Orientated Development, mixed use, campus, substance abuse treatment and park zoning districts; and
- Assist with the planning of re-use school facilities.

Department of Housing and Community Development

- Target loan, counseling, and code enforcement products based upon the housing typology;
- Update building code to address sustainable design;
- Designate five new code enforcement positions for Local Historic Districts; and
- Administer loan & grant programs to low income households in Local Historic Districts.

Department of Transportation

- Target sidewalk, lighting, and signal improvement funds to schools, transit areas, and tourist areas;
- Restore and increase on-street parking for mixed-use and business areas;
- Implement bicycle master plan;
- Create traffic-calming policies and procedures;
- Target Pavement Maintenance Management to transit lines;
- Implement Charles Street trolley;
- Complete pedestrian and automobile way-finding system for Heritage Areas; and
- Institute a Transportation Demand Management model that includes development mitigation and alternatives to single-occupancy vehicles.

Department of Public Works

- Create new standards for hiring design professionals for public building projects;
- Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit; and
- Complete a comprehensive City-wide sanitation plan.

Department of Recreation and Parks

- Create system to enhance ability to lease land and buildings to improve stewardship of parks, park structures and open space;

- Complete stream valley and trail system;
- Implement urban forestry management plan;
- Develop a strategic recreation plan to target public resources; and
- Identify sustainable funding strategy.

Department of Finance

- Identify sustainable funding strategy

Baltimore Development Corporation

- Establishment of micro-enterprise loan program for start-up businesses in growth sectors;
- Identify employer training needs;
- Establish higher education liaison;
- Assemble and market development sites for construction-related businesses;
- Maintain the CBD as the city's concentration of office space;
- Create bioscience incubator space and development districts; and
- Develop wireless zones in public areas.

The Mayor's Office of Employment Development is responsible for the following:

- Creating a strategic plan that links job seekers to employers that targets resources to the under and unemployed; and
- Develop systems to monitor first-source hiring and apprenticeship programs.

The Baltimore Area Convention and Visitor's Agency is responsible for the following:

- A master plan for the Convention Center area.

The Baltimore City Public School System (BCPSS) is responsible for the following:

- Improving building conditions;
- Implementing "green" building principles;
- Developing Community Schools Policy;
- Creating twelve community school centers; and
- Developing timely re-use options.

The Health Department, with substantial State help, is responsible for the following:

- Increased drug treatment targeted to those seeking employment.

The Maryland Transit Administration is responsible for the following:

- Implementing the Baltimore Regional Transit Plan.

The Office of the Mayor, Baltimore City Heritage Area

- Develop new visitor centers and enhance existing centers
- Complete wayfinding systems
- Establish a National Heritage Area
- Prepare for the Bicentennial of the War of 1812
- Implement heritage trail system
- Teach American history using Baltimore's history museums
- Implement the Charles Street Scenic Byway Corridor Management Plan

The City's political representatives are responsible for the following:

- Establishing a regional authority to manage public transit.

The staff of the Comprehensive Planning Division will be responsible for monitoring the recommendations of the plan through their responsibility for developing the City's Capital Improvement Program. The Capital Improvement Program is a six year budget for all City agencies (see Chapter XI) administered by the Department of Planning. As part of the Comprehensive Planning process, the Department has added an accountant position to its staff and will be incorporating the capital budget into the Citistat process. This will ensure careful tracking and timely completion of all projects.

The success of the Plan warrants the inclusion of planners in the administration of each agency, similar to the way fiscal staff are employed by each agency. Several agencies, such as the Baltimore Development Corporation or the Department of Transportation, now include professional planning staff in the management team of the agency. For other agencies', the Department of Planning acts as those agencies planning staff, for example, the Departments of Education, Housing and Community Development and Recreation and Parks. It is recommended that the Departments of Health and Public Works, Mayor's Office of Employment Development and Baltimore Area Convention and Visitors Association adopt one of these models.



Financial

The City of Baltimore draws from a variety of sources to fund its Capital and Operational budgets. The Operational budget draws on property taxes, income taxes, federal grants, charges for service, state grants, state shared taxes, other local taxes, and other sources. The Capital budget's funding sources include Revenue Bonds, General Obligation Bonds, Motor Vehicle Revenue funds, federal and state grants, and other sources such as Water and Wastewater Utility Revenue funds. For Fiscal Year 2006, the City of Baltimore's Capital and Operating Budgets totaled \$2.318 billion dollars.

General Fund is the central fund into which most of the City's tax and unrestricted revenues are budgeted to support basic City operations and pay-as-you-go capital projects.

Motor Vehicle Revenue funds are revenues distributed to the City of Baltimore by the State of Maryland. Funds must be used for the construction, reconstruction, or maintenance of the streets and highways in the City.

Revenue Bonds and General Obligation Bonds are borrowed funds whose redemption and payment of interest is guaranteed by the faith, credit, and taxing power of the City. General Obligation Bonds are approved at referendum every two years.

Community Development Block Grant monies are federal funds distributed to the City of Baltimore to be used at the discretion of the City for broad community development programs and initiatives.

Water and Wastewater Utility funds are two funds established to budget for the operating and capital expense of the City's water supply system and wastewater facilities.

Capital Improvement Programming

One of the most important ways the City of Baltimore implements the policies and projects envisioned in the Comprehensive Master Plan is through the Capital Improvement Program (CIP). The City Charter requires the Planning Commission to prepare annually a six-year recommendation for capital improvement programming (Art. IV Sec.4(b)). The CIP adopted by the Planning Commission is a complete listing of physical improvements that the Commission believes the City should fund during the six-year period covered by the program. The program is developed by the Department of Planning after soliciting and reviewing requests of the various City agencies. The Department of Planning, through careful, deliberate analysis of the submissions, and detailed discussion with the submitting agencies, either adds or deletes projects, so that the CIP will be in keeping with the directions set forth in the Comprehensive Master Plan. These decisions are made to ensure that the expenditures are in line with the overall City vision, the needs of the citizens, and meet the necessary funding requirements. This comprehensive approach to programming these projects allows the City to deliver a more efficient product, reducing unnecessary duplication, avoiding conflicts, and maximizing cost sharing with state and federal resources.

The CIP process for each fiscal year (from July 1 to June 30) begins in the preceding September with requests to City agencies to submit program requests for the upcoming six-year CIP. The agency is provided targeted amounts from each available funding source. The agency provides a brief description, justification, and detailed cost estimate of the project being proposed. The agency also lists its appropriation requests, by fund source, for the six-year program. The agencies must submit their requests to the Planning Commission on or before December 1.

The Planning Commission is charged with reviewing each agency submission and with developing a recommended CIP program on or before March 1. The Department of Planning staff works with the Commission and the submitting agencies to develop recommendations on each of the requests. The Department's staff reviews each project to ensure it best matches the needs of the City of Baltimore. Some of the criteria to which a project must answer include:

- The relationship of the requested project to the Comprehensive Master Plan and major policy initiatives of the City;
- The degree and availability of coordination between projects, including timing and shared resources;
- Constituent support; and
- Availability of financing from City and non-City sources, including anticipated impact to the overall City budget.

While the Department of Planning, in consultation with the Department of Finance, develops target funding amounts for each submitting agency, there are occasions when the number and/or cost of projects that are deemed to meet the criteria stated above exceed the available funding. In these instances,

the Department of Planning staff must prioritize the project requests. In considering this prioritization, Planning staff look to maximize the impact of the project toward achieving the goals set forth in the Comprehensive Master Plan. The Department of Planning staff in consultation with the Planning Commission develops recommendations for the CIP.

As part of the Planning Commission's deliberations over approving the recommended CIP, each agency is invited to brief the Commission on their program requests. After weighing all considerations, the Commission adopts a six-year CIP program, which is then presented to the Board of Estimates. The Board of Estimates (BOE) then forwards the CIP to the Director of Finance and the Board of Finance for review and recommendations. Upon receiving a favorable recommendation from the Director and Board of Finance, the Board of Estimates officially adopts the CIP six-year program. This does not legally bind the City to appropriate the funds for the six years. The City Council's approval of the first year of the CIP as part of the Ordinance of Estimates (City budget) actually commits the City to financing the project for the first of the six years. However, because the Board of Estimates is composed of the Mayor, the President of the City Council, and the Comptroller, adoption of the six year program by the BOE indicates a serious commitment on part of the City to implement the six-year program.

General Obligation Bonding Authority

As a major source of Capital budget, General Obligations Bonds are programmed in a similar manner to the CIP. Beginning nearly two full years prior to the fiscal years they become available, City agencies are invited to submit to the Planning Commission requests for the General Obligation (GO) Bonds programming. These bonds are subject to approval by the constituency in the November election preceding the fiscal year in which these monies would be available. This program is for two years' worth of bonds and is repeated every two years to coincide with even-year general elections.

Similar to the CIP, City agencies are asked to submit their two year GO Bond requests for specific projects, series of projects, or funding for other agency needs. City agencies are asked to submit these requests 14 months prior to the General Election to which they will be subject (22 months prior to the fiscal year in which the monies will be available). The requests are typically well matched with agencies' CIP request as the cyclical pattern of each of these programs allows for good coordination in long range forecasting. As with the CIP, the Department of Planning, in conjunction with the Department of Finance, establishes target funding levels for the agency's requests.

The Planning Commission, along with the Department of Planning staff, reviews the GO Bond request through a similar process as the CIP programming in order to ensure that the GO Bond request is well matched to the priorities set forth in the Comprehensive Master Plan. Upon approval by the Planning Commission, the GO Bond program is forwarded to the Board of Estimates for approval. The approved program is presented to the City's state representatives. The City Delegation to Annapolis introduces authorizing legislation enabling the GO Bond program to be placed on the November ballot. Once approved by the state legislature, the City Council introduces legislation to place the program on the November ballot for approval by the constituency. If and when the ballot issues are approved by the voters, the bonds are sold and the funds made available for the subsequent fiscal year.

Park Funding Strategy

The Baltimore City Department of Recreation and Parks manages almost 6,000 acres of parkland, developed in part by the renowned Olmsted brothers. The park system attracts visitors from near and far, and provides a wealth of benefits to city residents and visitors, including opportunities to rest and recreate, improved air and water quality, and economic benefits such as increased property values in areas near certain parks and open space. The Department also manages urban horticultural and forestry operations, as well as facilities such as swimming pools, senior centers, soccer arenas, ice rinks and therapeutic recreation facilities. The Department also offers indoor recreation programs at 46 neighborhood recreation centers.

Over the past few decades, the condition of Department of Recreation & Parks grounds and facilities has been steadily declining due to under-funding. Fiscal constraints have prevented the Department from meeting its broad goals and from functioning at optimal levels. The Department's operating budget and size of maintenance crews have been reduced in the last decade while park acreage has remained constant. While the total number of recreation centers operated by the Department has also decreased, the repair demands have remained steady. The demand for capital improvements and operating funds continues to outweigh available funds. There is a gap between the public's needs and desires and the ability of the Department to provide expected services. As great cities are known for their great parks, no city park system can survive without sufficient funding. Creating a sustainable funding source would enable the City to achieve its goals for improved park and recreation opportunities for its residents and visitors.

In 2004, the Trust for Public Land (TPL) prepared a feasibility study on Park and Open Space Funding Options that discussed several finance mechanisms to be considered for funding parks and open space in Baltimore. These mechanisms include city-wide, regional, and local area finance strategies. The city-wide funding option consists of raising or dedicating specific city taxes or issuing general obligation bonds. Regional funding options call for the creation of a regional parks and recreation district that would include surrounding counties, and could be funded by the property tax, sales tax, or utility fees. Local area funding options include creating special tax districts, community benefits districts, and tax increment financing (TIF). National research shows a number of these same financing options have been utilized to fund parks and open space preservation areas throughout the United States.

Among the finance options presented in the Trust for Public Land report, city-wide options and local area options seem the most feasible for Baltimore City. These options will require further investigation to gauge support for parks and recreation in relation to other City priorities, and a general willingness to commit additional public funds for this purpose. To date, a comprehensive parks and recreation needs assessment has been prepared by the Department of Recreation and Parks and a task force has been formed to further evaluate the feasibility of sustainable funding for city parks and recreation needs. With continued support from leadership, great partnerships, and proper funding the Baltimore City Department of Recreation and Parks can further enhance its parks system and make it the world-class park system it once was.



Conclusion

LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan (CMP) provides the City of Baltimore with 13 Goals and over 100 specific strategies to direct its capital expenditures for the next 6 years and beyond. Focusing on capital investments, zoning, and public policy, the CMP provides a roadmap to help continue the City's journey on the road toward success. That journey involves our current citizens and those who will soon come to reside in Charm City. It involves the young and the old, those with great wealth and those with little. It involves those citizens who weathered the storm during Baltimore's roughest times and those new to this great City. The citizens of Baltimore helped craft the draft CMP that was released on February 2, 2006. The Department of Planning extensively distributed the plan to as many residents, community groups, and implementing agencies as possible. Hard copies of the draft were distributed to the following locations throughout the City:

Distribution

- Fourteen State Agencies
- All Branches of the Enoch Pratt Free Library System
- All City Public and Private High Schools
- All Fourteen Local Colleges and Universities
- City Council

- City's State Delegation
- City's Federal Delegation
- Commission for Historical and Architectural Preservation Commissioners
- All Department Heads
- Planning Directors in surrounding jurisdictions
- Community Organizations
- All City Senior Centers
- Public Housing Resident Leadership

In addition, information about the strategies in the plan was disseminated using a variety of media in order to reach all segments of Baltimore's population. Thousands of dollars were spend all to inform and get feedback from as many people and interests groups in the City as were willing to participate. This includes:

- Article in the Baltimore Sun, January 26th – Draft of first city master plan in 30 years looks to 2012, by Eric Siegel -- Urban Chronicles.
- Mayor's Press Conference on February 2, 2006
- Planning Commission Hearing, February 2nd 1:30p.m.
- Dedicated website www.LiveEarnPlayLearn.com – went live February 2nd
- Mayor's Neighborhood News Flash
- President Dixon Report
- Eye on Baltimore to Discuss the Master Plan
- Ongoing Program on TV25
- Discussion on WEAA
- Discussion on WOLB
- WYPR 88.1 Mark Steiner Show – 2 programs
- Discussion on Heaven 600AM
- Postings at various downtown garages
- Benton Building Banner
- Ads on and inside 50 MTA Buses – February 21st – April 1st
- Mobile Billboard through the nine planning districts – March 8th – April 1st
- Article in Baltimore Sun, February 3rd – City seeks comment on master plan. Public hearings are to begin Feb. 21, by John Fritze
- Sent print media to area Baltimore city grocery store merchants – February 14th
- Blast email to all City employees – February 17th
- Full page ad in the Baltimore Jewish Times – February 17th
- Full page ad in the Afro-American Newspaper – March 10th
- Community Calendars – City Paper and Sun paper

The purpose of distributing the plan and disseminating information about its contents was to receive feedback on what residents, employers, employees, city officials and implementing bodies wanted to see retained, deleted, revised and/or added. And **hundreds** of comments were received from a variety of sources (citizens, community groups, business and non-profit organizations, neighborhood associations, ministries, hospitals, foundations, etc) regarding all aspects of the plan. All comments were recorded and reviewed by the Department of Planning. **Thanks to all who took the time to respond via email, letter, or telephone.**

However, the most important means of discussing the plan were the Planning Commission Community Hearings held in all 9 planning districts in the City at which people's testimonies were recorded and transcribed (transcriptions are available in hard copy in the Department of Planning's office at 417 E. Fayette St, 8th floor, or online at www.liveearnplaylearn.com). Over 550 people came to these meetings and offered comments on the draft.

District	Date of Meeting	Location	Attendance
Northwest	Tuesday 2.21.06	Pimlico Middle School	65
East	Tuesday 2.28.06	Harford Heights	49
South	Tuesday 3.7.06	Southside Academy	51
North	Sunday 3.12.06	Western High School	42
Central	Monday 3.13.06	War Memorial Bldg	45
Southwest	Monday 3.20.06	Edmonson High School	75
Southeast	Saturday 3.25.06	Hampton Hill Academy	72
Northeast	Tuesday 3.28.06	Baltimore City College	89
West	Saturday 4.1.06	Frederick Douglass High School	78

Many of the comments received both during and outside these meetings were directly incorporated into this revised version of the plan. All new and significantly revised strategies in the CMP have been flagged at the beginning of each section. An emphasis on affordable housing, comprehensive transportation, and environmental protection was clearly a top priority for many who provided feedback. The LIVE section has been greatly modified with 30 new or revised objectives and strategies to address concerns about affordable housing, improving water quality and protecting the Chesapeake Bay, enforcing zoning regulations, streamlining the development process, and enhancing walkability throughout the City. Recreation, access to open space and a comprehensive plan for parks in the City were equally important; many of the new and revised strategies in PLAY aim to integrate the park system and protect natural areas within the City.

Next Steps

According to Article 66B of the Maryland Annotated Code, comprehensive plans need to be implemented, monitored and updated every 6 years. This helps

ensure that the City continually assesses the ability of this guiding document for the vision of Baltimore to effectively achieve the stated returns on investment. The goal of ongoing monitoring of CIP funds distributed according to strategies in the CMP is to gauge which ones achieved results and which ones did not. Future updates will benefit from the track-record of the implementation of this plan. Also, future plans can address some concerns voiced during the public comment period that were not incorporated in this plan. Many people wanted to see a greater focus on regionalism and greater cooperation with surrounding jurisdictions particularly with respect to transportation and environmental protection. While interjurisdictional coordination is only a suggested element according to Article 66B, Baltimoreans recognize that regional planning is necessary for alleviating traffic congestion, ensuring everyone has access to potable water, and open spaces throughout the region are preserved.

How can you continue to be part of the plan...?

LIVE • EARN • PLAY • LEARN: The City of Baltimore Comprehensive Master Plan is a plan for all Baltimoreans, current and future residents alike. Therefore, it should be part of a ‘living’ process where the public can continue participating in its implementation. There are 5 main areas through which residents, employers and employees can help ensure that the strategies set out in this plan are realized:

1. Comprehensive Rezoning—This Comprehensive Plan has identified numerous goals to be addressed during the subsequent Comprehensive Rezoning process. The City will work with residents, businesses and employees to develop new zoning categories and update the zoning code.

2. Area Master Plans—In LIVE, a strategy set out a goal for every area in the city to have an adopted area master plan within 10 years. These plans are intense visioning and planning processes that involve residents, neighborhood groups, businesses and city agencies in the future of a smaller area in the City. These plans should be consistent with the goals set out in the CMP.

3. Planning Commission meetings—The Planning Commission is charged with reviewing all development projects, zoning changes and subdivisions of land as well as developing a comprehensive plan for the City. The Commission meets regularly throughout the year, and its meetings are open to the public.

4. Capital Improvement Program (CIP)—The Planning Commission is charged with reviewing each agency submission and with developing a recommended CIP program on or before March 1. The public is welcome to provide testimony.

5. Voting—The power of this plan, whether or not it gets implemented, rests in you. Elected City, State, and Federal officials, as well as their appointees, are vital to ensuring that this plan is implemented and enforced. Your vote counts towards ensuring your elected officials facilitate this vision for the City.



Glossary of Terms and Acronyms

Affordable Housing	Housing capable of being purchased or rented by a household with low or moderate income, based on a household's ability to make monthly payments necessary to obtain housing and defined by Area Median Income (AMI). Housing is considered affordable when a household pays less than 30 percent of its gross monthly income (GMI) for housing including utilities
Americans with Disability 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
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
Area Median Income (AMI)	A way of determining income eligibility for various housing programs. AMI is calculated every year by the U.S. Department of Housing and Urban Development ("HUD") for every county and metropolitan area. The 2003 Area Median Income in the Baltimore area for a family of four is \$67,300. Families with incomes below 80% of AMI, or \$53,850, are categorized as being low-income by HUD and are eligible for special programs and benefits.

Baltimore Area Convention and Visitors Association (BACVA)	http://www.baltimore.org/
Baltimore City Heritage Area	http://www.ci.baltimore.md.us/government/heritage/
Baltimore Development Corporation (BDC)	http://www.baltimoredevelopment.com/
Baltimore Housing	Baltimore Housing represents the combined efforts of the Department of Housing and Community Development and the Housing Authority of Baltimore City. www.baltimorehousing.org/
Baltimore Metropolitan Council (BMC)	http://www.baltometro.org/mambo/
Baltimore Region	Baltimore City, Baltimore County, Carroll County, Harford County, Howard County, Anne Arundel County
Baltimore Regional Transit Plan (BRTP)	http://www.baltimoreregiontransitplan.com/
Baltimore Workforce Investment Board (BWIB)	http://www.baltoworkforce.com/
Baltimore City Community College (BCCC)	http://www.bccc.edu/
Baltimore City Public School System (BCPSS)	http://www.bcps.k12.md.us/
Baltimore Department of Transportation (BDOT)	http://www.ci.baltimore.md.us/government/transportation/index.html
Baltimore Leadership in Action Program (BLAP)	http://www.readyatfive.org//images/worddocs/distinguished%20performance%20award-text.doc
Board of Municipal and Zoning Appeals (BMZA)	http://www.ci.baltimore.md.us/government/zoning/index.html
Brownfields Property Tax Credit	There is a Brownfields property tax credit of 50 percent against the increased property tax liability of qualified Brownfields sites. The credits apply for a certain number of years after completion of a voluntary cleanup or corrective action plan and revaluation of the qualified Brownfields site.
Baltimore Substance Abuse Systems (BSAS)	http://www.bsasinc.org/
Baltimore Sports and Social Club (BSSC)	http://www.baltssc.com/
Base Realignment and Closure (BRAC)	The BRAC recommendations took effect on November 9, 2005, and involve more than 800 installations. Maryland is one of very few states slated to experience a significant net gain, primarily at the Aberdeen Proving Ground (APG), Andrews Air Force Base (AFB), Fort Meade, and the Bethesda National Naval Medical Center (NNMC). The DOD has until September 15, 2007 to begin the indicated closings, which must be completed by September 15, 2011.
Central Business District (CBD)	The major commercial downtown center of a community.

Capital Improvement Program (CIP)	A program, administered by a city or county government and reviewed by its planning commission, which schedules permanent improvements, usually for a minimum of five years in the future, to fit the projected fiscal capability of the local jurisdiction. The program generally is reviewed annually, for conformance to and consistency with the general plan
Certificate of Occupancy (CO'S)	A certificate issued by a local building department to a builder or renovator, indicating that the building is in proper condition to be occupied
Collegetown	http://www.baltimorecollegetown.org/asp/home.asp
Commission for Historical and Architectural Preservation	http://www.ci.baltimore.md.us/government/historic/
Community Association Directory	A comprehensive listing of community associations in Baltimore City, including citywide non-profits, umbrella organizations, community associations, business associations, and block groups. The Directory includes association names, contact information, boundary descriptions, and citywide, umbrella, and district designations.
Commuter Choice Program	http://www.mdot.state.md.us/CommuterChoice/commuterchoice
Comprehensive Forestry Management Plan	A practical, detail-oriented plan for taking care of Baltimore's trees and forests and increasing Baltimore's Tree Canopy. Included will be new policies and procedures, standards, and any necessary revisions for our current Tree and Forest Ordinances, as well as new strategies for both private and public lands.
Comprehensive Master Plan (CMP)	http://www.liveearnplaylearn.com/
Comprehensive Educational Facilities Master Plan (CEFMP)	The State of Maryland requires all local jurisdictions to annually submit a Comprehensive Educational Facilities Master Plan and a five year Capital Improvement Program. The master plan must be submitted by July 1 of each year. The plan must include goals, standards, guidelines, community analysis including trends and projections and facility needs analysis
Convention Center	http://bccenter.org/
The 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
Department of Business and Economic Development (DBED)	http://www.choosemaryland.org/

Defensible spaces	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
Department of Finance	http://www.ci.baltimore.md.us/government/finance/index.html
Department of Social Services (DSS)	http://www.dhr.state.md.us/baltocity.htm
Design Excellence	Buildings that express the vision, leadership, and commitment of the government to serving the public and the values of the nation
Baltimore City Department of Transportation (DOT)	http://www.ci.baltimore.md.us/government/transportation/index.html
Downtown Partnership	(Downtown Partnership of Baltimore) http://www.godowntownbaltimore.com/about_us.html
Baltimore City Department of Public Works (DPW)	http://www.ci.baltimore.md.us/government/dpw/
Enoch Pratt Free Library (EPFL)	http://www.pratt.lib.md.us/
Enterprise Zone (EZ) Property Tax Credit	http://www.choosemaryland.org/businessservices/taxincentives/enterprisezone.html
Fair Housing Act	http://www.usdoj.gov/crt/housing/housing_coverage.htm
Family League of Baltimore City	http://www.flbcinc.org/
Federal Housing Administration loans (FHA Loans)	FHA loan is a mortgage loan in the United States insured by the Federal Housing Administration. The loan may be issued by federally-qualified lenders.
First Source Hiring program	Promotes the hiring of qualified unemployed or under-employed residents of East Baltimore. The program encourages construction contractors and subcontractors to give first consideration to qualified residents of East Baltimore
Form-based (code) designs	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.
FTA New Starts	The Federal Transit Administration's (FTA) New Starts program provides capital funding for the development of new fixed guideway transit systems and extensions to existing systems
General Obligation Bonds (GO Bonds)	GO Bonds are a form of long-term borrowing in which the state issues municipal securities and pledges its full faith and credit to their repayment
Greater Baltimore Committee	http://www.gbc.org/

Greater Baltimore History Alliance	http://www.balтимore museums.org/index.htm
Greater Baltimore State of the Region Report	http://www.gbc.org/reports/SOR%202005/Overview-121905.htm
Baltimore City Health Department	http://www.ci.baltimore.md.us/government/health/
Historic Preservation credits	Available to Baltimore City property owners in designated historic districts (local and National), or owners of individually designated Baltimore City or National Register Landmark structures, who significantly improve, or restore, or rehabilitate their historic property. Work performed must be compatible with the Commission for Historical and Architectural Preservation's (CHAP) standards, must have been approved prior to work beginning, and certified at the time of completion by CHAP. The life of the credit (annual deduction) is ten years; tax credit value is determined by the State Department of Assessments and Taxation
Housing Typology	A classification of Baltimore City's Housing Market using eight data about housing combined by the City's 710 census block groups. Statistical analysis was used to combine the groups that were most similar together
Judy Centers	Early childhood and family learning centers. They typically operate service programs for young children and their families - 7-12 hours a day and year around. Judy Centers are unique because they promote school readiness through collaboration among community-based agencies and organizations located within each Judy Center.
Law	http://www.ci.baltimore.md.us/government/law/index.html
Leadership in Energy and Environmental Design (LEED)	A voluntary, consensus-based national standard for developing high-performance, sustainable buildings
Live Baltimore	http://www.livebaltimore.com/home/
Local Historic Districts	http://www.ci.baltimore.md.us/government/historic/districts.html
Magnetically Levitated Trains (MAGLEV)	http://www.bwmaglev.com/
Maryland Rail Commuter Service (MARC)	http://www.mtmaryland.com/services/marc/
Maritime Industrial Zoning Overlay District (MIZOD)	The Maritime Industrial Overlay zoning district is intended to reduce increasing conflicts in the City's waterfront areas between new mixed-use development and maritime shipping associated with the Port of Baltimore
Mayor's Fellows program	http://www.ci.baltimore.md.us/fellows/

Mayor's Neighborhood Newsflash	http://www.ci.baltimore.md.us/neighborhoods/nnf/index.html
Mayor's Office and City Council (MCC)	http://www.ci.baltimore.md.us/mayor/ http://www.baltimorecitycouncil.com
Mayor's Office of Employment Development (MOED)	http://www.oedworks.com/
Maryland Department of Natural Resources (MD DNR)	http://www.dnr.state.md.us/sw_index_flash.asp
Mixed-Use Developments	Mixed use refers to the combining of retail/commercial and/or service uses with residential or office use in the same building or on the same site
Mayors Office of Information Technology (MOIT)	http://www.ci.baltimore.md.us/government/moit/index.html
Maryland Transit Administration (MTA)	http://www.mtamaryland.com/
Motor Vehicle Revenue (MVR)	Motor Vehicle Revenue funds are revenues distributed to the City of Baltimore by the State of Maryland. Funds must be used for the construction, reconstruction, or maintenance of the streets and highways in the City.
National Heritage Area	http://www.ci.baltimore.md.us/government/heritage/
National Register Historic Districts	The official list, established by the National Historic Preservation Act, of sites, districts, buildings, structures, and objects significant in the nation's history or whose artistic or architectural value is unique
Non-Profit Organizations (NPO)	A nonprofit organization is formed for the purpose of serving a public or mutual benefit other than the pursuit or accumulation of profits for owners or investors
One-Stop (Career) Centers	http://www.dllr.state.md.us/county/bacity/
Parks & Rec (Baltimore City Department of Recreation and Parks)	http://www.ci.baltimore.md.us/government/recnparks/home.htm
Department of Planning	http://www.ci.baltimore.md.us/government/planning/
Promenade	A public area set aside as a pedestrian walk
PTO/PTA	Parent Teacher Organizations/Associations
Rec and Parks	(Baltimore City Department of Recreation and Parks) http://www.ci.baltimore.md.us/government/recnparks/home.htm
Red and Green Line	http://www.baltimoreregiontransitplan.com/pages/prjt_redover.htm
Request For Proposals	RFPs
Request For Qualifications	RFQs
Safe and Sound (Baltimore's Safe and Sound Campaign)	http://www.safeandsound.org/site/index.php
Small Business Resource Center (SBRC)	http://www.sbrcbaltimore.com/

State Department of Education (Maryland)	http://www.marylandpublicschools.org/msde
State Dept of Health and Mental Hygiene	(Maryland Department of...) http://www.dhmh.state.md.us/
Tax Credits/Incentives	A program under Federal IRS regulations (Low Income Housing Tax Credit Program) which provides tax credits in return for investment in housing developments where a portion of the units are subject to rent limits for tenants who meet income eligibility requirements.
Tax Increment Financing (TIF)	Tax Increment Financing is used to publicly finance needed public improvements and enhanced infrastructure in a defined area. The cost of improvements to the area is repaid by the contributions of future tax revenues by each participating taxing unit that levies taxes against the property. The intended purpose is to promote the viability of existing businesses, and attract new commercial enterprises.
The Reinvestment Fund	http://www.trfund.com/
Tot Lot	A playground for toddlers
Traffic- Calming	Traffic management measures specifically designed to reduce vehicular speed along routes or through areas. Usually associated with improving the local environment and reducing road accidents
Transit-Oriented Development (TOD)	Land uses that are sited, designed and combined to maximize transit, particularly rail, ridership
Transportation Demand Management (TDM)	A strategy for reducing demand on the road system by reducing the number of vehicles using the roadways and/or increasing the number of persons per vehicle. TDM attempts to reduce the number of persons who drive alone on the roadway during the commute period and to increase the number in carpools, vanpools, buses and trains, walking, and biking. TDM can be an element of TSM (see below).
Transportation System Management (TSM)	Techniques that maintain and improve efficiency and safety of an existing road-way system. Examples include traffic signal enhancements and intersection improvements
Tree Canopy	The leaves and branches of a tree or trees. If you look down from the sky and see leaves, it's tree canopy. For TreeBaltimore, it is a satellite that will be looking down, and where the image from the satellite shows trees, it's tree canopy.

Urban Tree Canopy Goal	20% of Baltimore City’s land area is currently covered by tree canopy. Our goal is to double that, to 40%, within 30 years
Urban Renewal Plans (URPs)	An Urban Renewal Plan represents the City’s vision, shared with one or more communities, of what an existing [geographic] area of the City of Baltimore should become over several decades. Urban Renewal Plans generally are in force for 20 to 40 years, as specified in each plan, and empower and direct the City, usually acting through its Department of Housing and Community Development, to intervene directly in some specific cases and/or locations to bring about desired changes or improvements in the area covered by the Plan. Urban Renewal Plans can be, and often are, amended over time to take advantage of private sector investment possibilities which were unforeseen when the Plan was first enacted.
United States Forest Service (USFS)	http://www.fs.fed.us/
Zoning Code	http://www.ci.baltimore.md.us/government/legislative/zoning/index.html



Appendices

A. Fulfillment of City and State Guidelines

Comprehensive Master Plan Requirements ARTICLE VII, § 74(a), (b) of the Baltimore City Charter

Purpose

The Master Plan shall be made for the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of Baltimore City to promote the health, order, security, safety, and morals of its inhabitants, and to preserve and enhance the aesthetic and natural environment of the City.

Scope

The Master Plan may consist of a series of component plans. It shall show, among other things, the future general location and extent of all public improvements and enterprises, including among other things, the general location and extent of streets, highways, boulevards, viaducts, bridges, subways, tunnels and all uses of land for purposes of public transportation, and also the general location and extent of piers, wharves, docks and bulkheads, and buildings or structures thereon, whether publicly or privately owned or operated, and also the general location and extent of publicly owned places of recreation, such as playgrounds, squares, and parks, and all public buildings and other public property, including school buildings, and all existing and proposed zoning areas or districts, and all public utilities, services and terminals, such as water, gas, electricity, sewerage, telephone, telegraph and transportation, whether privately or publicly owned or operated.

The City's interactive map of neighborhood statistical areas, building footprints and parcel boundaries can be found at <http://maps.baltimorecity.gov/imap/>

ARTICLE 66B of the Maryland Annotated Code

Basic Requirements

- (1) Include and implement the Eight Visions (see below) through the Comprehensive Plan;
- (2) Prepare a Sensitive Areas Element for the Comprehensive Plan;
- (3) Encourage regulatory streamlining, innovation, and flexibility in the plan;
- (4) Comply with the two “consistency” requirements: implementation regulations must be consistent with the Comprehensive Master Plan and state and federal funds may be used only for projects that are consistent with the Plan.

Required Elements:

- (1) Statement of Goals and Policies
- (2) Land Use Plan Element
- (3) Transportation Plan Element
- (4) Community Facilities Element
- (5) Mineral Resources Element (if available)
- (6) Sensitive Areas Element
- (7) Inter-jurisdictional Coordination (suggested, not required)
- (8) Plan Implementation Element

Eight Visions:

- (1) Development shall be concentrated in suitable areas;
- (2) Sensitive areas shall be protected;
- (3) In rural areas, growth shall be directed to existing population centers and resource areas shall be protected;
- (4) Stewardship of the Chesapeake Bay and the land shall be a universal ethic;
- (5) Conservation of resources, including a reduction in resource consumption, shall be practiced;
- (6) To encourage the achievement of paragraphs (1) through (5) of this subsection, economic growth shall be encouraged and regulatory mechanisms shall be streamlined;
- (7) Adequate public facilities and infrastructure under the control of the County or Municipal Corporation are available or planned in areas where growth is to occur; and
- (8) Funding mechanisms shall be addressed to achieve this policy.

Fulfillment of City and State Guidelines	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
LIVE									•									
Goal 1: Build Human and Social Capital by Strengthening Neighborhoods									•									
Objective 1: Expand and Protect Housing Choices for all Residents									•									
Develop and implement City-wide inclusionary housing plan						•		•	•							•		
Ensure that at least 300 housing units per year are affordable to seniors, disabled, homeless, and low-income households								•										
Expand eviction prevention services to help households retain their housing																		
Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers																		

V1 Development shall be concentrated in suitable areas

V2 Sensitive areas shall be protected

V3 Growth shall be directed to existing population centers and resource areas shall be protected

V4 Stewardship of the Chesapeake Bay and the land shall be a universal ethic

V5 Conservation of resources, including a reduction in resource consumption, shall be practiced

V6 Economic growth shall be encouraged and regulatory mechanisms shall be streamlined

V7 Adequate public facilities are available or planned for in areas where growth is expected to occur

V8 Funding mechanisms shall be addressed to achieve this policy

E1 Statements of Goals and Policies

E2 Land Use Plan Element

E3 Transportation Plan Element

E4 Community Facilities Element

E5 Mineral Re-sources Element (if available)

E6 Sensitive Areas Element

E7 Inter-jurisdictional Coordination (suggested, not required)

E8 Plan Implementation Element

C1 The future general location and extent of all public improvements and enterprises, including among other things, the general location and extent of streets, highways, boulevards, viaducts, bridges, subways, tunnels and all uses of land for purposes of public transportation, and also the general location and extent of piers, wharves, docks and bulkheads, and buildings or structures thereon, whether publicly or privately owned or operated

C2 The general location and extent of publicly owned places of recreation, such as playgrounds, squares, and parks, and all public buildings and other public property, including school buildings, and all existing and proposed zoning areas or districts, and all public utilities, services and terminals, such as water, gas, electricity, sewerage, telephone, telegraph and transportation, whether privately or publicly owned or operated.

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions										Maryland Article 66B Required Elements							Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	E9	C1	C2
Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology			•					•	•							•			
Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties	•								•							•			
Develop a comprehensive plan to eliminate homelessness in 10-years									•										
Objective 2: Strategically Redevelop Vacant Properties Throughout the City									•	•									
Establish a multi-tiered property tax to encourage development of vacant property and parcels.			•						•							•			
Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods			•						•	•						•			
Support creation of a Community Garden Land Trust(s) to hold title to community-managed open spaces and gardens (See also PLAY, Goal 3, Objective 2)								•		•				•		•			
Objective 3: Maintain and Create Safe, Clean, & Healthy Neighborhoods									•										
Implement Crime Prevention Through Environmental Design (CPTED) standards						•			•							•			
Target housing and sanitation code enforcement using the Housing Typology								•	•							•			
Create a comprehensive City-wide sanitation plan				•				•	•							•			
Eliminate childhood lead poisoning									•										
Increase Substance Abuse Treatment City-wide								•	•			•				•			
Adopt and implement an Urban Forest Management Plan				•	•			•	•	•						•			
Objective 5: Target Neighborhood Planning to Leverage Investment									•										
Create Area Master Plans in a targeted manner	•		•					•	•	•						•			
Leverage CIP resources in targeted areas using the neighborhood plans							•	•	•							•			
Objective 6: Increase the City's population by 10,000 Households in 6 Years									•										
Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region.	•		•					•	•	•						•			
Market the City to surrounding jurisdictions and Washington DC			•													•			
Objective 7: Improve neighborhood schools (See LEARN, Goal 1)																			
Goal 2: Elevate the Design and Quality of the City's Built Environment.									•										

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Develop design guidelines to respond to the unique character of Baltimore City						•		•	•							•		
Create and adopt a City-wide landscape ordinance				•				•	•							•		
Update building code to promote sustainable or high performance buildings through incentives and regulations					•			•	•							•		
Create standards for hiring design professionals to foster the design of high quality city projects																•		
Objective 2: Streamline and Strengthen the Development Process									•									
Modernize zoning codes to meet current needs			•			•		•	•							•		
Improve efficiency of One-Stop Shop for permitting						•										•		
Increase number of zoning code enforcers						•			•							•		
Create a task force on interagency coordination for web-based, real time access to development projects																•		
Objective 3: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets									•									
Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers	•				•		•	•	•	•	•					•	•	
Provide preferential capital funding for TOD projects	•						•		•	•	•					•	•	
Create mixed-use with residential zoning category						•			•	•						•		
Ensure all residents are within 1.5 miles of quality groceries and neighborhood services									•			•				•		
Objective 4: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods									•									
Update City-wide historic preservation guidelines						•			•							•		
Promote use of Maryland Building Rehabilitation Code						•			•							•		
Simplify and actively pursue the local historic district designation process for Baltimore neighborhoods						•			•							•		
Create, expand and promote the historic structure tax credit programs for local historic districts and landmarks								•	•							•	•	
Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines																•		
Implement a program that physically demarcates the City's locally designated historic districts	•							•								•		
Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts									•							•	•	

Fulfillment of City and State Guidelines (<i>continued</i>)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope		
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2	
Objective 5: Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay									•										
Adopt and implement the Comprehensive Water and Wastewater Plan		•		•	•		•		•							•	•		
Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water		•		•	•				•					•		•			
Goal 3: Improve Transportation Access and Choice for City Residents									•										
Objective 1: Create a Comprehensive Transportation Plan to Improve Mobility and Choice									•		•								
Create a City-wide pedestrian plan					•				•	•						•			
Implement Bicycle Master Plan to create a complete bike-way system					•			•	•	•	•					•	•		
Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system									•		•					•	•		
Create traffic- calming policies and procedures									•		•					•			
Target Pavement Maintenance Management System (PMMMS) funding to bicycle and bus routes and surface rail crossings					•		•	•	•		•					•	•		
Objective 2: Facilitate Movement throughout the Region									•										
Create a regional authority to manage public transit services throughout the metropolitan area					•						•					•			
Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments					•		•		•	•	•					•	•		
Protect and create Rights-of-Way along existing and proposed rail lines									•	•	•					•	•		
Create intermodal transit hubs in areas of low automobile ownership					•		•	•	•	•		•				•	•		
Establish a development mitigation program to reduce congestion effects of new development.					•		•		•	•	•					•	•		
EARN										•									
Goal 1: Strengthen Identified Growth Sectors									•										
Objective 1: Retain and Attract Businesses in all Growth Sectors									•										
Create industrial mixed-use Zoning District	•		•						•	•						•	•		

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Create a light industrial mixed-use zoning district	•		•			•			•	•						•	•	
Establish microenterprise loans for start up businesses specifically in the growth sectors						•		•	•							•		
Work with growth sector employers to identify training needs						•		•	•							•		
Preserve use of eminent domain for underutilized and/or contaminated parcels of land				•		•			•	•						•	•	
Objective 2: Retain and Attract Business in Bioscience.									•									
Create a Bioscience Development District	•					•			•	•						•	•	
Create incubator space around biotechnology areas	•							•	•							•	•	
Objective 3: Retain and Attract Business in Business Support Services									•									
Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties.	•					•		•	•	•						•	•	
Preserve and enhance CBD office space	•							•	•							•		
Objective 4: Retain and Attract Business in Computer, Internet, Data and Software (CIDS) Related Services									•									
Develop a master plan for the City's current and future CIDS infrastructure.	•						•	•				•				•	•	
Provide Wireless Technology Zones in public areas throughout the City.	•						•	•	•			•				•	•	
Objective 5: Retain and Attract Business in Construction.									•									
Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding					•			•	•							•		
Objective 6: Retain and Attract Business in Healthcare and Social Assistance.									•									
Create a mechanism to adopt health care facility master plans to provide institutions with predictability in the development review process	•					•			•	•		•				•	•	
Amend the Zoning Code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers, and eliminate the existing substance abuse treatment center as an independent category in the Zoning Code.						•			•	•		•				•	•	
Objective 7: Retain and Attract Business in Hospitality and Tourism.									•									
Create a Strategic Convention Center Area Master Plan.										•		•				•	•	

Fulfillment of City and State Guidelines (<i>continued</i>)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Install environmental and aesthetic improvements around tourist areas									•	•		•				•		
Objective 8: Retain and Attract Port-Related Industries (See EARN Goal 1, Objective 1, Strategy 2 and EARN Goal 3, Objective 2, Strategy 3)																		
Goal 2: Improve Labor Force Participation Rate Among City Residents									•									
Objective 1: Align Employers with Job Seekers and Training Resources									•									
Create a Strategic Plan for MOED that links employers to job seekers			•													•		
Monitor and enforce First Source Hiring program.									•							•		
Expand outreach to encourage use of One-Stop Employment Centers									•							•	•	
Target MOED resources to under- and un-employed populations to better connect job seekers and employers.									•							•		
Prioritize drug treatment program access for job seekers working with MOED programs.									•							•		
Give preference for City-subsidized contracts to contractors with active apprenticeship programs									•							•		
Objective 2: Increase Qualifications/Skill Sets of City Residents (See LEARN, GOAL 3, Objective 3)																		
Goal 3: Improve Access to Jobs and Transportation Linkages between Businesses									•		•							
Objective 1: Enhance Transportation Options to Provide Workers with Commuting Options and Mitigate Traffic Congestion									•	•	•							
Expand the number of participants in the Commuter Choice program throughout the Baltimore Region					•			•	•	•	•					•		
REVISED Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	•		•		•			•	•	•	•					•		
Implement Transportation Demand Management (TDM) strategies with large employers and institutions					•			•	•		•					•		
Implement Bicycle Master Plan					•			•	•	•	•					•	•	
Increase number of water taxi stops near employment locations					•			•	•		•					•	•	

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Objective 2: Promote Economic Development Throughout the City by Improving Business-to-business Connectivity via Transportation Linkages									•		•							
Restore and increase on-street parking in mixed-use and business districts									•	•	•					•	•	
Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore Marc)	•				•			•	•	•						•	•	
Integrate land use and transportation planning to ensure movement of freight into and throughout the City	•					•	•	•	•	•	•					•	•	
Capture share of regional growth in defense-related industries due to BRAC	•		•						•							•		
PLAY																		
Goal 1: Enhance the Enjoyment, Appreciation, and Stewardship of Baltimore's Historical and Cultural Resources.									•									
Objective 1: Market, Develop, and Promote Visitor Attractions in Baltimore City.									•									
Market and promote the City through increased funding for BACVA and BCHA									•							•		
Develop new visitor centers and enhance existing visitor centers									•	•		•				•	•	
Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions.									•							•	•	
Pursue designation of Baltimore as a National Heritage Area									•							•		
Prepare for the bicentennial anniversary of the War of 1812																•		
Objective 2: Increase Everyday Historical and Cultural Encounters for Baltimore City Residents.									•									
Implement Heritage trails in historic areas of the city									•							•	•	
Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums.									•							•		
Support special events and festivals by improving festival space and infrastructure throughout the City									•							•	•	
Objective 3: Enhance Accessibility to Historical and Cultural Resources through Transportation Improvements.									•									

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Develop plans for and implement Charles Street Trolley Line					•			•	•		•					•		
Implement Charles Street Scenic Byway Plan									•	•	•					•	•	
Objective 4: Strengthen Stewardship of Historical and Cultural Resources.									•							•		
Expand "Authentic Baltimore" program and link to Baltimore City Historic landmark program									•							•		
Create more effective management agreements by completing inventory of city-owned historic/cultural sites and attractions									•			•				•		
Implement a feasibility study to enhance and reuse underutilized historic structures.					•			•		•						•		
Objective 5: Establish Baltimore City as the Region's Center of Culture and Entertainment.									•									
Establish regional policy to increase regional funding resources for cultural activities within Baltimore City									•							•		
Goal 2: Improve Night Life, Entertainment, and Recreation Experiences for Residents and Visitors									•									
Objective 1: Expand Access to Night Life									•									
Create Mixed-use zoning categories that allow live entertainment where appropriate.								•	•	•						•	•	
Objective 2: Promote Unique Retail Venues as Shopping and Tourist Destinations.									•									
Reinstate the "Shuttle Bug" system along main streets and shopping districts within the City.					•			•	•		•					•		
Designate Main Street areas as local and/or national historic districts in order to access tax credits									•							•	•	
Increase retail space downtown by 400,000 sq.ft. to 1 million sq. ft.	•								•	•						•	•	
Designate and support Art and Entertainment Districts									•	•						•	•	
Objective 3: Improve Local Participation in City Recreational Activities									•									
Develop a strategic recreational plan that will target recreational opportunities to address the City's needs									•							•		
Implement Bicycle Master Plan to provide recreational opportunities for residents					•			•	•	•	•					•	•	

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Goal 3: Increase the Attractiveness of Baltimore's Natural Resources and Open Spaces for Recreation and to Improve Water Quality									•									
Objective 1: Maintain a Well-managed System of Parks & Open Spaces									•	•		•						
Draft and adopt a City-wide plan for parks and open space									•	•		•				•	•	
Locate dedicated, sustainable public and private funding sources for our parks and cultural assets									•			•				•	•	
Create park and open space zone in the Zoning Ordinance	•			•	•	•			•	•						•	•	
Improve park stewardship and safety by expanding current parks partnership program				•					•							•		
Objective 2: Protect and Enhance Baltimore's Natural Habitat and Environmental Resources									•									
Meet goals and requirements of the Chesapeake Bay Program, the City's National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies.	•			•	•				•							•		
Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit	•			•					•					•		•		
Construct 1 ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan	•	•	•	•	•				•							•		
Restore and protect at least 1 mile per year of streams and river banks in floodplains and stream valleys	•			•				•	•	•				•		•	•	
Develop a plan to reduce trash within and along Baltimore's parks and open space				•					•			•				•		
Complete plans for and creation of Greenway trail system	•			•				•	•	•	•	•				•	•	•
Increase Baltimore's green infrastructure by increasing the number of trees and tree canopy size. (See LIVE, GOAL 1, Objective 2, Strategy 2)				•	•			•										
Objective 3: Ensure Public Access to the Waterfront									•									
Complete the Harbor Promenade and Middle Branch park/trail systems				•				•	•	•		•		•		•	•	•
LEARN																		
Goal 1: Improve Public Schools and Libraries									•			•						
Objective 1: Adopt Facilities Master Plan to Better Utilize School Facilities							•		•			•						
Eliminate poor building conditions within school facilities.							•	•	•			•				•		•

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Create school facilities that effectively support learning, teaching, and community activities.							•	•	•			•				•		
Develop and implement menu of options for greening at least 3 school facilities per year.					•			•	•							•		
Objective 2: Enhance Schools and Libraries as Neighborhood Assets									•			•						
Develop a Community Schools Policy to facilitate the use of school buildings beyond the school day							•	•	•			•				•		•
Create a dozen community school centers, with dedicated space for community uses.							•	•	•	•		•				•		•
Ensure access to public library services for all residents.							•											
Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods.						•		•	•	•		•				•	•	•
Goal 2: Capitalize on Untapped Potential of Higher Education Institutions									•									
Objective 1: Attract & Retain College Students & Recent Graduates.									•									
Market Baltimore as a higher education hub and a great place to live and work after college.									•							•		
Increase funding for internships, service learning, fellowships, and mentoring for students pursuing higher education.									•							•		
Objective 2: Encourage Partnerships Between and Among Universities and the City									•									
Establish a City liaison to integrate higher education institutions into the City's economic development program	•							•	•							•		
Create a mechanism to adopt campus master plans	•					•			•	•						•	•	•
Objective 3: Improve the Physical Relationship Between Campuses and Adjacent Neighborhoods									•									
Develop a new zoning district that encompasses mixed-use development related to residential neighborhoods, college, and universities.						•		•	•	•						•	•	•
Goal 3: Encourage a Culture of Learning by Enhancing Educational and Vocational Opportunities for all Baltimoreans									•									
Objective 1: Improve and Expand School Readiness Opportunities for Baltimoreans 5 Years Old and Younger									•									
Prioritize City funding for school readiness related activities.									•							•		

Fulfillment of City and State Guidelines (<i>continued</i>)	Maryland Article 66B Required Visions								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	CI	C2
Increase opportunities to locate school readiness programs and support services in public schools, such as 'Judy Centers'.							•	•	•	•		•				•		•
Co-locate tot lots at schools.							•	•	•	•		•				•		•
Objective 2: Improve and Expand Workforce Development and Job Readiness through Education and Job Training. (See Earn, Goal 2, Objective 1)																		
Objective 3: Improve and Expand Learning Opportunities for all Baltimoreans to Create Active and Well-educated Citizens									•									
Create a coordinating entity for lifelong learning service providers.																•		•
Create opportunities for continuing education programs to locate in Baltimore									•							•		•
Broaden access to job training centers and increase awareness of professional development opportunities.						•		•	•							•		•
Goal 4: Ensure Safe and Convenient Transportation to and from Educational Facilities									•									
Objective 1: Improve Pedestrian and Bicycle Access to Schools.									•									
Implement "Safe Routes to School" Program at schools.					•			•	•			•				•		•
Implement physical improvements near educational facilities to ensure safe access.					•			•	•	•		•				•		•
Coordinate Implementation of Bicycle Master Plan with school facilities plan.					•			•	•			•				•		•
Objective 2: Encourage the use of public transit to travel to schools.									•									
Develop transit routes, schedules and amenities to provide reliable transportation to schools					•			•	•		•					•		
Integrate college based shuttle services with public transit.					•			•	•		•					•		
Make reduced fare transit programs available to all college students.					•			•	•							•		
Appendices																		
Plan Impementation Element																		
Future Zoning and Land Use Recommendations						•			•	•		•				•	•	•
Growth Promotion Areas	•		•						•	•						•	•	•
Park Funding Strategy								•	•			•				•		•
Appendices																		

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
Policies and Strategies																		
A. Fulfillment of City and State Guidelines																		
B. BWIB Targeted Industry Strategy						•			•							•		
C. Baltimore City Economic Growth Strategy						•			•							•	•	•
D. TOD Strategy	•		•			•			•		•					•	•	•
E. Reservoir Watershed Management Agreement					•				•					•	•	•		•
F. Baltimore Consent Decree					•				•					•		•		•
Land Use Plan Elements																		
G. Industrial Land Use Study						•				•						•	•	
H. Retail Assessment Survey						•				•						•	•	
I. Commercial Land Study						•				•						•	•	
J. Maritime Industrial Zoning Overlay District (MIZOD) Ordinance		•				•			•							•	•	
K. Heritage Area Management Action Plan				•					•							•		•
L. Charles Street Scenic Byway Management Plan									•		•				•	•	•	
M. Housing Typology										•						•		
N. Holding Capacity			•							•						•		
Transportation Plan element																		
O. Baltimore Regional Rail Plan							•		•		•				•	•	•	
P. Water Taxi Stops							•				•					•	•	
Q. Bicycle Master Plan									•		•					•		•
R. Transportation Plan									•		•					•	•	
Sensitive Areas Element																		
S. Sensitive Area Plan		•		•	•				•					•		•		•
T. All-Hazards Plan		•		•	•				•					•		•		
U. Critical Area Plan		•		•					•					•		•		•
V. Tree Canopy		•							•					•		•		
W. Ten Year Solid Waste Management Plan									•					•	•	•		•
Community Facilities Element																		
X. Educational Facilities Master Plan							•		•	•		•				•		•
Y. Land Preservation and Recreation Plan					•		•	•	•	•		•				•		•
Plans and Maps																		
Z. List of Completed and Adopted Neighborhood Plans, Urban Renewal Plans and Planned Unit Developments						•				•						•	•	•

Fulfillment of City and State Guidelines (continued)	Maryland Article 66B Required								Maryland Article 66B Required Elements								Baltimore City Charter Article 74 Required Scope	
	V1	V2	V3	V4	V5	V6	V7	V8	E1	E2	E3	E4	E5	E6	E7	E8	C1	C2
AA. Public Institutions										.						.		.
BB. Parks, Waterways and Trails									
CC. Floodplain									
DD. MTA/MDOT Facilities									
EE. DPW facilities										.						.		.

B. BWIB Targeted Industry Strategy

Baltimore Workforce Investment Board Targeted Industry Strategy
Presentation to Sectoral Advancement Strategies Subcommittee
March 10, 2004

I. INTRODUCTION

In the summer of 2001, the Planning Committee of the Baltimore Workforce Investment Board (BWIB) began the process of choosing specific industry sectors for targeted workforce development strategies in the Baltimore Metropolitan region. Based on the selection process described below, the following five industries were chosen by the BWIB in April of 2002 for targeted workforce development strategies:

Required Elements:

- Business Services
- Construction
- Health Care/Life Sciences
- Hospitality/Tourism
- Information Technology and Computer Related Services

In the Fall of 2003, the Committee recommended that Health Care and Life Sciences be broken into two distinct industries because of their unique workforce development planning needs. Information Technology was also renamed to be more precise. This resulted in a total of six targeted BWIB industries in alphabetical order as follows:

- Bioscience
- Business Services
- Computer, Internet and Data Services
- Construction
- Health Care and Social Assistance
- Hospitality/Tourism

II. DEFINITIONS OF TARGETED INDUSTRIES

Bioscience

The Bioscience sector includes industries that are “biology driven, and their activity substantially involves research, development or manufacture of the following: 1) Biologically active molecules, 2) Devices that employ or affect biological processes, and 3) Biological information resources”. Within this broad definition, the target sector includes the following employers: 1) Private sector (Bioscience companies– R&D, Service and Manufacturing, Testing labs such as Quest Diagnostics, and Hospital Labs such as University of Maryland Medical Center); 2) Higher Education (University research labs); 3) Federal Labs (such as National Institutes of Health); and 4) Research Institutes.

Business Services

The Business Services sector includes the following industries: 1) Accounting, Tax Preparation, Bookkeeping, and Payroll Services; 2) Management Consulting Services, 3) Advertising and Related Services, 4) Management of Companies and Enterprises (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making role of the company or enterprise and 5) Administrative and Support Services.

Computer, Internet and Data Services

The Computer, Internet and Data Services related industries include: 1) Internet Publishing and Broadcasting, 2) Internet Service Providers and Web Search

Portals, and Data Processing Services; 3) Computer Facilities Management Services (including establishments primarily engaged in providing on-site management and operation of clients' computer systems and/or data processing facilities as well as establishments providing computer systems or data processing facilities support services).

Construction

The Construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts).

Health Care and Social Assistance

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. Trained professionals deliver the services provided by establishments in this sector. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Hospitality and Tourism

The Hospitality and Tourism sector includes the following industries: 1) Retail Trade; 2) Food and Beverage; 3) Clothing and Clothing Accessories Stores; 4) Sporting Goods, Hobby, Book, and Music Stores; 5) General Merchandise Stores; 5) Miscellaneous Store Retailers (Does not include motor vehicles and parts; new furniture and house furnishings; new appliances and electronic products; new building materials; and garden equipment and supplies; food and beverages; health and personal care goods; gasoline; new clothing and accessories; and new sporting goods, hobby goods, books, and music), 6) Scenic and Sightseeing Transportation, 7) Convention and Visitors Bureaus, 8) Convention and Trade Show Organizers, 9) Performing Arts, Spectator Sports, and Related Industries, 10) Accommodation Industries and 11) Food Services and Drinking Places (Including full-service restaurants; limited-service eating places; special food services, such as food service contractors, caterers, and mobile food services; and drinking places).

III. DATA REVIEWED

The following criteria and types of information were reviewed:

(1) Current Need by Industry

- Employer Recruitment Difficulty
- Projected Openings Availability of Entry-level Jobs
- Vacancy Rates

(2) Current Human and Financial Resources by Industry

- Total local Employment
- BWIB Financial Resources
- Total Number of Graduate degrees in a Year by Area of Study
- Economic Development/Political Strategies

- (3) Wages by Industry
 - Wage Ranges
 - Wage Changes over time (1 and 10 year time span)
- (4) Changes in Employment Over Time by Industry
 - Past Employment Growth (1 and 10 year time span)
 - Projected Employment Growth
- (5) Potential for Career Ladders by Industry
 - Locally identified career Ladders
 - Nationally identified career ladders
- (6) Opportunities for Low-Skill Workers
 - Identified Industries With Entry-Level Job Opportunities and “Good Wages”
 - Identified occupations with growth potential in the local area

IV. SUMMARY

Business Services Sector is the second largest employment industry sector in Baltimore City, employing 45,000 people or 12% of the workforce in July 2003. From 1990 to 2002, this employment sector grew 9.3% in Baltimore City. Wages have increased 50.9% after inflation in Maryland. Career ladders appear to be less obvious in this industry and need further exploration. There are six high growth occupations in this industry projected through 2006. There are high-demand, low skill/education jobs with good wages in this industry.

Construction In July 2003, there were 12,300 and 74,200 construction related jobs in Baltimore City and the Baltimore Metro area, respectively. The Construction industry represents 3% and 5.3% of Baltimore City and Baltimore Metro Area's total employment, respectively. In 2000 the Construction industry in Baltimore City represented 16% and 8.6% of the total Construction industry in the Baltimore Metro area and Maryland, respectively. Baltimore's share of Maryland's Construction industry decreased by 2% between 1990 and 2000. Maryland average weekly wages in this industry are very good and have shown an increase of 46% between 1990 and 1999. This industry is particularly important to job seekers with low educational attainment. There are many low education, high-demand, jobs with good wages in this industry. Most of the training is done through on-the-job experience.

Health Care/Life Sciences Sector is the largest employment industry sector in Baltimore City. The Health Care and Social Assistance sector employs 67,200 alone or 17.34% of the workforce. In Maryland, the industry grew 23.3% from 1990-1999. The industry is one of only three Baltimore city sectors to grow (9.3%) from 1990 to 2002. The industry has high vacancy rates. From 1990 to 1999, wages in this industry have grown 32% after inflation (26%). There are easily identifiable career ladders in this industry and local Baltimore employers have been receptive to further development of career pipeline strategies. There are high-demand, low skill/education jobs with good wages in this industry.

Hospitality/Tourism In July 2003, there were 30,300 jobs in the Hospitality/Tourism industry in Baltimore City. However, this is probably an underestimate of the whole tourism industry that includes many retail shops not counted in this figure. This sector represents 8% of Baltimore City employment. Between 1990 and 2002, this industry decreased by 8.2%. Some of this may be due to terrorist activities and a lagging economy in 2001 and 2002; however employment before the events of 9-11, in 2000, was just 27,400; a drop of 6.4% from

1990 employment. Nevertheless, this industry boasts 11 occupations listed among the 50-projected growth occupations in Baltimore City through 2006. Wages in this industry are relatively low but have increased 36% from 1990 to 1999 in Maryland, after adjusting for inflation. There are many entry-level jobs for low skill workers in this industry. Career ladders have been developed and local employers have shown interest in developing them further.

Information Technology and Computer Related Services This sector employed 21,296 Core IT workers in the Baltimore Metro Region in 2001. Updated figures are not easily available. Between 1991 and 1999 this employment sector grew by 10% in Maryland. Of all industries in Baltimore, this employment sector pays the highest weekly wages. In addition, wages have increased by 47% in Maryland after adjusting for inflation. Six occupations within this industry have been projected to experience high growth through 2006 in Baltimore. While the future rate of continued employment growth in this industry is debatable, national studies have shown that there are more computer-related jobs across all industries than there are within the Information Technology industry itself. Put another way, the skills associated with this industry have broad applicability across the workforce. Career ladders have been established in this industry. Two occupations were identified as high-demand, low skill/education jobs with good wages in this industry.

V. OTHER MARYLAND ENTITIES'TARGETED INDUSTRIES

	Baltimore City Growth Industries ¹	Maryland Growth Industries ²	Vacancy Rates	Baltimore Jobs ³	Industry Specific Maryland Graduates 2000 ⁴	Baltimore Average Weekly Wages ⁵	Maryland Wage Growth 1990-1999
Business Services	+8.3%	+13.9%	10% ⁶	45,000	7214	\$550	+43.4%
Health Care & Soc.Ass.	+9.3%	+44.7%	13.9% ⁷	67,200	6487	\$588	+32.4%
Information Technology	N/A	+10.2%	12.1% ⁸	21,296 ⁹	4371	\$962	+47.2%
Construction	-32.6%	+5.7%	N/A	12,300	N/A	\$680	+31.6%
Hospitality/Tourism	-8.19%	+17.4%	N/A	30,300	N/A	\$404	+35.6%

A. Governor's Workforce Investment Board Vital Industries for Maryland

Purpose: Identify industries vital to workforce and economic development

- Construction
- Health Care
- Hospitality and Tourism
- Education
- High Technology

B. Department of Business and Economic Development (DBED)

Maryland's Most Competitive Industries

Purpose: Focus limited resources on high-impact projects with best chance to win

Most Competitive

Biotech (Core in Rockville to Frederick area):

- Diagnostics
- Commercial Research
- Biological Products

Telcom

- Space vehicles
- Communication services
- Search and Navigation Equipment

IT Services

- Systems Integration
- Computer Programming

FIRE

- Credit Institutions
- Real Estate Investment Trusts
- Commercial Banks
- Savings Institutions

C. Baltimore City Economic Growth Strategy

<http://www.ci.baltimore.md.us/images/EconGrowthStrategy.pdf>

D. TOD Strategy

Transit Oriented Development (TOD) Strategy

The State of Maryland's TOD Task Force developed the following working definition for Transit Oriented Development in 2000: "A place of relatively higher density that includes a mixture of residential, employment, shopping, and civic uses and types, located within an easy walk of a bus or transit center." (TOD Task Force, MDOT, 2000). Baltimore City's Department of Planning has taken this definition as a point of departure in developing transit-supportive land use strategies for the City. In this effort, the City emphasizes Transit Oriented Development as an approach, rather than a pre-determined architectural product, the object of which is to create compact, pedestrian-friendly activity zones near transit stations. As such, bringing TOD principles to any given station area will imply very different outcomes in terms of the character, density and mix of uses implied, depending on the needs, opportunities and existing character of surrounding neighborhoods (ranging from Downtown districts to residential centers).

Benefits and Purpose of Transit Oriented Development

The TOD approach seeks to promote active, well-defined places near transit stations so as to create amenities for existing transit riders, to generate new ridership through housing and destinations, and to leverage transit investments to achieve community goals. The approach is a critical component of the broader land use strategy which seeks to accommodate growth while enhancing livability by promoting appropriate infrastructure and land use mixes in station areas. By making it easier for residents to access shopping, work and neighborhood services by either walking or transit, the approach can help reduce auto-dependency. Given heightening fuel and energy costs, and the large share of household incomes generally devoted to meeting auto-travel expenses, we expect the strategy to yield significant cost savings for area residents and businesses, while attracting new investment and interest to Baltimore City.

Guiding Objectives for TOD Planning and Policy:

The Planning Department in conjunction with the Departments of Housing, Transportation, and the Baltimore Development Corporation, has developed a list of overarching objectives as a guide for transit-oriented development in Baltimore. It is intended that these objectives would be more formally adopted to provide the focus for our zoning and incentive programs for transit-oriented development:

Economic Efficacy and Growth

Maximize transit assets for public benefit and leverage these investments towards the realization of broader economic development goals.

Transportation Choices

Expand transportation choices by enhancing the quality of bicycle, pedestrian and transit access, and managing the use of the automobile.

Efficient Land Use

Guide future development into compact mixed-use activity centers near transit that promote efficient land use and provide convenient access to jobs and daily services.

Neighborhood Benefits

Enhance character, safety and sense of place in neighborhoods near transit stations, and promote a broad range of housing choices.

Since 2004, the Baltimore City Department of Planning has embarked on a two-part strategy to bring the principles of Transit Oriented Development into City land use policy and practice. This strategy has entailed two key elements: Pilot projects and policy review to enhance existing station areas, and TOD planning for proposed extensions of the mass transit system.

I. Existing Station Areas: TOD Pilot Projects and Development Guidelines

- TOD Pilot Projects

In 2004, the Department conducted a comprehensive review of existing transit stations to identify promising pilot projects. The analysis resulted in Departmental negotiations with MDP and MDOT to move forward in 3 existing station areas: State Center, West Baltimore MARC and Reisterstown Plaza. Of these the State Center project, which incorporates all three of the City's fixed mass transit modes was identified as a top priority.

The process of TOD planning for State Center entailed working with State agencies and their consultants to conduct market research, land use analysis and stakeholder outreach in the half mile radius of the existing State Center Metro station. In January 2005, a five day charrette was held to begin outlining a vision of the potential for the area to be redeveloped along TOD principles. Results of this process were documented in a Draft State Center Transit Oriented Development Strategy (March 2005), which became a basis for further planning in the area, and informed the State's decision to issue an RFQ for all state-owned properties in the area (roughly 25 acres) in September 2005.

While detailed policy lessons have yet to be drawn, the project has provided insights into constraints and possibilities of partnering for TOD projects in the Baltimore context. It has also provided a basis from which City and State will

continue to work together, to promote public-private partnerships and planning processes for TOD in such other identified planning areas as the West Baltimore MARC and Reisterstown Plaza Metro stations, which we expect to move forward in the coming year.

The Department has meanwhile continued investigation of other station area planning and redevelopment opportunities (including Westport, Shot Tower, and Penn North), and put in place a checklist of concerns to be addressed in the development review of station area projects.

- TOD Development Guidelines:

In 2005, the Department of Planning developed and implemented a checklist to guide the site plan and design review of projects within a half mile radius of transit stations. This list of principles or ‘checklist’, which have been included in the City’s Development Guidebook, is intended to ensure the following principles are addressed:

- Higher density development in relation to the surrounding community
- A mix of land uses, horizontally and vertically
- Compact pedestrian-oriented design and streetscapes
- Building design and orientation to the street and transit facilities
- Connected street pattern without super-blocks and cul-de-sacs
- A system of quality open space and amenities
- Limited and managed automobile parking

II: Planning for Future Transit Station Areas

The City has also partnered with MDOT, MTA and Baltimore County to investigate transit-supportive land use policies as part of the current Red Line study. In the primary instance this has entailed bringing Transit Oriented Development principles to bear on alignment decisions, to ensure that planning for transit takes existing land use challenges and opportunities adequately into account.

Preliminary market research for station areas at Edmondson Village Shopping Center, West Baltimore MARC, and Canton Crossing Stations has been conducted. As the Red Line planning process moves forward, we expect to see community involvement in more in-depth station area planning. This process will include outreach activities, land use and zoning analysis, and station area planning to help extend and integrate Baltimore’s transit system and to leverage transit investments towards achieving community goals.

The Department intends to create a TOD zoning district to more directly regulate and incentivize development near transit stations to ensure that land uses are transit-supportive. The Proposed Future Land Use Map (See Chapter IX) shows where TOD projects are being pursued at existing stations (e.g. State Center and Rogers Avenue) as well as potential TOD areas for proposed transit stations (e.g. Poppleton).

E. Rervoir Watershed Management Agreement

<http://www.baltometro.org/RWP/ReservoirAgreement2005.pdf>

F. Baltimore Consent Decree	www.liveearnplaylearn.com/portals/0/15_consent_decree_final_9_30_02.pdf
G. Industrial Land Use Study	www.liveearnplaylearn.com/publications/cmp/appendix/industrial_land_use_analysis.pdf

H. Retail Assessment Study

Retail Assessment Summary For Baltimore City October 5, 2005

The Baltimore Development Corporation (BDC), Downtown Partnership of Baltimore, Inc. (Downtown Partnership), Baltimore City Department of Planning (DOP), and the Charles Street Development Corporation have formed a Strategy Team to develop a comprehensive retail strategy and marketing program for the City of Baltimore, focusing primarily on downtown and select neighborhood retail districts. To develop the report, the Strategy Team requires a comprehensive understanding of the national retail marketplace and Baltimore's position to take advantage of it. This retail market assessment is designed to serve as the foundation for the retail strategy, enabling intelligent and creative decisions based on data, information and market realities.

Key Takeaways

The U.S. Urban Retail Market

- **Demographics Drive Retail Location Decisions:** While retailers consider a wide variety of factors in making location decisions, decisions are driven primarily by demographics –population, employment and income. If the demographic data and trends in a location do not meet predetermined requirements, retailers are not as likely to give the location or its other traits further consideration.
- **Different Location Factors for Different Retail Types:** Within cities, high-end retailers are typically attracted to areas in and near downtown since this is where the greatest number of high-income residents, employees and visitors are on a day-to-day basis. However, when mid-level and big box retailers, such as Target, Marshalls, and Home Depot, locate in cities, they tend to locate outside the center city in less expensive areas that offer easy access to a broad range of residents. These areas often offer easy parking or are near major public transportation stations. Home Depot, Toys 'R' Us, and Target (among others) have opened prototype stores in Manhattan, however, this is more of an urban experiment than a trend.
- **National Retail is Limited in Center Cities:** Typical location models for major national retail chains do not favor center cities. Suburban areas continue to be the preferred location of choice for most national retail chains. While the argument could be made that many major cities are 'under-retailed' by national chains based on population, most cities do not have the other critical demographic criteria and attributes that retailers believe they need to be successful.

Of the 40 national chains studied for this project, about half have locations in the top 8 retail cities identified below. For cities below the top 8, the presence of high-end and other national chains is much more limited. The mid-tier cities that have some national chains tend to have stores such as Gap, Banana Republic, Talbots, Barnes & Noble, Borders and perhaps one department store.

- **National Retailers Cluster Together:** Whether in suburban or central city areas, national retailers cluster near one another and other high-end local retailers in enclosed malls, open air malls, or designated shopping districts. Many national retailers have a pre-determined list of retailers with whom they prefer to co-locate.
- **Changing Urban Malls:** While most cities in the top 25 metro areas have a major shopping mall of 400,000 square feet or more, many of these are in decline, such as Philadelphia's Gallery (1 million square feet) and St. Louis City Centre (900,000 square feet). Many of the newest developments in central cities are quite different including: mixed-use facilities, open-air malls, and street-level storefronts in neighborhood shopping districts. Louisville recently opened up the former Galleria Mall into an outdoor Urban Entertainment Center similar to Baltimore's Power Plant. Examples of newer urban shopping districts or open-air malls include Philadelphia's Walnut Street, Minneapolis' Nicollet Mall and Atlanta's Atlantic Station (a 138-acre mixed-use project on the site of a former midtown steel mill).
- **Top U.S. Retail Cities:** Among major U.S. metro areas, there are only about 8 strong retail center cities. They are New York, Chicago, San Francisco, Boston, Seattle, Washington, D.C., Philadelphia and Portland, OR. The selection of these cities as top tier retail centers was based on high retail sales, high consumer spending, high retail employment and/or a large presence of major national chains in the center city. While other cities, such as Minneapolis, Denver and San Diego, are improving their retail bases, most cities in the top 25 metro areas are struggling to retain and attract national retail chains.
- **What Top Cities Have in Common:** Most of the cities listed above have a number of common traits. They have: 1) large metro area populations; 2) high center city population densities; 3) high center city daytime employment; 4) high center city average incomes; 5) at least one large mall or shopping district (400,000 to 1.5 million square feet) in the center city; 6) good public transportation; 7) good public safety either real or perceived. It is the combination of all of these traits together in a core area that seems to drive success, as opposed to having only one or two traits.
- **Experience and Authenticity:** In urban areas, national retail (and high-end locally-owned stores) tends to locate in neighborhoods or areas that offer a unique experience relative to typical suburban neighborhoods. This includes the presence of small parks and squares, sidewalk cafes, clustered amenities and a pedestrian-friendly non auto-dominated environment that encourages people to linger. Urban areas are also capitalizing on their authenticity – using historic assets, architecture, cultural offerings, and unique urban settings to create a desirable environment for residents, employers and visitors. Rittenhouse Square (Philadelphia), Magnificent Mile (Chicago), and Newbury Street/Public Garden (Boston) provide examples of urban areas that pull most of these traits together.
- **Department Stores:** With retail trends favoring big box stores, low-price warehouses, and open-air, 'main street' malls, department stores have been losing their long-held 'anchor' position in the retail market. Department stores are being forced to re-invent themselves (Sears, JC Penney), consolidate with other stores (e.g., the Federated takeover of May), eliminate stores (Federated, Lord & Taylor) or go out of business (Wards, Bradlees, Caldor). However, among the 25 largest metro areas, 18 have at least one department store in or near downtown. Six of the eight top tier retail cities listed above

have at least 4 or more department stores, with only Philadelphia (2 stores) and Washington, D.C. (1 store) lagging the group. The department stores that are located in these center cities tend to be higher-end, including Nordstrom, Neiman Marcus, Macy's, Saks Fifth Avenue, Barney's, Lord & Taylor and Bloomingdales.

- Pittsburgh provides a sobering example of the difficulty in trying to secure department stores to spur high-end retail growth. The city was successful in using incentives to lure high-end Lazarus and Lord & Taylor stores to serve as anchors for a planned high-end shopping avenue. However, both stores closed within 2 years of opening, citing sales figures that fell below 50% of projections.
- Incentives: While a handful of cities have created incentive programs to attract retail, research on this project was unable to find any significant and successful retail incentive programs in major cities. Pittsburgh, as discussed above, provided \$50 million for new Lazarus and Lord & Taylor stores, only to see both downtown stores close within two years of opening. The city is now responsible for paying off that debt. Washington, D.C. has enabled TIF legislation for retail, however, it has produced no favorable results. Only one small store has taken advantage of Detroit's retail grants incentive. Buffalo used significant state and local grants to attract Bass Pro Shops to anchor a downtown redevelopment project, however, this is viewed largely as an act of desperation by a city in need of an economic spark.

Most articles reviewed for this project, and representatives of other cities, conclude that incentives for retail are bad policy not only because they tend to be risky, but also because they do not seem to produce desired results. The best incentive for retail appears to be the creation of a city environment that supports retail through infrastructure, amenities, government support and incentives targeted to the project developer for the overall project, as opposed to potential project tenants.

- Retail as Economic Development Effort: Historically, most cities have taken the position that retail is a follower of other economic activity. Therefore, cities and regions have not considered attracting and supporting retail to be an economic development priority. However, recent trends, such as renewal of center cities and the quest for improved amenities, have driven a new focus on retail as a key amenity in supporting quality of life.

Few cities, however, have placed much in the way of resources towards a retail attraction and support effort. Some cities have created retail incentives (see above) with minimal results; San Jose, Austin and Portland have each developed retail strategies; and Philadelphia has pieced together highly professional marketing materials to promote its retail neighborhoods. But none of these cities has a program, staff or organization that is dedicated to retail attraction and support.

- Transportation and Parking: While parking for retail is viewed as a must in the suburbs, it plays a different role in urban centers. The top 8 retail cities identified each have good public transportation systems (including subway and light rail) and a daytime population base that is already downtown on a daily basis for other reasons (e.g., residents, employees, visitors). Philadelphia representatives stated that their retailers do not complain about the lack of parking nearby because they recognize that their business will come from people who are in town for other reasons and will shop while they are there.

If people do come downtown to shop, it is for the experience or a unique item, not for convenience. This is why the existing demographics are so important. Cheap, easy parking is not typically a necessary part of the successful urban retail district.

- **General Retail Development Trends:** Current retail developments tend to revolve around mixed-use, ‘lifestyle’ centers (often open-air ‘main street’ malls), and urban entertainment centers (UEC). Few traditional enclosed malls are being developed today, although many argue the existing ones still have a place in the market.

Mixed-use developments are those that include office, retail and residential space. They often entail pedestrian friendly environments, lifestyle-oriented merchandising, main street ambience, convenient access, and scaled-down big-box stores.

According to ICSC, lifestyle centers typically have an open-air configuration and 150,000 to 500,000 square feet of retail space, with at least 50,000 square feet occupied by upscale national chains. The tenant types are typically apparel, home goods, and books and music. Restaurants, entertainment and design ambience (including sidewalk cafes, open space and other desirable settings) also make the complex a destination for more than just shopping. Many of these ‘main street’ projects are anchored by mega-plex movie theaters and offer outdoor dining, fountains and park benches designed to replicate the environment of old time city shopping districts.

Urban Entertainment Centers (UEC) are developments that mix destination, entertainment and retail. These projects bring together unique tenants and sense of place to encourage visitors to extend their stay. They are often ‘over the top’, with one developer describing them as, “Disneyland without the rides”. To become successful, UECs require a strong tourist and local market. They also need some type of over-arching idea. The Cordish Company in Baltimore has become a signature developer of downtown UECs, with Baltimore’s Power Plant, Louisville’s 4th Street Live, Kansas City’s Power and Light District and projects in Orlando, Norfolk and other cities.

The Baltimore City Market and Retail Potential

- **Demographic Power in 1-Mile Radius of Core:** Baltimore arguably has one of the nation’s top center cities. The mix of residents, employers, tourists and amenities in the core of the city supports Baltimore’s emergence as a top tier downtown. Among the top 25 U.S. metro areas, Baltimore ranks 8th for population (36,980) within a 1-mile radius of the city center and 8th for number of households earning \$75,000+ in the same radius.
- **Demographic Decline in 3- and 5-Mile Radius:** Like many major U.S. cities, Baltimore has a solid core city, surrounded by struggling areas. While Baltimore’s population in a 3- and 5-mile radius remains among the top 10 cities nationally, income, growth and other critical measures fall-off dramatically. Like Baltimore, most major metro areas used to resemble a ‘doughnut’, with the entire city in decline and the surrounding suburbs showing great strength and growth. Today, large metro areas are starting to resemble ‘bullseyes’, with redevelopment and a rising middle- and upper-class demographic in the core and in suburban areas, but with continued decline in other city areas and the inner ring suburbs.

- **Underserved by National Retail Chains?** Yes and No: Given its improving demographics in the city center and in demographic comparison with city centers in other metro areas, it could be argued that Baltimore is underserved by national retail chains. However, like most cities, Baltimore's city center still does not fare well when compared to surrounding suburban jurisdictions given their strong demographics, flexible real estate, and parking access. The overall retail market in Greater Baltimore and nearby Washington is very well served by national retail chains.

Of the 40 national retail chains evaluated for this project, only 8 have locations within 1 mile of Baltimore's city center. They are: Banana Republic, Barnes & Noble, ESPNZone, Gap, Office Depot, Safeway, Talbots, and Whole Foods. Most of the other chains have multiple locations in suburban Maryland, however, some have no Maryland locations, including Barney's, Cole Haan, Marshall Fields, Neiman Marcus, and West Elm.

- **Characterized by Small, Local Retail:** While the presence of high-end national chains is fairly limited in Baltimore's center city, the City does have a large number of small, street-level, local retailers. Among the top 25 markets reviewed, Baltimore City is among the top 10 for number of retail establishments and has the lowest average employment per establishment. This contributes to the City's authenticity, however, the existing building footprints and frontage are not suitable for attracting national retail chains.
- **What's Been Holding Baltimore Back?:** Baltimore's effort to attract national retail chains has been held back by: 1) demographics that have only recently begun to become attractive to retailers; 2) downtown daytime employment that is well-below top markets; 3) no large, clustered shopping district or mall in or near downtown; 4) lack of adequate space to group retailers together and provide desired footprints and store frontage; 5) stiff competition from Columbia and wealthy surrounding suburbs; 6) easy access to high-end urban shopping experiences in New York, Philadelphia and Washington, D.C.; 7) inadequate and poorly connected public transportation system; 8) the perception of crime; 9) lack of comprehensive information on the Baltimore market and how it compares to other cities and suburban markets.
- **Reasons for Optimism in Baltimore:** Baltimore has a number of reasons to be optimistic about its position to attract and support a strong retail base. The City: 1) is arguably one of the nation's top downtowns given its dense clustering of residents, businesses, visitors, institutions, sports facilities and events; 2) meets many factors that are driving national retail chain locations in top tier cities; 3) has high population density; 4) has a high number of high income earners in the city center; 5) is realizing a booming demand for high-end residential units; 6) has a high hotel occupancy rate with many new hotels in the pipeline; and 7) has the authenticity (architecture, culture, distinct neighborhoods, diverse populations) that is driving urban renewal in many major markets.
- **Suburbs Win Demographic Battle with City:** While Baltimore and nearby Washington, D.C. are performing fairly well against other central cities for desired demographic attributes, the surrounding Maryland suburbs perform much better. Using a 5-mile radius geography, Washington, Silver Spring, Baltimore and Bethesda have by far the highest populations and employment levels in the region. However, growth, incomes and consumer spending are much higher in the suburban towns than in Baltimore. The median household income within a 5-mile radius of downtown Baltimore is only \$31,976,

while it is over \$80,000 in Columbia and Bethesda. All other jurisdictions, including Washington, D.C., average over \$50,000. Combine these demographic factors with other key factors considered in retail location models, such as available land, parking, and public safety, and it is easy to see why retailers tend to cluster in suburban areas.

- **Light Street to Canton is Strongest City Area:** Among the Baltimore City neighborhoods reviewed, the areas around the Inner Harbor from the corner of Light and Pratt Streets, through Harbor East, to Canton show the greatest potential for attracting national retail. Federal Hill possesses fairly strong demographics and provides possibilities, however, it is not as central to the business and tourism core as the other areas and does not have large buildings or parcels to meet national retail needs. Incomes and household growth would likely deter high-end national chains from considering Mt. Vernon, the East Side/JHU, and the West Side/UMMS, even though these neighborhoods have the largest populations within a 1-mile radius. These neighborhoods should be considered for local, boutique, and small national or regional retail chains.

Primary Implications of Findings for Baltimore

- **If Demographics Rule:** Then, in efforts to attract high-end national retail chains, Baltimore must focus on the neighborhoods within a 1-mile radius of the core downtown area. These are the only areas in the City that begin to provide the demographics and attributes that are proving attractive to high-end chains in other cities. Baltimore must also begin to produce demographics and marketing materials based on the entire city center (e.g., 1-mile radius) and not a limited definition of what constitutes ‘downtown’. If Baltimore doesn’t put its best foot forward in attempting to attract national retail, it is much less likely to be successful.
- **If Cities Don’t Fit Retail Models:** Then Baltimore must creatively package and market itself to desired retailers guided by a well-conceived plan. Otherwise, the existing models will serve to pass the City by. Baltimore must also identify ways to differentiate itself from surrounding suburbs.
- **If National Retailers Cluster; If All Successful Cities Have Dedicated Shopping Districts and/or Malls:** Then Baltimore must identify and promote areas where retailers can co-locate and cluster together in large numbers.
- **If Retailers Want Certain Footprints and Frontage:** Then Baltimore must either work to find space that meets retailer models or work creatively with retailers to help them adapt their models to unique urban environments.
- **If Authenticity Matters:** Then Baltimore must preserve and leverage its unique neighborhoods, markets and architecture.
- **If The Experience Matters:** Then Baltimore must consider sidewalk cafes, parks/squares, and places to linger which are not dominated by automobiles when determining where retail will thrive.
- **If Access Matters; If Top Tier Retail Cities Don’t Prioritize Easy Parking:** Then Baltimore must consider retail access in housing, transportation, and other growth planning. The City must also ensure its designated shopping districts are pedestrian friendly since most urban shoppers arrive on foot.
- **If Department Stores Aren’t Anchors Anymore, but Part of the Mix; If Most Downtown Department Stores are High End:** Then Baltimore should continue to explore the possibilities department stores may provide to the overall

retail environment and mix downtown, but attraction of a department store should not be viewed as a panacea that will move the City ahead by itself. The City should focus downtown efforts on higher-end department stores.

- **If Retail Incentives Aren't Effective:** Then Baltimore must consider the entire set of factors that are proving to drive attraction of targeted national retail chains, as opposed to looking for an incentive that will serve as a silver bullet. The City must also focus on attracting and working with experienced developers that have the proven ability to attract desired retail to their projects.
- **If Baltimore has a Strong, Diversified Center City, but has Limited Presence of National Retail:** Then Baltimore has the opportunity to move into the top tier of U.S. downtowns for retail if it markets and manages its assets well.
- **If Most Cities Don't Have Dedicated Retail Marketing Programs:** Then Baltimore has the opportunity to achieve success and be a first-mover among mid-tier markets, given its dedicated retail staff at Downtown Partnership, focus on commercial revitalization at BDC (including Main Streets) and existing center city attributes and demographics.
- **If Site Selection for Retail Varies by Size and Type:** Then Baltimore must address the strategy to meet the different needs of primary retail types: 1) high-end national chains; 2) mid-level national chains; and 3) smaller, local retailers. High-end retail must focus primarily on the high-income core (1-mile radius); mid-level retail (e.g., Target, Kohls, Marshalls) must focus on neighborhoods that provide lower cost, easy access to a wide variety of residents; and smaller, local retail must focus primarily on the City's many unique neighborhoods.

Background: Project Approach

To develop a successful assessment and strategy, the Team wanted to understand: how retail location decisions are being made; the key factors involved in the location process; how Baltimore and other places compare given these key factors; current and future retail trends; and the recent experiences of other cities. To attain this understanding, the Team approached the project from a variety of different angles. They are:

- **Understanding Retail Location Decisions:** Forty national retailers were evaluated to determine where they have actually located stores and how they make location decisions. The 40 retailers represent a cross section of retail types including department, grocery, specialty, and big box stores.
- **Comparing Center Cities in the Top 25 Metro Areas:** Each of the top 25 U.S. metro areas and their core cities were evaluated to determine their demographics. The cities were also studied to determine which national retail chains are located in or near downtown.
- **Determining Retail Trends:** A wide variety of articles and reports were reviewed to determine the latest retail trends.
- **Comparing Baltimore and Its Surrounding Suburbs:** Baltimore City was compared to surrounding suburban towns to determine the difference in demographic characteristics and other factors most critical to retail location.
- **Comparing Baltimore Center City Neighborhoods:** Key demographics were evaluated using a 1-mile radius of 7 different neighborhoods in or near downtown. The areas studied include: Canton, East Side/JHU, Federal Hill, Harbor East, Mt. Vernon, Pratt & Light Streets, and the West Side/UMMS.

- Visiting a Top Retail City: Members of the project team visited Philadelphia for one day to meet with local officials and to experience the City’s retail shopping districts and associated neighborhoods firsthand.

City Comparisons: Apples and Oranges

The problem in comparing cities is that they are political jurisdictions that are very different in size (land area) so the information obtained does not provide for apples-to-apples comparisons. For example, Phoenix has a city population of 1.39 million and Baltimore City has a population of 643,000. So it is commonly assumed that Phoenix (6th largest U.S. city) is over twice as big as Baltimore City (18th largest). However, Phoenix City has a land area of about 475 square miles, whereas Baltimore City has only 81 square miles. Baltimore City actually has a population density three times greater than Phoenix. Even downtowns are difficult to compare. The Team was able to uncover some studies that compared ‘downtown’ areas in many cities, however, most of the data was self-reported and the downtowns also varied in size and definition.

Therefore, instead of using the top 25 cities for comparison, the Team decided to start by identifying the 25 largest metro areas, which represent true markets. Then, to ensure apples-to-apples comparisons of city centers, Claritas software was used to collect demographic data for a 1-, 3- and 5- mile radius from each city center. Using this data, Baltimore actually ranks 8th among the top 25 U.S. metros for population within a 1-mile radius of the city center, while Phoenix ranks only 17th.

This approach more accurately portrays how national retailers make location decisions and helps to explain why Phoenix, in spite of officially being the nation’s 6th largest city, has limited retail downtown. It also more accurately reveals the true strength of Baltimore’s downtown and nearby areas.

Population and Households

It is important to recognize the importance of household growth, in addition to monitoring population trends, in evaluating a market. In Baltimore’s case, while population in certain neighborhoods has declined, the number of households in them actually increased. Incomes are also rising in many city neighborhoods. In neighborhoods in and around downtown and the Inner Harbor, homes that used to house lower-income families of 5, are now middle- to upper-class households of one or two people. The City is also realizing significant infill development. So, population may decline, but number of households, median household incomes, property values, and tax revenues in many neighborhoods are going up.

I.	Commercial Land Study	www.liveearnplaylearn.com/publications/cmp/appendix/commercial_land_study.pdf
J.	Maritime Industrial Zoning Overlay District (MIZOD) Ordinance	http://www.liveearnplaylearn.com/portals/0/16_mizod_ord.pdf
K.	Heritage Area Management Action Plan	www.liveearnplaylearn.com/publications/cmp/appendix/heritage_area_management_action_plan.pdf

L. Charles Scenic Byway Management Plan

http://www.jmt.com/directcontent/cssbmp/cssbmp_Final_Part_1.pdf
http://www.jmt.com/directcontent/cssbmp/cssbmp_Final_Part_2a.pdf
http://www.jmt.com/directcontent/cssbmp/cssbmp_Final_Part_2b.pdf
http://www.jmt.com/directcontent/cssbmp/cssbmp_Final_Part_2c.pdf
http://www.jmt.com/directcontent/cssbmp/cssbmp_Final_Part_3.pdf

M. Housing Typology

Baltimore City’s 2005 Housing Market Typology

The typology was developed to assist the City in developing neighborhood strategies that better match available public resources to neighborhood housing market conditions. In addition, the typology can inform neighborhood planning efforts by helping neighborhood residents understand the housing market forces impacting their communities. The financial and resource tools the City uses to intervene in the housing market are to be applied appropriately to the conditions in the neighborhoods. Some tools, such as demolition, may be necessary in distressed markets to bring about change in whole blocks yet may be applied more selectively in stable markets on properties that may lead to destabilization in the future.

The typology is a housing market classification scheme based on quantitative data using a statistical process called “Cluster Analysis.” Cluster analysis is a technique that can be applied to data that exhibit statistical groupings. Cluster analysis sorts through the raw data and groups them into clusters. A cluster is a group of relatively similar cases or observations. Objects in a cluster are also dissimilar to objects outside the cluster, particularly objects in other clusters. The eight variables about the city’s housing market (see below) were aggregated to the census block group level, allowing for a detailed analysis within the traditional City neighborhoods.

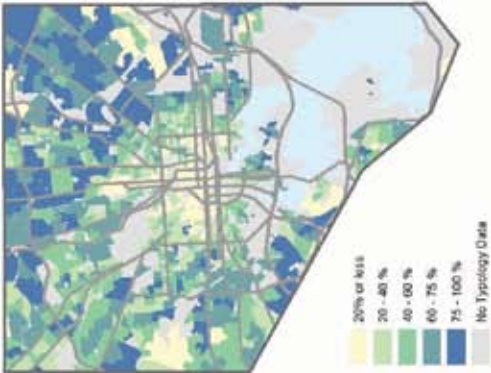
This 2005 update of the City’s typology was jointly developed by the Baltimore City Planning Department, Baltimore Housing and the Reinvestment Fund. We tested a variety of variables about the City’s housing market. The following variables were selected to best represent housing market conditions at the individual property level:

Median sale price (square root)	Percent foreclosure
Percent owner occupied	Percent code violations
Percent of rental housing with subsidy	Percent commercial properties
Percent vacant structures	Percent vacant lots

The typology development was an iterative process – the number of classes was based on the “fit” of the data and the need for a number that would be useful for practitioners (5-9 classes). We also conducted field verification of the results as well as a peer review process. The result is a snapshot of the city’s housing market in 2005.

Housing Market Typology Variables

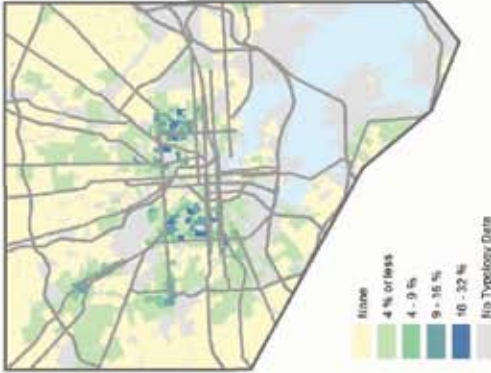
Percent Home Ownership



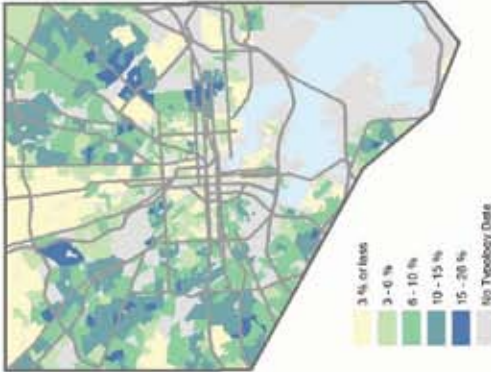
Percent Commercial



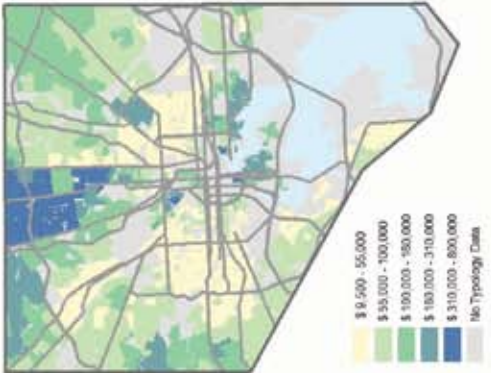
Percent Vacant Lots



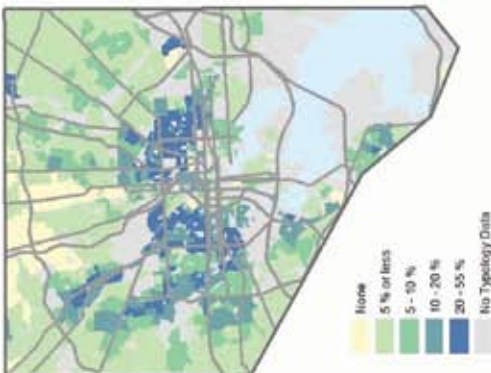
Percent Foreclosures



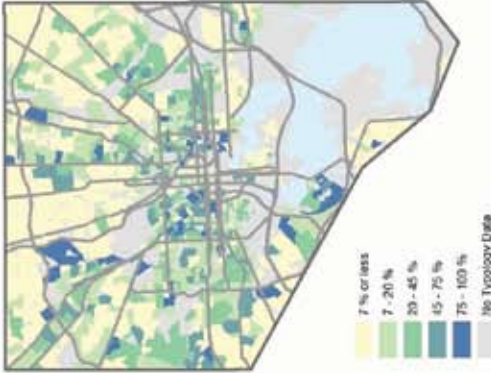
Median Value Home Sales



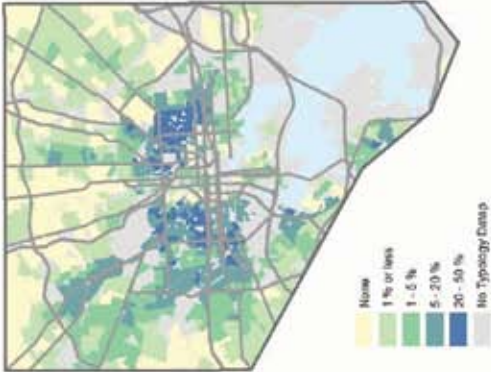
Percent Code Violations

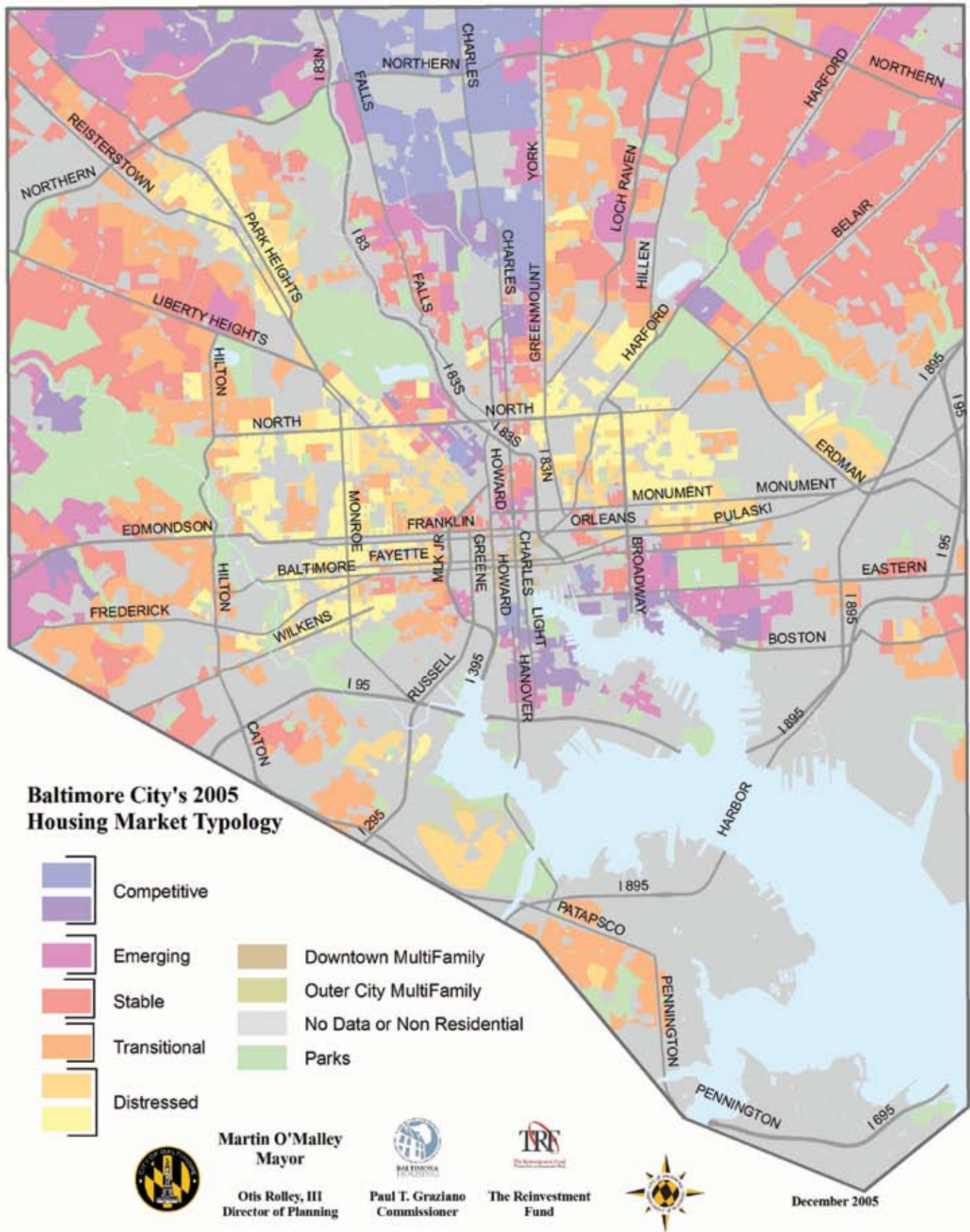


Percent Rental Subsidies



Percent Vacant Homes





Cluster Descriptions and Potential City Resource Allocation

The typology development was an iterative process – the number of classes was based on the “fit” of the data and the need for a number that would be useful for practitioners (5–9 classes). We also conducted field verification of the results as well as a peer review process. The result is a snapshot of the city’s housing market in 2005.

Competitive

Neighborhoods in this category, like Federal Hill, Hunting Ridge and Mt. Washington, have robust housing markets with high owner-occupancy rates and high property values. The housing stock is well maintained and vacancy and abandonment rates are very low. Most direct market interventions are not necessary in the Competitive market. Basic municipal services such as street maintenance are essential to maintaining these markets. While densities do vary single family detached homes predominate and these areas typically don’t have a mix of housing types. This cluster has the highest percent of households headed by seniors and only about 1/3 of school age children attend public schools.

Emerging


Neighborhoods in the “Emerging” category, such as Locust Point and Original Northwood, have homeownership rates slightly above the citywide average. Median sales price is above \$150,000. The foreclosure rate is half the City rate of 8% and there are very few vacant houses. Additional incentives for development and investment in the Emerging market would recognize its potential for growth. Close to 70% of school age children attend public schools. There is more variety in housing types and more commercial areas than in the competitive cluster.

Stable

This cluster includes neighborhoods such as Howard Park, Lauraville and Violetville and is mostly located in the outer edge of the city. Median sale price is around \$100,000 and the rate of foreclosure is just above the city average of 8%. Households are 60% family households and 80% of children in this category attend public schools. In Stable markets, the City should consider stabilizing and marketing any vacant houses. Traditional housing code enforcement is also essential to maintain the existing housing stock. Homeownership is still significant at 65%. The housing stock is relatively newer with 65% being built after 1939.

Transitional

Neighborhoods in the “Transitional” category, such as Allendale, Belair Edison and Kenilworth Park, are found typically at the inner edge of the stable neighborhoods. These neighborhoods have moderate real estate values with median sale prices around \$60,000. Homeownership rates are over 60% but there are very high foreclosure rates. The City should support homeownership in these first-time home-buyer markets and support the conditions for equity growth for homeowners. Some social service interventions will also help stabilize these markets. Code violations are significant here averaging 7%. Vacant houses are not always addressed by the market.



Distressed

These neighborhoods, which include Middle East, Penn North and Westport, have very high levels of vacant homes, high rates of code violations and lower homeownership rates. Sale prices typically range from \$25,000 - \$35,000. Distressed markets tend to rely on social service interventions, such as job training and access to health care, in addition to housing market interventions. One of the six criteria for identifying the Growth Promotion Areas includes neighborhoods located in distressed markets. Demolitions in the Distressed markets should be clustered to create potential for land assembly. This cluster also has the highest rate of rental subsidy. The typical households here are the largest in the city while few are headed by seniors. This category has the lowest participation in the labor force at 50%. The housing type here is predominantly rowhouse.

Framework for Use

The typology is to be used to make sense of a volatile and variable housing market. By using census block groups as the geography we have captured relatively small geographic variations in the market. In some rare cases, the shapes of the block groups run cross a broad spectrum of market conditions. For this reason, it should be considered an approximation. Since it is an approximation and a snapshot of the market, it should always be used with additional data.

The typology is available to both government and non-profit for market analysis. There are two broad ways the typology will be used: comprehensive planning and taxonomic. Comprehensive planning uses include aggregating and reporting data by typology, using it as one factor in directing grants and using it as criteria in managing capital program spending. Taxonomic usages include its use in a toolkit – tailoring market intervention tools and strategies as appropriate to each market cluster.

N. Holding Capacity

Holding (Development) Capacity for the City of Baltimore

Introduction: What is “Holding Capacity?”

Holding capacity is the potential number of future housing units that could be built on vacant and underutilized land based on current zoning, additional land use regulations and policies, and housing markets. Given assumptions about local land-use policies, growth trends, typical densities, and holding capacity, the number of future housing units can be projected under various growth scenarios.

The Need for Holding Capacity Data

The concept of estimating holding capacity in Maryland was first developed by the Maryland Department of Planning. Its purpose was to support the state’s Smart Growth objective of directing development to Priority Funding Areas. Not only is it important to know how much land there is, but also what areas of the City are suitable for new development and ripe for redevelopment.

Capacity analyses were developed for the metropolitan counties surrounding Baltimore City. Baltimore City has developed this holding capacity estimate in collaboration with the Baltimore Metropolitan Council (BMC) and the Maryland Department of Planning. The effort was partially funded through the BMCs Unified Planning Work Program funds. Holding capacity estimates are useful for a number of planning purposes. Baltimore City has determined its holding capacity as a means to support population forecasting, transportation initiatives, and public and private housing development.

Methodology for Determining Holding Capacity

The overall methodology used for estimating the City’s holding capacity is described in the Maryland Department of Planning’s guidebook *Estimating Residential Development Capacity, August 2005*, which ensures uniformity in analysis and implementation for all jurisdictions in the state. In order to apply the general guidelines to the City of Baltimore, specific criteria were established to identify developable land, classified as either vacant or underutilized properties. All analyses were done at the parcel level. “Vacant” properties include parcels with no existing physical improvements on the site whereas “underutilized” properties consist of parcels that fall into one or more of the following categories:

1. Properties with a Vacant House Notice (VHN)
2. Downtown properties with potential for residential conversion
3. Off street surface parking lots in the Central Business District (CBD)
4. Properties that meet the ‘Quick Take’ criteria
5. Rezoned properties approved by Planning Commission in 2004–2005

Data Sources

In order to identify residentially developable land, 3 main criteria were used:

1. Allowable by zoning, which in the City of Baltimore are all zones except industrial zones
2. Allowable by ownership (excluded City owned, university owned, etc.)
3. Allowable by environment (excluded floodways, steep slopes, etc.)

In order to classify a parcel as vacant, 4 sources of data were used and cross-referenced to check for consistency.

1. Tax Assessment

State Department of Assessment and Taxation, Improvement valuation

2. Building foot print

Mayor's Office of Information Technology (MOIT), Planimetric GIS data

3. Vacant by demolition

Baltimore Housing, Parcels with demolition recordation

4. Aerial Imagery

MOIT, Pictometry Imagery

As shown in the table below, the City of Baltimore does have many parcels that were classified as 'vacant' according to the data sources detailed above (11,198 parcels). However, much of the development that occurs in the City is actually redevelopment of underutilized parcels. Identifying parcels as 'underutilized' required an estimation of infill development and/or redevelopment of existing land. The methodology adopted for this estimation attempted to model how and where future growth in the City can be accommodated. The following data sources were used to classify underutilized properties:

Vacant House Notice (VHN)

Baltimore Housing, VHNs are generated when a property is abandoned and open to casual entry.

Residential conversion survey in CBD

Downtown Partnership of Baltimore, survey of properties with potential for conversion to residential use.

Off street surface parking lots in CBD

Various sources, surface parking is not highest and best use in CBD.

'Quick Take' blocks

Baltimore Housing, criteria include block faces with more than 70% vacant lots and vacant houses combined.

Rezoning approved by Planning Commission in 2004-2005

Planning Commission, zoning changes that allow higher residential density or change from Industrial zoning

Identifying Development Capacity

Once the net supply of vacant and underutilized parcels were identified based on the methodology described (total for the city is 25,498 parcels), the capacity (number of units) was calculated using the underlying zoning for each parcel. For zoning categories with a single level of density (R1 through R4), the number of units on each parcel is set to capacity. For example, for R-1 and R-2 the unadjusted yield is 5.97 units per acre and R-3 and R-4 the unadjusted yield is 8.72 units per acre.

For zoning categories with multiple levels of density (R5 through R10, OR, B1 through B4), the mostly likely (modal) density was used to calculate capacity. In R-5, for example, the allowable yields (depending on unit type) range from 8.72 units per acre for single family detached to 14.53 units per acre for multi-family attached, the modal density was set at 14.53 units per acre.

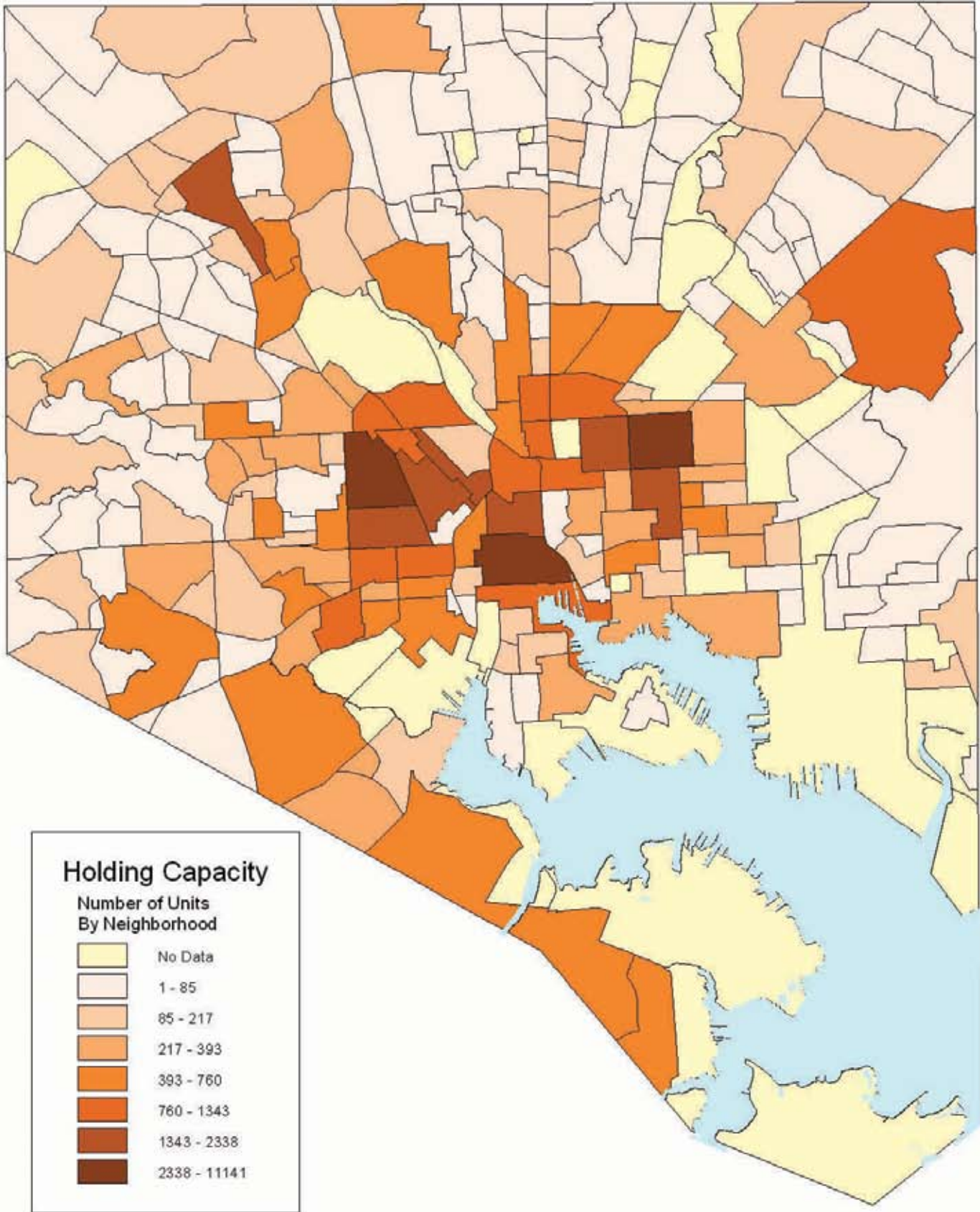
Revisions and Updates to Holding Capacity for Baltimore City

Per the State of Maryland's Guidelines, the City's Holding Capacity Analysis is included as an appendix in the City's Comprehensive Plan. It is important to note, given that thousands of building permits are generated in the region each year, the most intense effort to measure available land will still only generate a snapshot of the region's holding capacity. Thus, it is necessary not only to determine current holding capacity, but also to develop a system that will continually monitor land use and holding capacity so that it can be known at any given time. Therefore, regular updates to the analysis will be completed as the City updates the Comprehensive Plan itself (every 6 years per Article 66B of the State Code). In the interim, the City will prepare Annual Development Reports which track approved development plans within the City, actual development yields, and any updates to the City's Housing Typology (See Appendix M).

Future analyses should take into account criteria for determining capacity on parcels that are partially vacant and inventorying area-specific density changes to the zoning code imposed by the City's URPs and PUDs (See Appendix Z).

Development Capacity Summary Report Baltimore City				
Results	Process	Acres	Parcels	Capacity
Total Acres in Parcels and Lots		41,053	224,816	
	Subtract land zoned for nonresidential use (industrial only)	13,706	5,708	
Residentially Zoned Acres		28,804	201,226	
	Vacant land	1,042	10,219	22,914
	Underutilized land	600	16,596	25,220
Office-Residentially Zoned Acres		1,104	1,930	
	Vacant land	10	74	641
	Underutilized land	13	180	1,707
Commercially Zoned Acres		4,934	17,088	
	Vacant land	103	1,210	4,503
	Underutilized land	136	1,450	19,134
Acres and Parcels with Capacity	Vacant land	1,138	11,455	28,059
	Underutilized land	745	18,202	46,062
	Total capacity	1,884	29,657	74,1221
Subsets of the Analysis of Interest* (these are not additive)				
Acres and Parcels with capacity associated with <i>Competitive</i> Housing Markets	Improved (Underutilized) Parcels	22	172	1,488
	Vacant Parcels	192	435	2,727
Acres and Parcels with capacity associated with <i>Emerging</i> Housing Markets	Improved (Underutilized) Parcels	28	403	2,622
	Vacant Parcels	146	589	2,924
Acres and Parcels with capacity associated with <i>Stable</i> Housing Markets	Improved (Underutilized) Parcels	99	1,187	5,545
	Vacant Parcels	241	1,620	4,318
Acres and Parcels with capacity associated with <i>Transitional</i> Housing Markets	Improved (Underutilized) Parcels	136	2,553	4,273
	Vacant Parcels	289	2,035	6,870
Acres and Parcels with capacity associated with <i>Distressed</i> Housing Markets	Improved (Underutilized) Parcels	440	13,692	20,489
	Vacant Parcels	283	6,804	12,313
*2005 Housing Typology for the City of Baltimore (See Appendix M)				

Holding Capacity

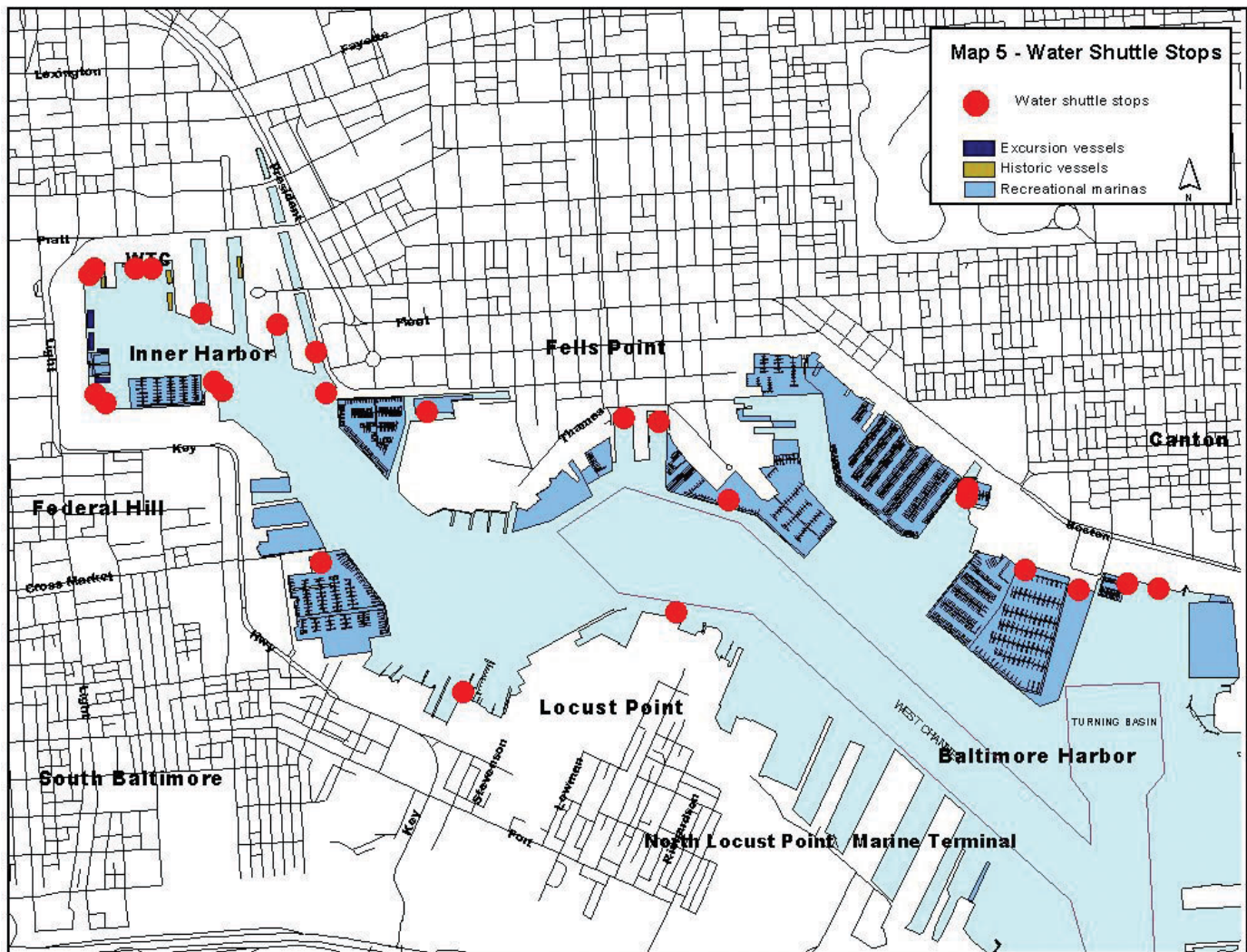


- O. Baltimore Regional Rail Plan http://www.liveearnplaylearn.com/portals/0/17_rail_plan_report.pdf

Regional Rail Map



P. Water Taxi Stops



Q. Bicycle Master Plan

www.liveearnplaylearn.com/Publications/BaltimoreCityBicycleMasterPlan/tabid/98/Default.aspx

R. Transportation Plan

www.liveearnplaylearn.com/publications/cmp/appendix/transportation_plan.pdf

S. Sensitive Area Plan

Background

The Baltimore City Planning Commission adopted the Baltimore City Sensitive Areas Plan on June 12, 1997. Since that time there have been some minor changes to the City's resource inventories, protection measures and implementation of plan recommendations. A primary policy of the plan is to protect sensitive areas with appropriate utilization in the urban context in which they are found.

Changes to Inventory Data

Since the adoption of the plan, there have been several improvements in the City's resource inventories, primarily as a result of improvements in our Geographic Information Systems (GIS) data. The Department of Public Works has developed a detailed stream database that includes a stream centerline and data on perennial and ephemeral streams channels. This data has been used

primarily by the City's Water Quality Division in watershed planning. In 2001, satellite imagery was collected and the City's tree canopy was delineated. Planning and Rec & Parks have used this data for planning for the City's urban forest.

The City has acquired the detailed digital elevation data that allows a finer delineation of the steep slopes. The Planning Department has secured funding to conduct new flood studies and redelineate areas that will not undergo new studies. This work is expected to be completed in 2007. The MD Department of Natural Resources' latest inventory of "Rare, Threatened and Endangered Species" has been amended since the plan was adopted. Five plant species, mostly sedges, have been dropped from the listing for Baltimore City.

Changes in Protections

Baltimore City's sensitive areas are protected primarily through the Forests Conservation Act, the Critical Area Management Plan and the Floodplain Management Regulations. There have been no significant changes to these protections since the adoption of the SAP in 1997. Additional regulations such as the City's tree protection ordinance and a proposed landscape ordinance are expected to add to the protections.

Changes to Plans Goals, Objectives and Recommendations

Several changes in City policy and regulations have been made since the plan was adopted. The City has adopted new storm water regulations that reflect current available technology and resources. The Water Quality Division of DPW has developed watershed plans that include stream stabilization. Baltimore has been aggressive in developing appropriate recreational trails and greenways in stream buffers and floodplains. And lastly, Baltimore City, with grant support from MD DNR, will develop a tree canopy plan to increase the urban tree canopy.

http://www.liveearnplaylearn.com/portals/0/18_sensitive_area_plan_rep_final_2.pdf

T. All Hazards Plan

The All-Hazards Mitigation Plan for the City of Baltimore provides a blueprint for the City to mitigate risks from hazards like flooding, high winds, and extreme heat. Required by the Federal Emergency Management Agency to reduce the damages associated with natural hazards, the All-Hazards Mitigation Plan makes the City of Baltimore eligible for pre- and post-disaster hazard mitigation grants. Hazard mitigation is any action to reduce or eliminate the loss of life and property damage resulting from natural hazards. The hazard mitigation planning process entails engaging community resources for research, expertise, and input; assessing the potential losses hazards may inflict upon the community; developing strategies to address the identified risks; and implementing the plan. The Baltimore City Department of Planning adopted the All-Hazard Mitigation Plan in November 2004 and revised it in September 2005 based on recommendations by the Maryland Emergency Management Agency.

http://www.liveearnplaylearn.com/portals/0/all_hazards_plan.pdf

U. Critical Area Plan

<http://www.ci.baltimore.md.us/government/planning/images/criticalarea.pdf>

V. Tree Canopy

TreeBaltimore: Doubling Baltimore's Tree Cover

Trees are an important part of Baltimore. They provide shade and cool the air, lowering temperatures throughout the City. They filter pollution and particulates, cleaning our water and air. The presence of trees has been shown to have positive psychological benefits –reducing stress and improving health. Some studies even link trees to reduced rates in crime. Trees help define the personality of our City; they provide much of what is unique and attractive in our communities, offering a sense of stability and place.

On March 30, 2006, Baltimore set a goal to double its tree canopy from 20% to 40%. More precisely, Baltimore's goal is to reach 39.6% tree cover within 30 years. To facilitate this increase in tree canopy, the Departments of Planning and Recreation & Parks will lead an inter-departmental cabinet and a citizens' panel in drafting Baltimore's Urban Forest Management Plan: TreeBaltimore. The plan will include:

- Needed changes to policies, procedures, guidelines, regulations, and ordinances, including a new Landscape Ordinance and amendments to the Critical Area Management Program and the Forest Conservation Program.
- New tree planting standards for new development
- New tree planting standards for existing locations
- New tree-related standards for construction, reconstruction, repair and maintenance
- New standards for increased and better targeted maintenance of trees
- Strategies for riparian and coastal buffers enhancement
- Strategies for revitalizing Baltimore's natural forested areas
- Strategies and incentives for reforestation of private property
- Increased participation in the maintenance and management of urban tree cover by residents, businesses, non-profits and non-traditional partners
- Analyze and develop best management plan for utilization of Baltimore's wood waste
- Revised recommended tree species lists
- Cost and benefits analysis of proposed strategies
- Identified potential funding sources to implement strategies within the management plan

The plan will be completed by March 31, 2007, and then will be introduced to the Planning Commission and the City Council. Outcomes will include:

- Increased survival rate and longevity of trees
- Increased efficiency of tree management & maintenance systems
- Improved coordination between City agencies.

W. Ten Year Solid Waste Management Plan

www.liveearnplaylearn.com/publications/cmp/appendix\ten_year_solid_waste_management_plan.pdf

X. Educational Facilities Master Plan

Baltimore City Public Schools System (BCPSS) is required to submit to the State a Master Plan annually by July 1st of each year. The plan must include goals, standards and guidelines for schools including their organizational patterns, inventory and analysis of all facilities, enrollment data and ten year projections, and a facilities needs analysis. This plan should also include a community analysis based on an adopted comprehensive plan for the

jurisdiction. BCPSS has completed the process of completely overhauling their current facilities plan. This planning process was completed in March 2006, and adopted by the Board of School Commissioners March 28, 2006. It will be submitted to the State by July 1, 2006.

<http://www.baltimorecityschools.org/Departments/Facilities/Index.asp>

http://www.baltimorecityschools.org/Departments/Facilities/PDF/adopted_3-28-06.pdf

Y. Land Preservation Recreation Plan

State Program Open Space Law requires the 23 Counties and Baltimore City to prepare local Parks, Recreation and Land Preservation Plans (LPRP) every six years. These plans are incorporated into a State- wide plan that guides the use and allocation of State Program Open Space (POS) funds. Local LPRP's must show that they meet minimum State guidelines for parkland, recreational programming and natural resource protection. Baltimore's LPRP is in the final stages of approval, and was finalized in winter 2006. Baltimore's LPRP notes that there is a sufficient amount of parkland overall to serve our population and meet the State's goals. Baltimore is in need of funds for maintenance and operation of our parkland and recreation facilities, and proposes to use the POS funds for this purpose.

Z. List of Completed and Adopted Neighborhood Plans, Urban Renewal Plans and Planned Unit Developments.

All master plans, SNAPs, Small Area Plans/Area Master Plans that have already been adopted by Planning Commission are grandfathered. All new plans and amendments to adopted plans shall be consistent with Comprehensive Master Plan.

Strategic Neighborhood Action Plans (SNAP) — established by DOP as a result of Plan Baltimore. Criteria were established by the Dept. of Planning for neighborhoods to apply competitively to be a part of this initiative. This included a population range of 10,000 to 30,000.

Small Area Plans (SAP)/Master Plan — These are neighborhood plans initiated by the DOP, chosen strategically to guide use of City resources. Many of the plans listed below can be found on the Planning Department's website: <http://baltimorecity.gov/government/planning/available.html>

Inner Harbor Master Plan	Master Plan
Park Heights Master Plan	Master Plan
Pen Lucy Area Master Plan	Master Plan
Sharp Leadenhall Master Plan	Master Plan
Upton Master Plan	Master Plan
Westport Mt. Winans Lakeland Master Plan	Master Plan
Barclay - Midway - Old Goucher Small Area Plan	SAP
Coldstream Homestead Montebello	SAP
Locust Point Plan	SAP
Madison Square	SAP
Uplands	SAP
Brooklyn and Curtis Bay Coalition	SNAP
Greater Northwest Community Coalition (GNCC) Plan	SNAP
Midtown	SNAP
Northwest Community Planning Forum (SNAP)	SNAP
Operation ReachOut Southwest (OROSW)	SNAP
Southeastern Neighborhoods Development (SEND) Plan	SNAP
York Road Community Strategic Neighborhood Action Plan	SNAP

An Urban Renewal Plan represents the City's vision, shared with one or more communities, of what an existing [geographic] area of the City of Baltimore should become over several decades. Urban Renewal Plans generally are in force for 20 to 40 years, as specified in each plan, and empower and direct the City, usually acting through its Department of Housing and Community Development, to intervene directly in some specific cases and/or locations to bring about desired changes or improvements in the area covered by the Plan. Urban Renewal Plans can be, and often are, amended over time to take advantage of private sector investment possibilities which were unforeseen when the Plan was first enacted.

Baltimore City Urban Renewal Plans in Force in 2006

Urban Renewal Plan Name	Original Adoption Date
Barclay	12/13/1978
Belair-Erdman Business Area	7/10/1991
Broadway East	7/6/1988
Brooklyn and Curtis Bay Business Area	12/21/1982
Camden Station Area	12/1/1983
Canton Industrial Area	6/20/1990
Canton Waterfront	6/5/1984
Carroll Camden	3/6/2002
Caton/95	7/2/1981
Central Business District	5/25/2001
Charles/North Revitalization Area	10/25/1982
Charles-25th	12/19/2001
Coldspring Neighborhood Development Program (NDP)	1/8/1973
Coldstream Homestead Montebello	2/28/1977
Druid Heights	6/28/1977
East Baltimore Midway	6/20/1979
East Highlandtown Business Area	7/10/1991
East Monument Street Business Area	6-30-75
Fairfield	10/6/2004
Fells Point	10/14/1975
Franklin Square	7/19/1978
Fremont	3/1/1974
Gay Street I	12/2/1967
Greenmount West	4/17/1978
Hamilton Business Area	11/30/1979
Hampden Business Area	2/17/1977
Harlem Park Project I	5/14/1959
Harlem Park Project II	7/6/1960
Highlandtown Business Area	10/25/1977
Hilton North Business Area	12/4/1987
Howard Park Business Area	11/21/1979

Urban Renewal Plan Name	Original Adoption Date
Inner Harbor East	11/19/1971
Inner Harbor Project I	6/15/1967
Inner Harbor Project I-A	5/12/1978
Inner Harbor West	3/15/1971
Irvington Business	4/14/1988
Johnston Square	6/27/1977
Jonestown	12/14/1978
Key Highway	3/12/1986
Key Highway East Industrial Plan	6/29/1987
Lauraville Business District	10/28/2003
Liberty-Garrison Business Area	6/20/1990
Madison Park North	4/16/1963
Madison Park South	7/3/1961
Market Center	11/16/1977
Middle Branch	7/27/1979
Middle East	11/30/1979
Midtown Belvedere	12/1/1975
Mondawmin Transit Station	5/24/1979
Montgomery	5/14/1979
Mount Clare	5/30/1974
Mount Royal-Fremont Project II	5-19-61
Mount Vernon	6/22/1964
Mount Washington Village Business Area	12/9/1976
Mount Winans	4/21/1969
Oldtown	4/7/1970
Oliver Neighborhood Dev. Program (NDP)	5/17/1971
Orchard-Biddle NDP	5/17/1971
Park Heights	4/16/1973
Penn North Transit Station	7/10/1978
Poppleton	3/31/1975
Port Covington	10/22/1987
Project No. 3-C	3/29/1958
Reisterstown Plaza Transit Station	7/2/1981
Reservoir Hill	4/10/1972
Ridgely's Delight	3/31/1975
Rogers Avenue Transit Station	4/5/1983
Rosemont	4/3/2003
Rosemont (Area #4)	6/27/1969
Sandtown-Winchester	4/17/1978
Sharp-Leadenhall	4/19/1974
South Baltimore Business Area	6-22-98 (orig. 6/24/1975)
Uplands	12/6/2004
Upton	5/22/1970

Urban Renewal Plan Name	Original Adoption Date
Walbrook Shopping Center	6/30/1976
Washington Hill-Chapel	4/26/1972
Washington Village	6/27/1979
Waterview	5/13/1982
Waverly Business Area	5/24/1979
West Coldspring Transit Station	5/21/1981
York-Woodbourne Business Area	6/13/1974

Notice: if there is any discrepancy between information contained in this table and an Urban Renewal ordinance, provisions of the ordinance are and shall be controlling.

For large pieces of land or assembled parcels, a developer initiates a Planned Unit Development (PUD) to specify expected development types. They are used in order to obtain zoning flexibility that would not be possible if the land was brought in for development on a parcel by parcel basis. Via PUDs, the City more actively participates in the design of a large area in the City. Granting of a PUD and any major amendments requires a City Council Ordinance. Minor amendments to an established PUD are done through Planning Commission.

BALTIMORE CITY'S PLANNED UNIT DEVELOPMENTS (PUD)

PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
Salvation Army	Patapsco & Gable Avenues	12/2/1971
Village of Cross Keys	Falls Road below Northern Parkway	4/24/1972
Loch Raven Shopping Ctr. I.k.a. Loch Raven (or Loch Raven -- Northern Parkway)	Loch Raven Boulevard & Northern Parkway & 6101 Fenwick Avenue	1/23/1973
6317 Park Heights Avenue	6317 Park Heights Avenue	6/4/1973
Fallstaff & Benhurst / Benhurst Park	Clarks Lane, Fallstaff & Benhurst Roads area	7/11/1973
Roland Park -- Coldspring Lane I.k.a. Roland Springs	Roland Avenue & Coldspring Lane	2/8/1974
Union Memorial Hospital	Calvert & 33rd Streets	2/24/1974
Russell T. Baker/ Caton-Joh	Caton & Joh Avenues at I-95	3/1/1974
North Charles General Hosp./ now Homewood Hospital Ctr. (name change per Ord. 88-211)	N. Charles & 28th - 27th Streets, 2600 block N. Charles Street	12/6/1974
Marimar Company/ York Road & E. Belvedere Avenue now Belvedere Square (name change per Ord. 84-187)	York Road & Belvedere Avenue	12/17/1974
First United Church of Jesus Christ Apostolic	W. Coldspring Lane & Cal-loway & Dolfield Avenues	10/27/1975

PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
Mondawmin Mass Transit Stn.	area within 2,000' of Mondawmin Mass Transit Station	6/22/1977
Northwood Company	Loch Raven Blvd. & Argonne Drive	9/1/1977
Northwest Plaza	Northern Parkway & Wa- bash Avenue	6/23/1978
John J. Germenko/ Patapsco Avenue	Patapsco & Magnolia/Viona Aves.	10/31/1978
107 Associates/ Lake & Bellona Avenues/ l.k.a. Lakewood	Lake & Bellona Avenues	12/13/1978
Potomac Mortgage Company	801/ 805 - 811/ 817 S.Wolfe Street	3/16/1979
Gaylord Brooks Investment	1000 & 1001 Fell Street	3/16/1979
Holabird Industrial Park Racquetball Courts	off Holabird Avenue, near Colgate Creek	6/18/1979
Maserati Automobiles Inc./ now Russell Automotive Business (name change per Ord. 97-225)	1501 Caton Avenue & Georgetown Road	7/27/1979
Roland Park Country School	40th Street & Kittery Lane	3/5/1980
Curtis Park Associates/ l.k.a. Farring Park	Pascal Ave. & Prudence & Popland Streets	3/10/1981
5712 Roland Avenue	5712 Roland Avenue	3/31/1981
Mutual Housing Associates	NW corner Cold Spring Lane & The Alameda	12/4/1981
Mount Saint Agnes College	Smith Avenue W of NCRR/ I-83	6/25/1982
Hillen Road & Argonne Drive	Hillen Road & Argonne Drive	6/22/1983
1040 -- 44 W. Coldspring Lane (Deer Ridge Condominium)	1040 -- 44 W. Coldspring Lane	9/28/1983
Ivymount Road	Ivymount Road & Rogene Drive	12/5/1983
Bellona & Melrose Avenues	Bellona & 115 Melrose Avenues	6/7/1984
Victor B. Handal Business Ctr	North Avenue, Broadway, & Harford Road	6/28/1984
Kirk Medical Ctr/ Kirk Limited Partnership	Kirk Avenue & The Alameda	6/29/1984
Sherwood Ford	5104 -- 14 & 5200 York Road	10/8/1984
Hechinger's at Hecht Co.	Reisterstown Road & Pat- terson Avenue	7/2/1985
Dickey Hill Forest Apartments	Windsor Mill Road & Forest Park Avenue	9/25/1985

PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
Church Square Shopping Ctr.	900 N. Caroline St	10/7/1985
5201 -- 19 Belair Road	5201 -- 19 Belair Road	5/20/1986
Highlandtown Village	3800 -- 4012 E. Lombard Street	6/5/1986
Baltimore Travel Plaza & Baltimore Port Truck Plaza	O'Donnell Street & Cardiff Avenue etc.	6/24/1986
Francis Scott Key Medical Ctr I.k.a. Francis Scott Key Hospital	N/S Eastern Avenue, E of I-895	6/27/1986
Mount Clare Junction	Pratt & Carey Streets	6/27/1986
Dartmouth Glen	1001 -- 3 Dartmouth Road	6/30/1986
Saint Agnes Hospital	900 S. Caton & Wilkens Avenues	6/30/1986
6465 & 6600 Frankford Avenue	6465 & 6600 Frankford Avenue	12/23/1986
The Colonnade	University Parkway & Can- terbury Road	7/2/1987
Johns Hopkins Medical Insts.	Broadway, & Orleans, Caro- line, & Monument Streets	7/10/1987
The Children's Hospital	Greenspring Avenue N of Druid Park Drive	12/7/1987
Wyman Park Medical/ Health Ctr.	Wyman Park Drive & 31st Street	12/7/1987
4500 -- 4538 Erdman Avenue	4500 block Erdman Avenue	3/28/1988
American National Plaza	2400 & 2610 Boston, & 2535, 2601 -- 19, 2621 Hudson Streets	6/15/1988
The Villages of Homeland	401 Homeland Avenue	6/28/1988
Beechtree Place at Mount Washington	Cross Country Boulevard & Pimlico & Crest Roads	7/6/1988
Monroe Street & Washington Boulevard	1000 S. Monroe St & Wash- ington Boulevard	7/6/1988
5113 -- 17 Belair Road & 4210 Chesmont Avenue	5113 -- 17 Belair Road & 4210 Chesmont Avenue	12/15/1988
Seton Court	2800 -- 2850 N. Charles Street & 2825 Maryland Avenue	3/15/1989
Baltimore Treatment Ctr.	3800 Frederick Road	6/1/1989
Seton Business Park	Mt. Hope Drive & Metro Drive	6/26/1989
Good Samaritan Hospital	Loch Raven Boulevard & Belvedere Avenue & 1530 Woodbourne Avenue	7/6/1989
Port Covington	Light Street, 301 Cromwell St & the Middle Branch	1/26/1990
Sinai Hospital	Northern Parkway & Greenspring Avenue	2/2/1990

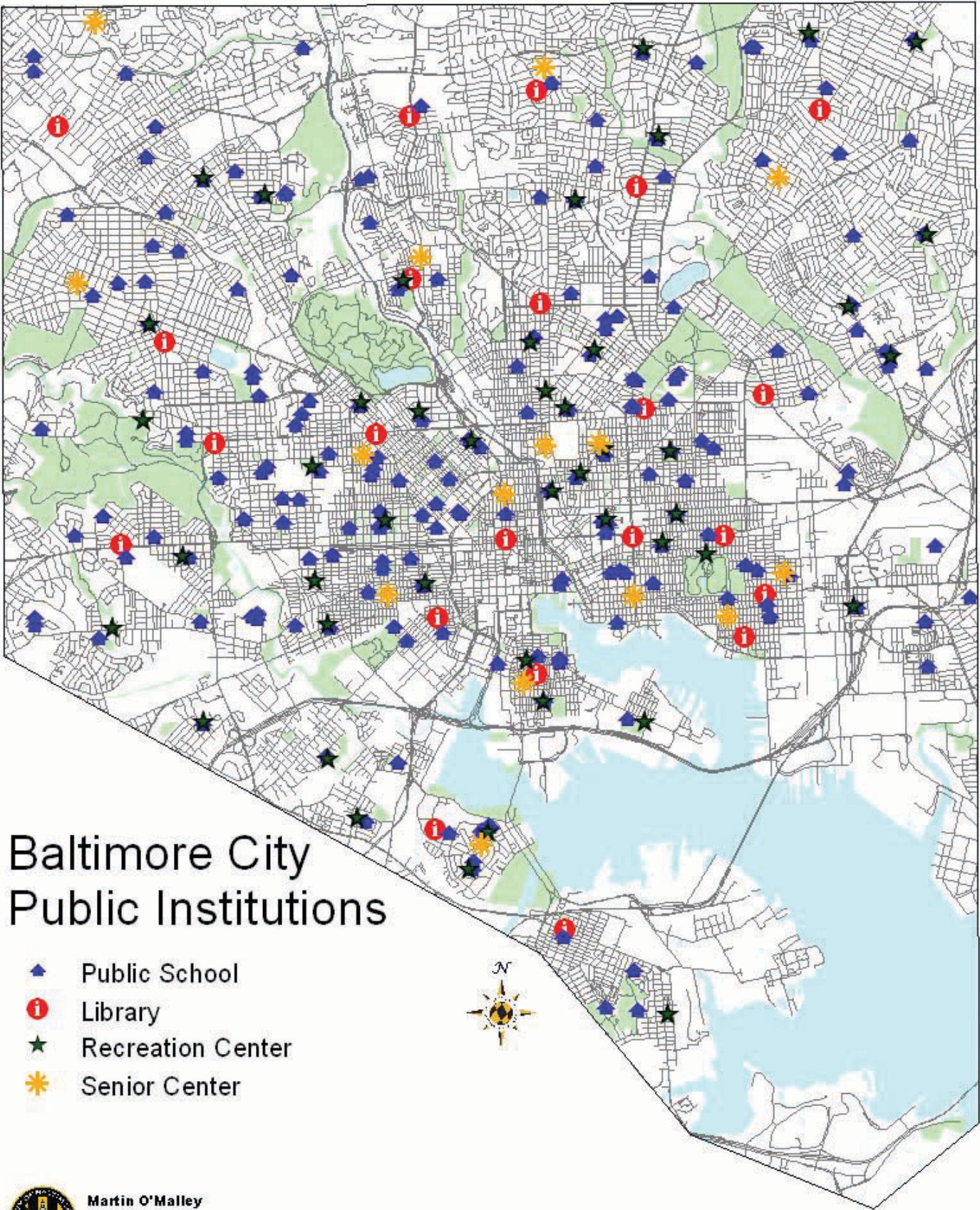
PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
Fort McHenry Market/ I.k.a. Southside Shopping Ctr.	Fort Avenue & Boyle Street	2/27/1990
Greenspring Center	1020 -- 1040 W. 41st Street & Hickory Avenue	7/3/1990
Irvington Knolls Village	22 S. Athol Avenue	6/3/1991
1401 -- 15 E. Coldspring Lane	1401 -- 15 E. Coldspring Lane	6/21/1991
The Jenkins Memorial	1100 S. Caton & 3230 Ben- son Aves	6/21/1991
Gundry/ Glass Properties	2 N. Wickham & Frederick Roads	6/21/1991
York & Orkney Roads	5835 & 5837 -- 43 York Road	12/2/1991
Mount Washington Mill	Smith Avenue between I-83 & the Jones Falls	7/1/1992
Cylburn Hills	N end of Coldspring New Town bordering Cylburn Arboretum	10/27/1993
The James Lawrence Kernan Hospital, Inc.	Forest Park Avenue & Wind- sor Mill Road	1/4/1994
1700 block of N. Gay Street	1700 -- 28 & 1701 -- 29 N. Gay & 1632 - 34 N. Gay Street	2/17/1994
New Lafayette Courts	Orleans, E. Fayette, & Ais- quith Streets	2/10/1995
Ashburton Square Elderly Residence	Ashburton Street & Rayner & Braddish Avenues	6/6/1995
4801 Tamarind Road	4801 Tamarind Rd	7/27/1995
Eastern High School Site	S side of 33rd Street from Ellerslie Avenue to Loch Raven Boulevard	12/4/1995
Frankford Avenue & Belair Rd.	4206 -- 24 Frankford Av & Belair Rd	12/4/1995
New Lexington Terrace	N. Poppleton St, Fremont Ave, W. Saratoga & W. Mul- berry Streets	6/14/1996
North Charles Village	3000 blk. N. Charles St., 3100 & 3200 & 3300 blks. St. Paul St., 3 - 5 E. 33rd St., 3200 blk Hargrove & 3200 blk. Loveg- rove Streets	6/14/1996
Wyndholme Village	5241 & 5205 Frederick & 100 S. Rock Glen Roads & block 8139-J, lot 18/53	12/5/1996
Baltimore Inner Harbor East Business Planned Developm't.	East Falls Lane & Fleet Street	12/17/1997

PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
Nome/ Dundalk/ Hartwait	1708 -- 10 -- 12 Dundalk Ave., 1717 -- 26 Nome & 6613 Hartwait Streets	6/22/1998
BARC	6151 Metro Drive	12/21/1998
Ruppert Landscaping Co.	6020 Marian Drive	12/21/1998
4300 Shannon Drive	4300 Shannon Drive	4/16/1999
New George B. Murphy Homes & Emerson Julian Gardens I.k.a. Heritage Crossing	Franklin Street & Fremont & Edmondson Avenues	6/30/1999
Whetstone Point	1422 Nicholson, 1113, 1116, 1134 - 44 Hull, part of 1450 Beason, & 1.852 ac. N of Marriott & Cuba Streets & E of Hull, Cooksie, & Towson Streets	6/30/1999
Patterson Village	4101 -- 4109 -- 4173 Patterson Avenue	11/11/1999
New Shiloh Baptist Church	2100 -- 2300 blocks of Monroe St	11/18/1999
4221 Shannon Drive	4221 Shannon Drive	12/6/1999
Patapsco -- Hollins Ferry Dev.	2306 - 10 - 12- 14 - 16 W Patapsco 3100, 3104, 3110 Hollins Ferry Road & block 7531, lots 11 -- 17	6/26/2000
Stadium Place	E. 33rd Street & Eilerslie Avenue	12/20/2000
Constellation Property	Dock & Caroline & Thames Sts	12/20/2000
Brewers Hill	3601 & 3701 Dillon, 3701 O'Donnell, 1200, 1211, & 1301 S. Conkling Streets, & 2 lots & 2 RR RoWs, 4001 Hudson Street	12/20/2000
801 Key Highway	801 Key Highway	12/20/2000
Rehoboth Square	700 Poplar Grove St., 2922 Arunah Avenue, 802 -- 820 N. Franklinton Road	5/14/2001
Broadway Homes HOPEVI	6 & 100 N. Broadway, 1501 E. Fayette St., 1500 - 14 E Fairmount Avenue, 29 - 35 & 41 - 43 N. Caroline St., 102 - 12 N. Dallas St., roadbed of Dallas Street from E. Fayette Street to E Fairmount Avenue	6/5/2001
Canton Crossing	Boston, Clinton, & Haven Streets	6/21/2001
Eastern Plaza	6500 Eastern Ave	9/25/2001

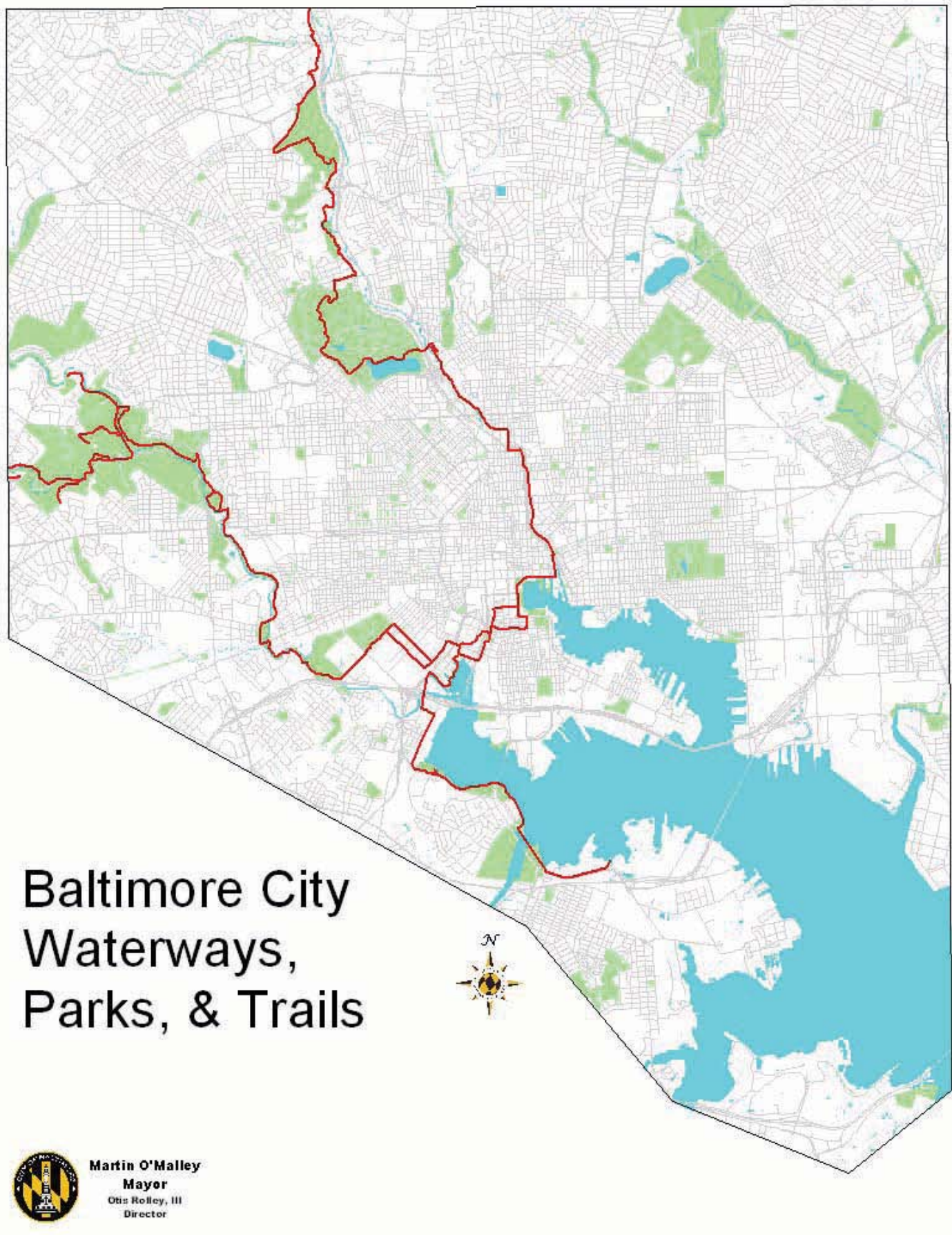
PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
The Home Depot at Reisterstown Plaza	6500 block Reisterstown Road	12/19/2001
Flag House Court HOPE VI	900 block E. Baltimore & 900 block E. Lombard Streets	3/6/2002
Union Wharf	901 & 905 S. Wolfe Street	3/20/2002
Loyola Athletic Complex	E side Greenspring & S side Coldspring Avenues	6/10/2002
Inner Harbor East II	800 & 801 Aliceanne Street	6/13/2002
Hampden Village Center	3355 Keswick Road	7/1/2002
701 Washington Boulevard	701 Washington Boulevard	12/23/2002
Johns Hopkins S of Orleans	201 & 301 N. Broadway	2/6/2003
Swann's Wharf	935 S. Wolfe Street & 947 - 951 Fell Street	3/18/2003
921 Fort Avenue	921 Fort Avenue	4/23/2003
Greenmount West Arts & Entertainment District	1501 -- 17, 1601, 1611, 1639 Guilford Ave, 301 - 9 E. Lanvale St, 325/35, 401/3, 405/13, 415/17, 419/33 E. Oliver Street, 1418 & 1446 E. Belvidere Street	5/5/2003
3500 Clipper Road	3500 Clipper Road, 3501 Parkdale, & block 3390-B, lots 52 & 52A, & 2001 -- 3 Druid Park Drive	6/9/2003
UMB Biomedical Research Park	800 -- 946 W Baltimore Street, 3 -- 15 & 6 -- 16 N Poppleton Street, 4 -- 12 N Fremont Street, 803 -- 927 & 802 -- 12 W Fairmount Avenue, 801 W Fayette Street, 3 -- 11 N Schroeder, & 3 -- 15 N Amity Street	10/28/2003
Silo Point II	1800 Fort Av & 1700 Beason Street & Clement Street	7/14/2004
1901 & 1921 Light Street, bed of Johnson Street & block 1947, lot 1	1901 - 21 Light Street & Johnson Street & block - lot 1947-1	11/23/2004
3100 Waterview Avenue & Ward 25, Sec. 5, block 7610, lot 19	3100 Waterview Avenue	11/29/2004
1950 & 1951 E. Fayette Street & 1921 -- 39 Orleans Street	1950 & 1951 E. Fayette & 1921 -- 39 Orleans Streets	12/2/2004
East Baltimore Development, Inc.	1700 - 1900 blocks E. Madison Street, Ashland Avenue, & Eager Street	1/10/2005
Kennedy Krieger Institute	801 N. Broadway	5/5/2005
Inner Harbor East--Parcel "D"	Aliceanne & President Streets	10/20/2005

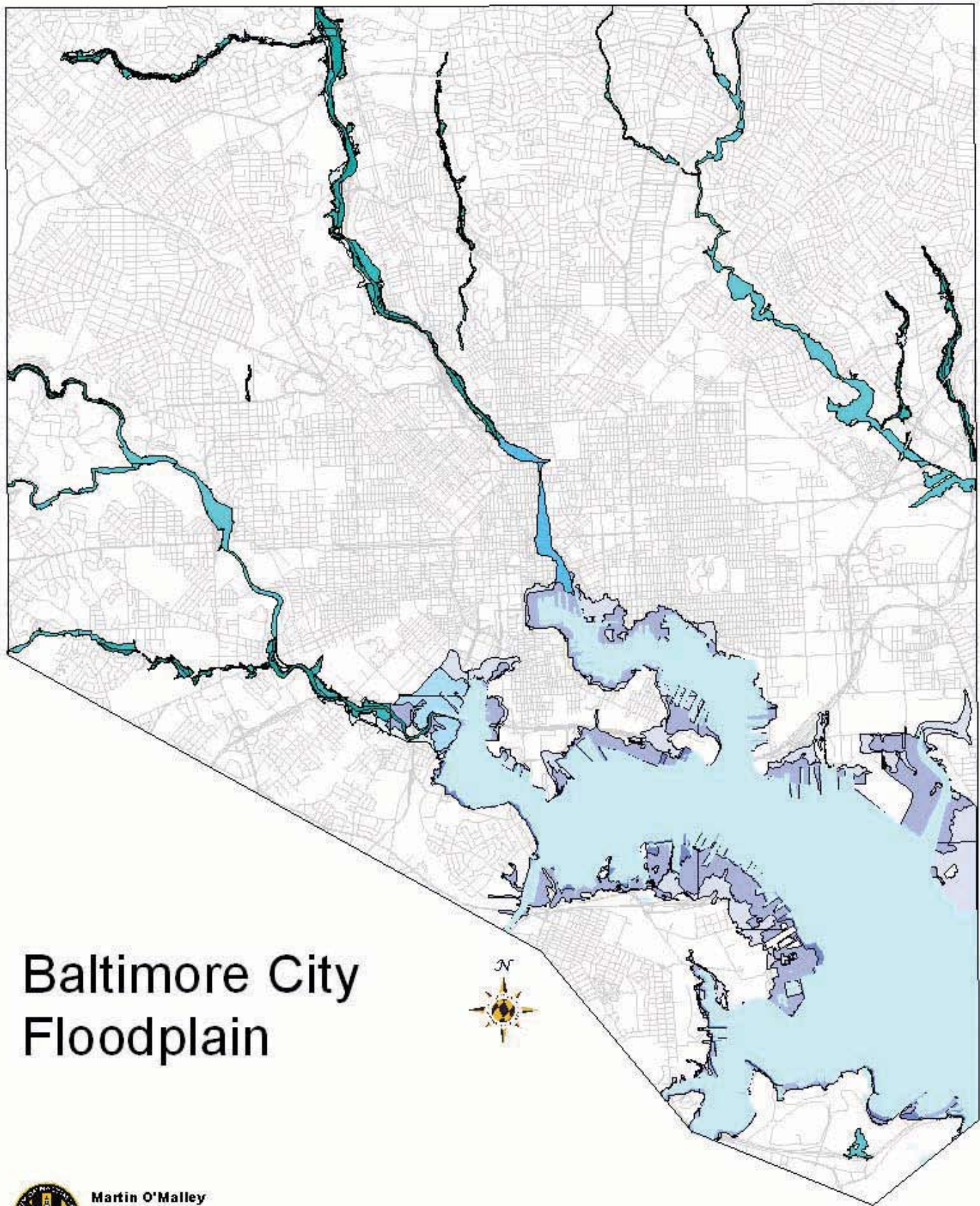
PUD Name	Location (Street & Street/ Neighborhood)	Adoption Date
5910 Moravia Road	5910 Moravia Road	12/15/2005
Harbor Point formerly Allied & Related Sites	Replacement: Block & Car- oline Streets @ waterfront Original: 100 Wills, 1400 - 01 - 10 - 12 - 31 Block, 1423 Dock, 1404 Thames, 902 - 05 S. Caroline, & 1401 Philpot Streets	Replacement: 5/10/2004 Original: 8/10/1993
Lighthouse Point formerly Baltimore International Yachting Ctr.	2701 -- 45 Boston Street & 1222 & 1210 S. Lakewood Avenue	Replacement: 6/15/1995 Original: 12/7/1987
Liberty Heights Avenue & Reisterstown Road	2600 Liberty Heights Ave	Replacement: 3/3/1999; Original: 4/15/1982
Maryland Jockey Club of Baltimore City, Inc./ formerly Maryland Jockey Club/ Pimlico Race Track	W. Northern Parkway, W. Rogers Avenue, & Pimlico Road (Pimlico Race Track & adjacent properties)	Replacement: 3/31/2004 Original: 8/14/1975

AA. Public Institutions



BB. Parks, Waterways and Trails





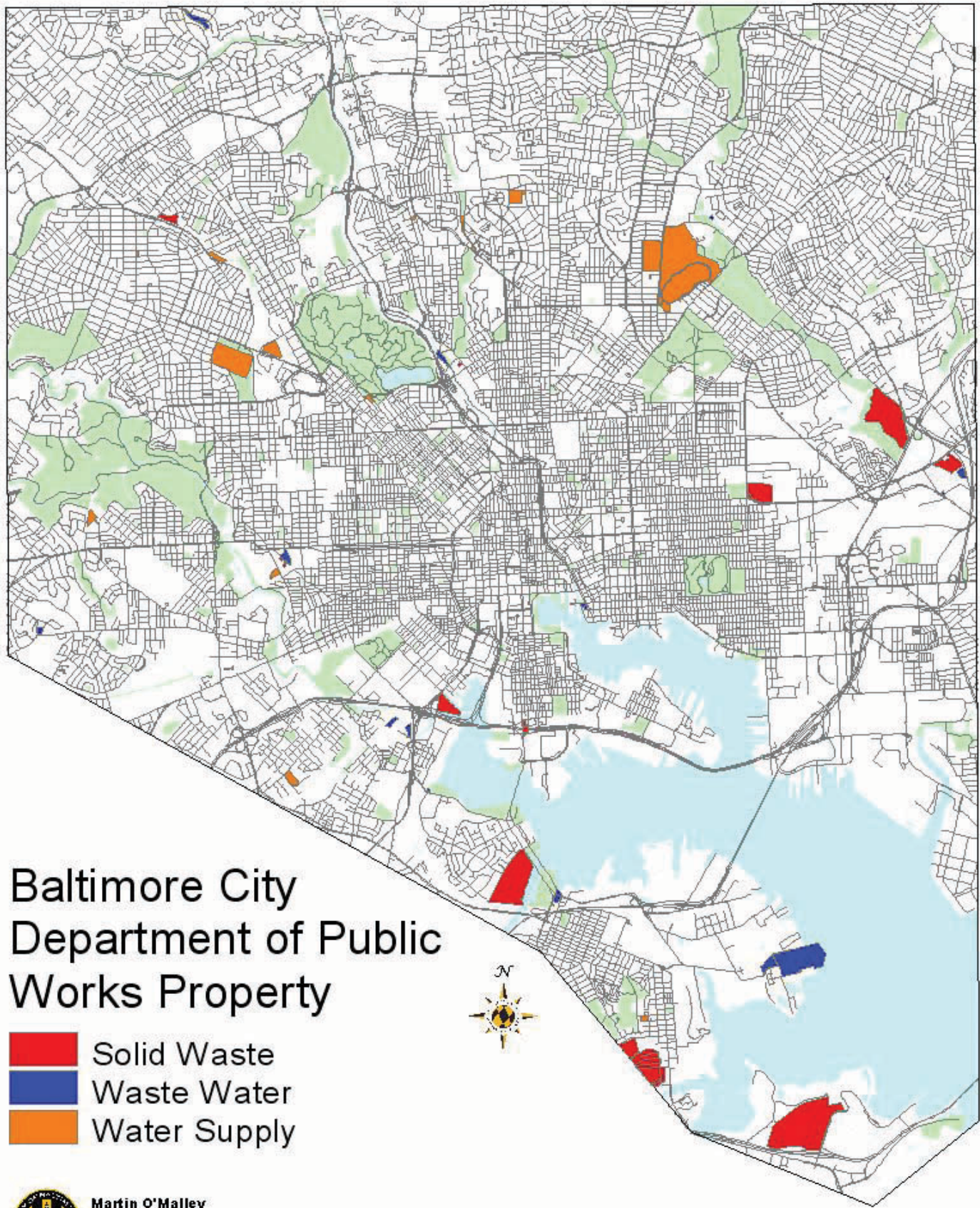
Baltimore City Floodplain



Martin O'Malley
Mayor
Otis Rolley, III
Director

DD. MTA/MDOT Facilities





Martin O'Malley
Mayer
Otis Rolley, III
Director

Authors:

The Citizens of Baltimore

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Mayor's Representative	Clarence Bishop
Citizen Representative	Javier Bustamante
Citizen Representative	Rita Church
Vice President & Citizen Representative	Douglas McCoach
Citizen Representative	Regina Clay Drake
City Council Representative	Rochelle Spector
DPW Director's Representative	Shirley Williams
Citizen Representative	Matthews Wright

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Annie E. Casey Foundation

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