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 atleast 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	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 (*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 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 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 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 (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
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)	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.									•									

Maryland Article 66B Required Visions

Maryland Article 66B Required Elements

Baltimore City Charter Article 74 Required Scope

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 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 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 Stratgies.		•		•	•				•							•		
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 (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
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 Implementation 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						•				•						•	•	•

	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 re-lated jobs in Baltimore Cty and the Baltimore Metro area, respectively. The Construction industry represents 3% and 5.3% of Baltimore City and Balti-more 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 employ-ment 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 Foreclosures

3 % or less
3 - 6 %
6 - 10 %
10 - 15 %
15 - 20 %
No Typology Data

Percent Vacant Homes

None
1 % or less
1 - 5 %
5 - 20 %
20 - 50 %
No Typology Data

Percent Vacant Lots

None
4 % or less
4 - 9 %
9 - 16 %
16 - 32 %
No Typology Data

Percent Rental Subsidies

7 % or less
7 - 20 %
20 - 45 %
45 - 75 %
75 - 100 %
No Typology Data

Percent Commercial

None
20 % or less
20 - 35 %
35 - 50 %
50 - 100 %
No Typology Data

Percent Code Violations

None
5 % or less
5 - 10 %
10 - 20 %
20 - 55 %
No Typology Data

Percent Home Ownership

20% or less
20 - 40 %
40 - 60 %
60 - 75 %
75 - 100 %
No Typology Data

Median Value Home Sales

$ 9,500 - $5,000
$ 55,000 - 100,000
$ 100,000 - 180,000
$ 180,000 - 310,000
$ 310,000 - 800,000
No Typology Data

Baltimore City's 2005 Housing Market Typology

Legend:

- Competitive
- Emerging
- Stable
- Transitional
- Distressed
- Downtown MultiFamily
- Outer City MultiFamily
- No Data or Non Residential
- Parks

Martin O'Malley
Mayor

Otis Rolley, III
Director of Planning

Paul T. Graziano
Commissioner

The Reinvestment Fund

December 2005

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 inventions. 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 Assesment 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.

Rezonings 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 *Competitive* Housing Markets	Improved (Underutilized) Parcels	22	172	1,488
	Vacant Parcels	192	435	2,727
Acres and Parcels with capacity associated with *Emerging* Housing Markets	Improved (Underutilized) Parcels	28	403	2,622
	Vacant Parcels	146	589	2,924
Acres and Parcels with capacity associated with *Stable* Housing Markets	Improved (Underutilized) Parcels	99	1,187	5,545
	Vacant Parcels	241	1,620	4,318
Acres and Parcels with capacity associated with *Transitional* Housing Markets	Improved (Underutilized) Parcels	136	2,553	4,273
	Vacant Parcels	289	2,035	6,870
Acres and Parcels with capacity associated with *Distressed* 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

Holding Capacity

Number of Units
By Neighborhood

	No Data
	1 - 85
	85 - 217
	217 - 393
	393 - 760
	760 - 1343
	1343 - 2338
	2338 - 11141
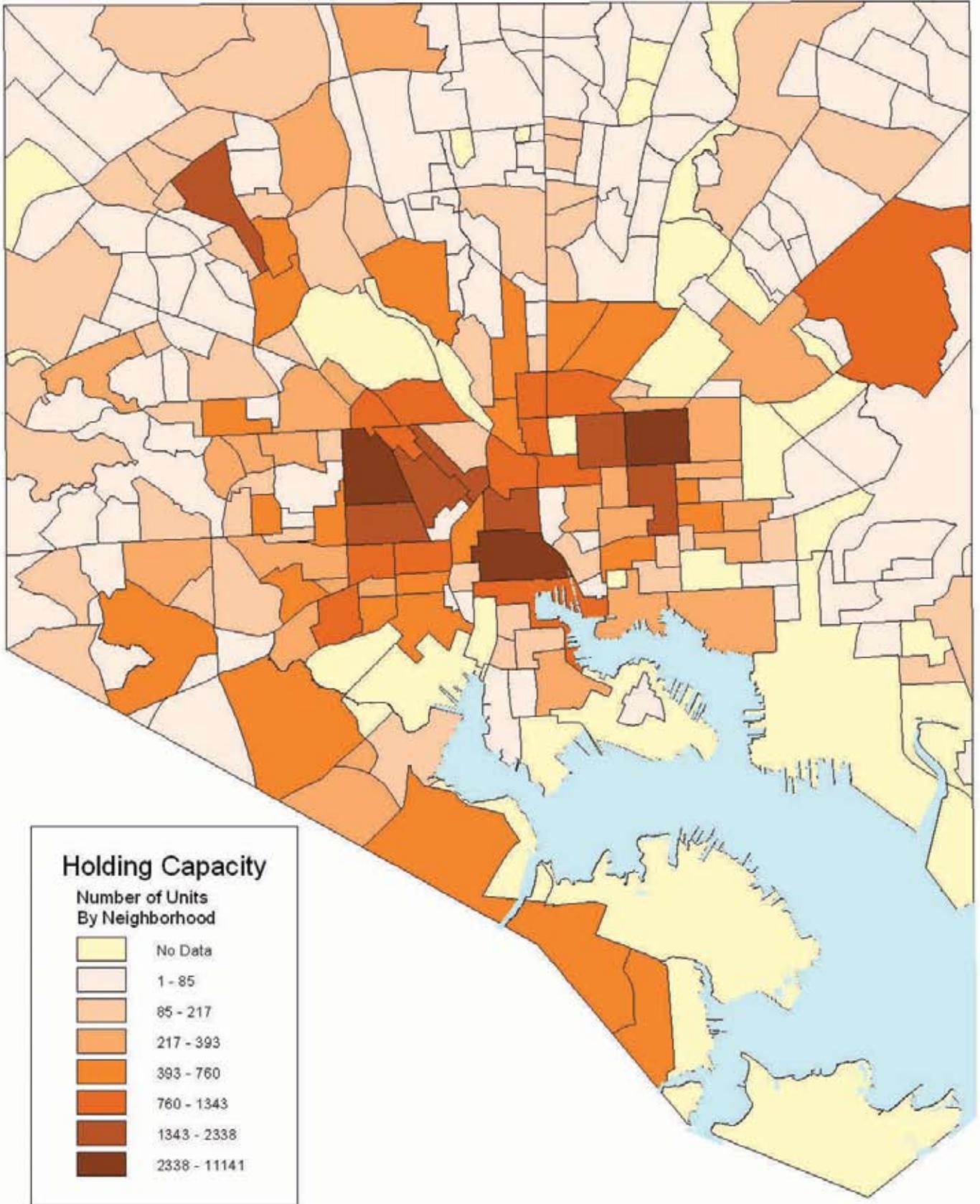
O. **Baltimore Regional Rail Plan** http://www.liveearnplaylearn.com/portals/0/17_rail_plan_report.pdf

Regional Rail Map

Recommended Baltimore Region Rail System Plan
Adopted by Advisory Committee on March 19, 2002

Legend

— Rail line
○ Existing Station
○ Proposed Station Location
◉ Transfer Station

P. Water Taxi Stops

Map 5 - Water Shuttle Stops

- ⬤ Water shuttle stops
- ■ Excursion vessels
- ■ Historic vessels
- ■ Recreational marinas
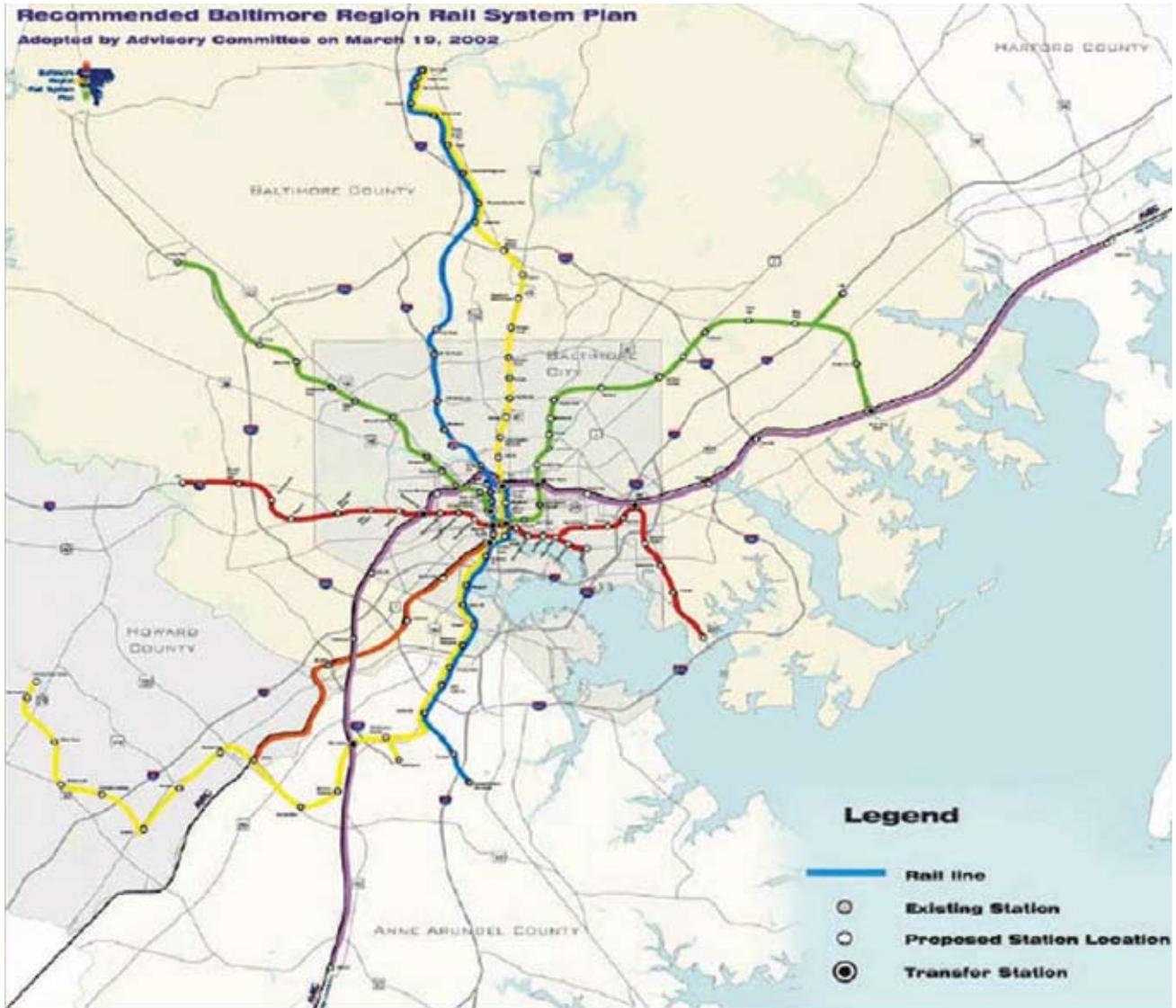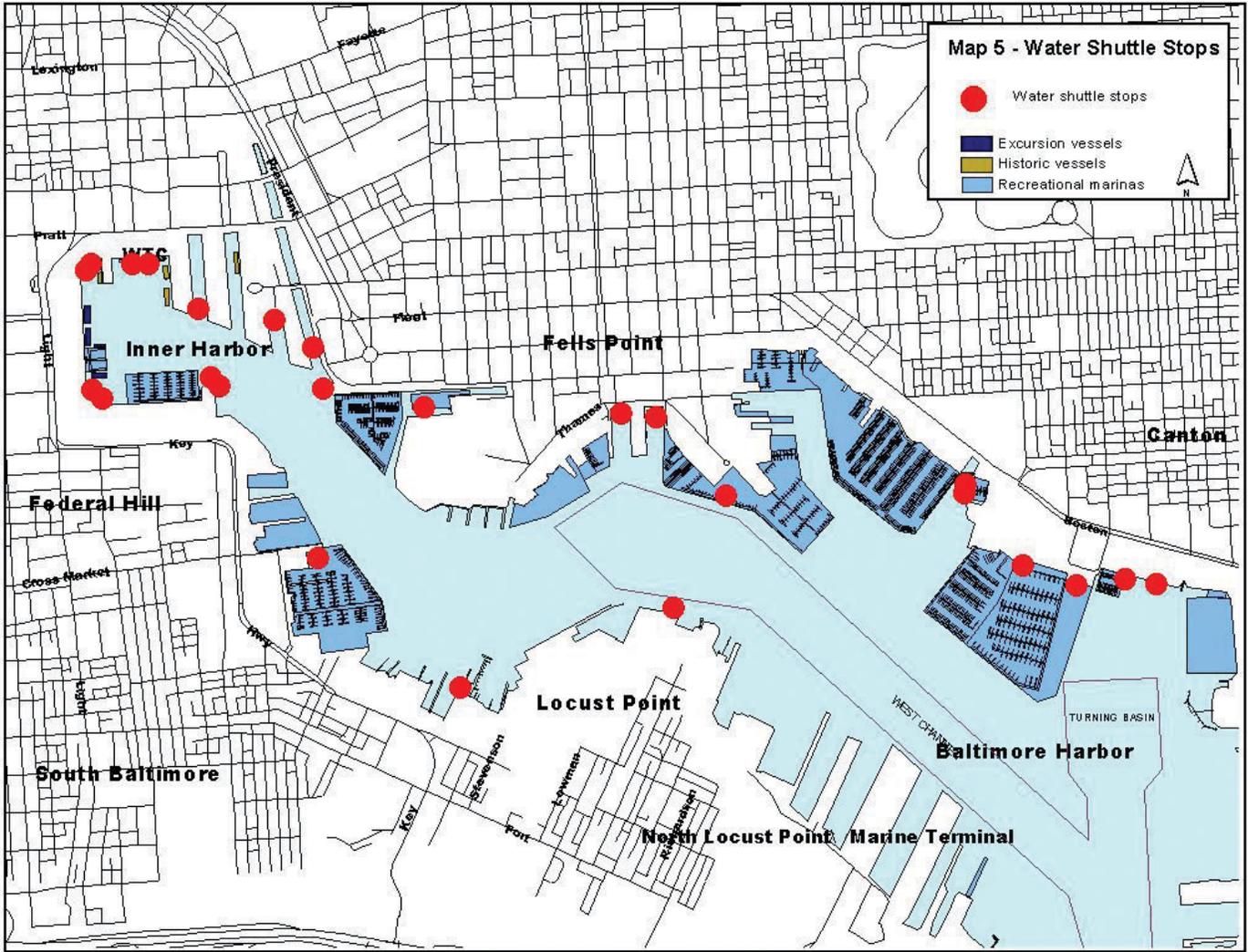
Q.	Bicycle Master Plan	www.liveearnplaylearn.com/Publications/ BaltimoreCityBicycleMasterPlan/tabid/98/Default.aspx
R.	Transportation Plan	www.liveearnplaylearn.com/publications/cmp/appendix/ transportation_plan.pdf
S.	Sensitive Area Plan	**Background**

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 area 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 reforesting 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 initi-ated 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. l.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 l.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 & Calloway & 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 & Wabash 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 & Patterson 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 l.ka. 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 & Canterbury Road	7/2/1987
Johns Hopkins Medical Insts.	Broadway, & Orleans, Caroline, & 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 & Washington 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/ l.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 Benson Avs	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 & Windsor 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, & Aisquith 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. Mulberry 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. Lovegrove 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 l.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 & Ellerslie 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. Franklintown Road	5/14/2001
Broadway Homes HOPE VI	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 & Caroline 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: 12/71987
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

Baltimore City Public Institutions

- ♠ Public School
- ⓘ Library
- ★ Recreation Center
- ✳ Senior Center

N
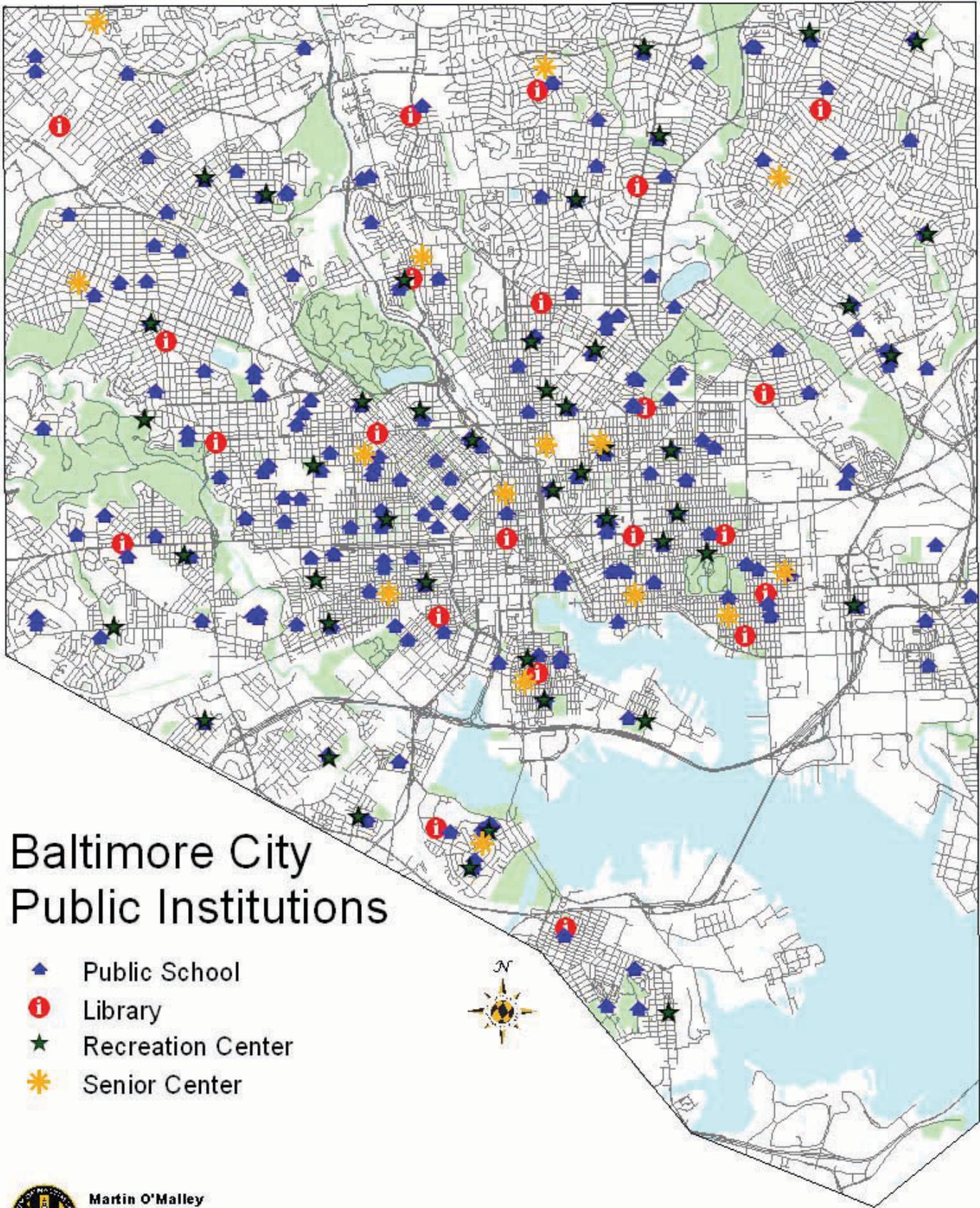
Martin O'Malley
Mayor
Otis Rolley, III
Director

BB. Parks, Waterways and Trails
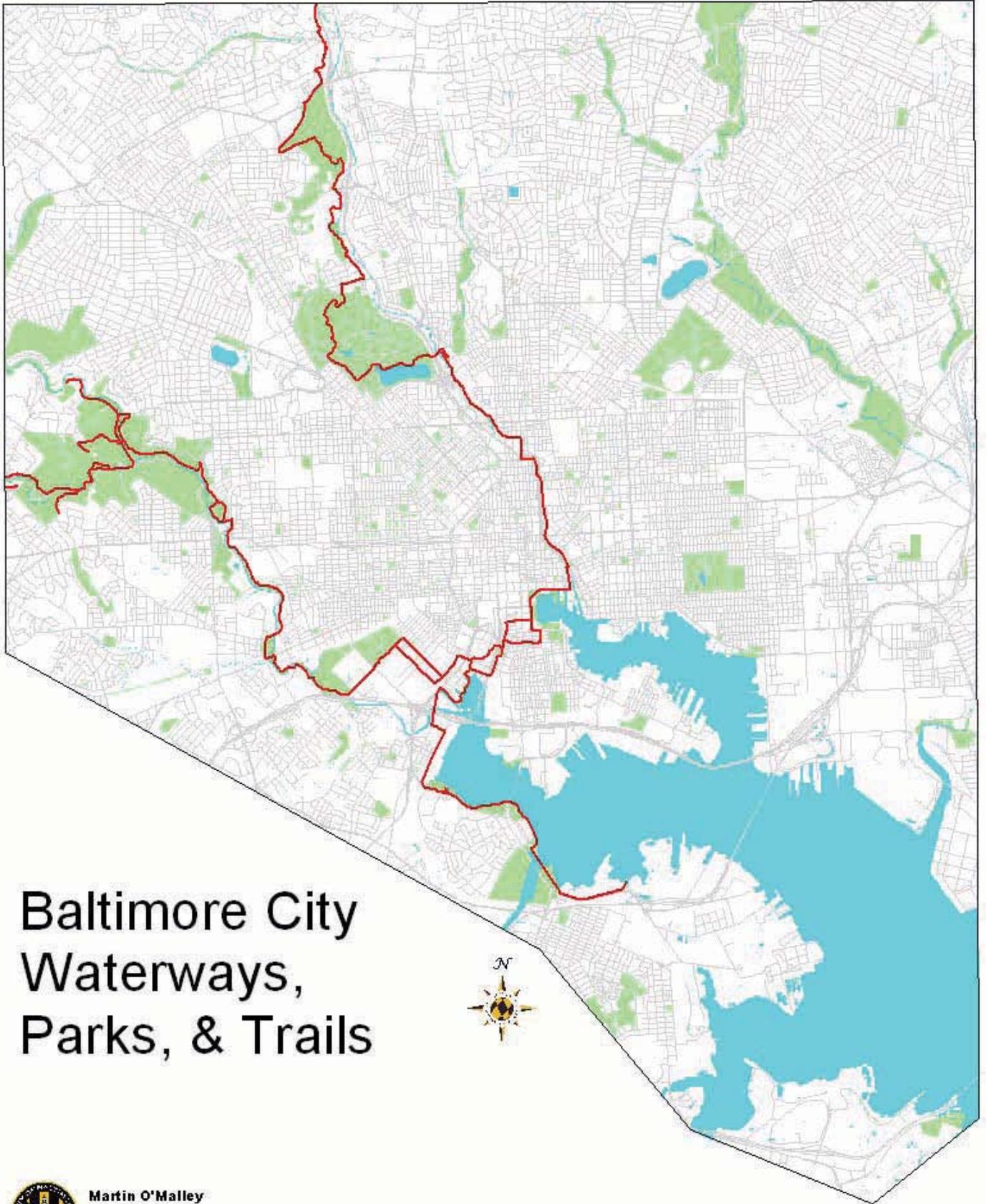
Baltimore City
Waterways,
Parks, & Trails

Martin O'Malley
Mayor
Otis Rolley, III
Director
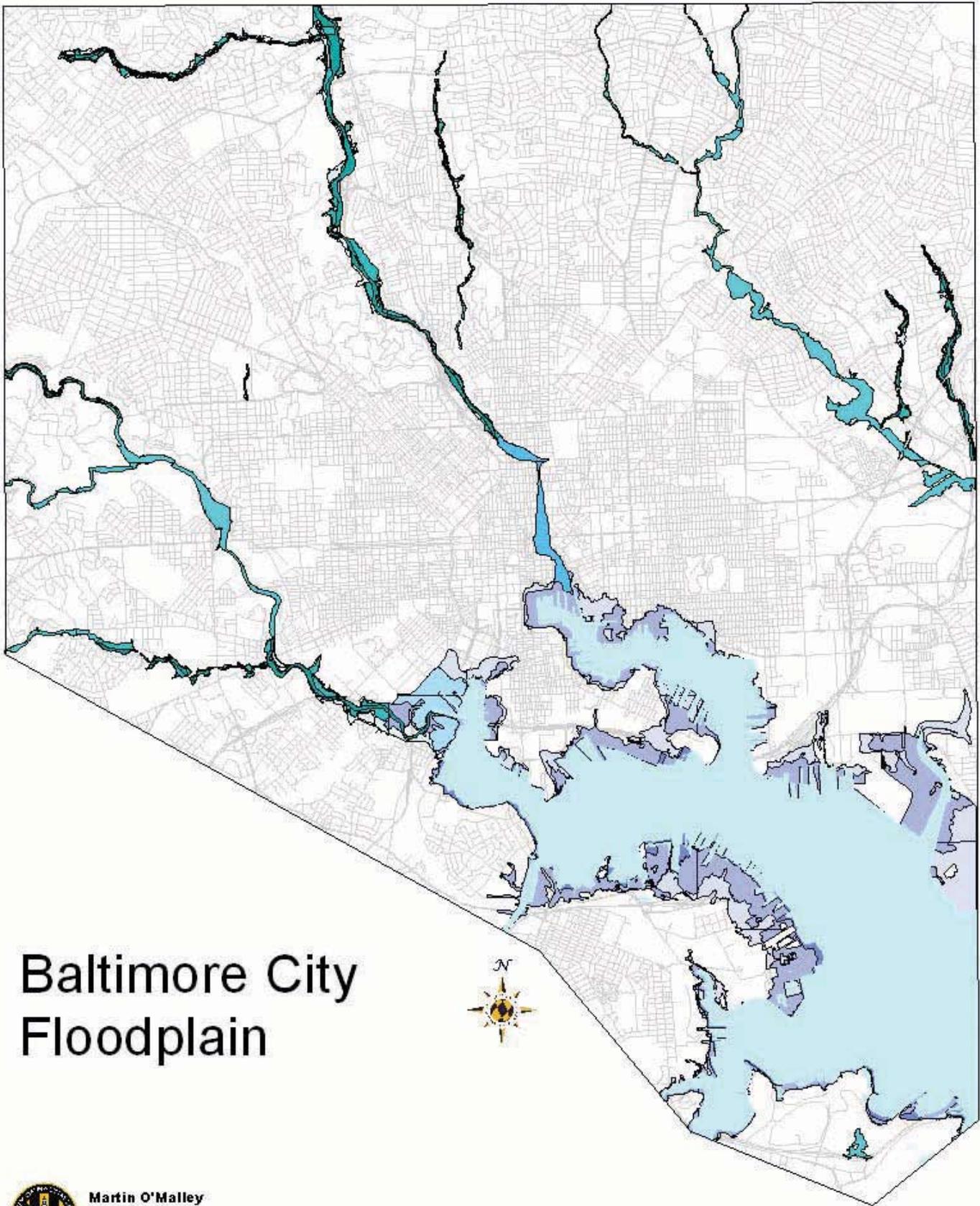
Baltimore City
Floodplain

Martin O'Malley
Mayor
Otis Rolley, III
Director
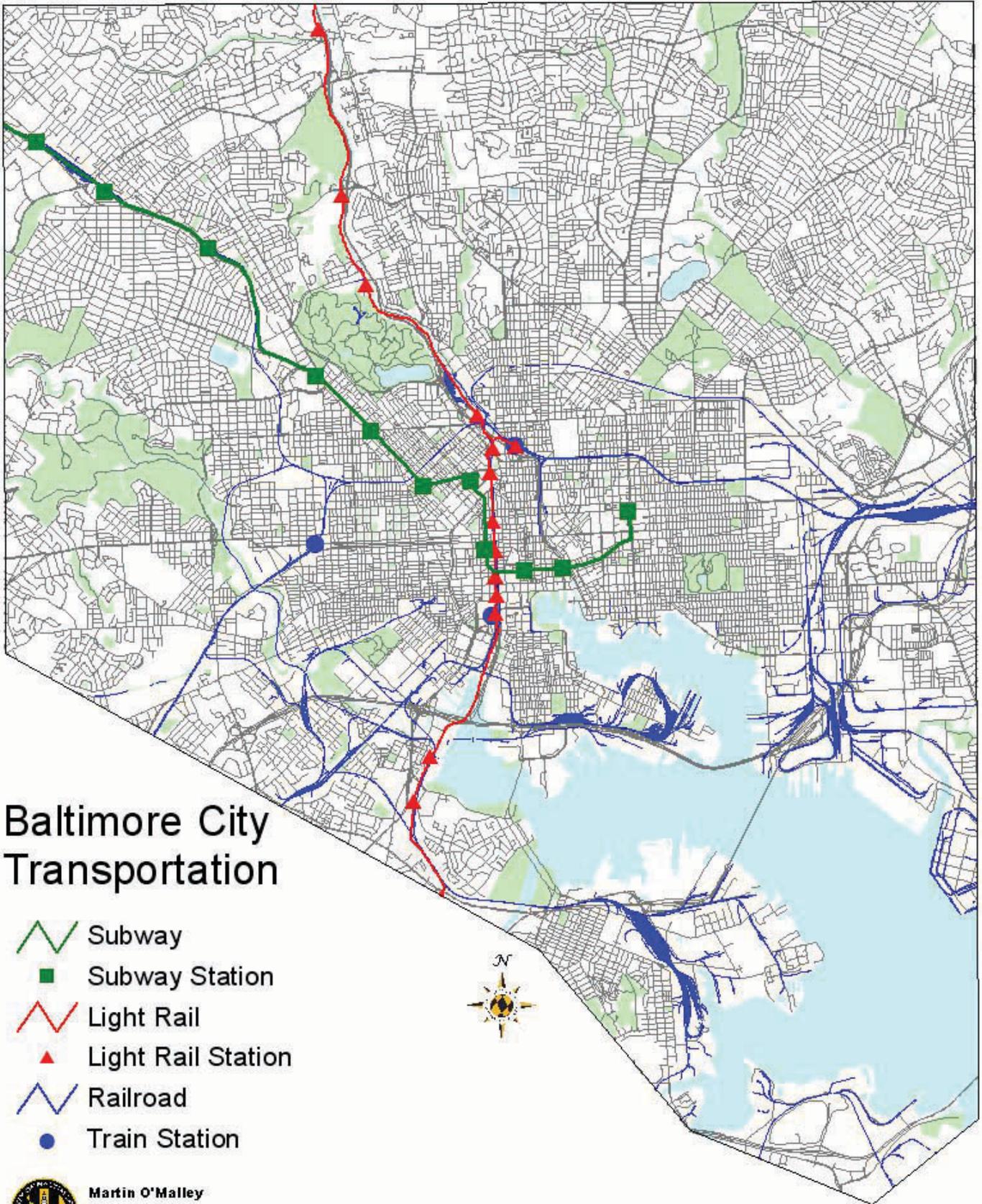
Baltimore City Transportation

Subway
■ Subway Station
Light Rail
▲ Light Rail Station
Railroad
● Train Station

Martin O'Malley
Mayor
Otis Rolley, III
Director

Baltimore City Department of Public Works Property

Solid Waste
Waste Water
Water Supply
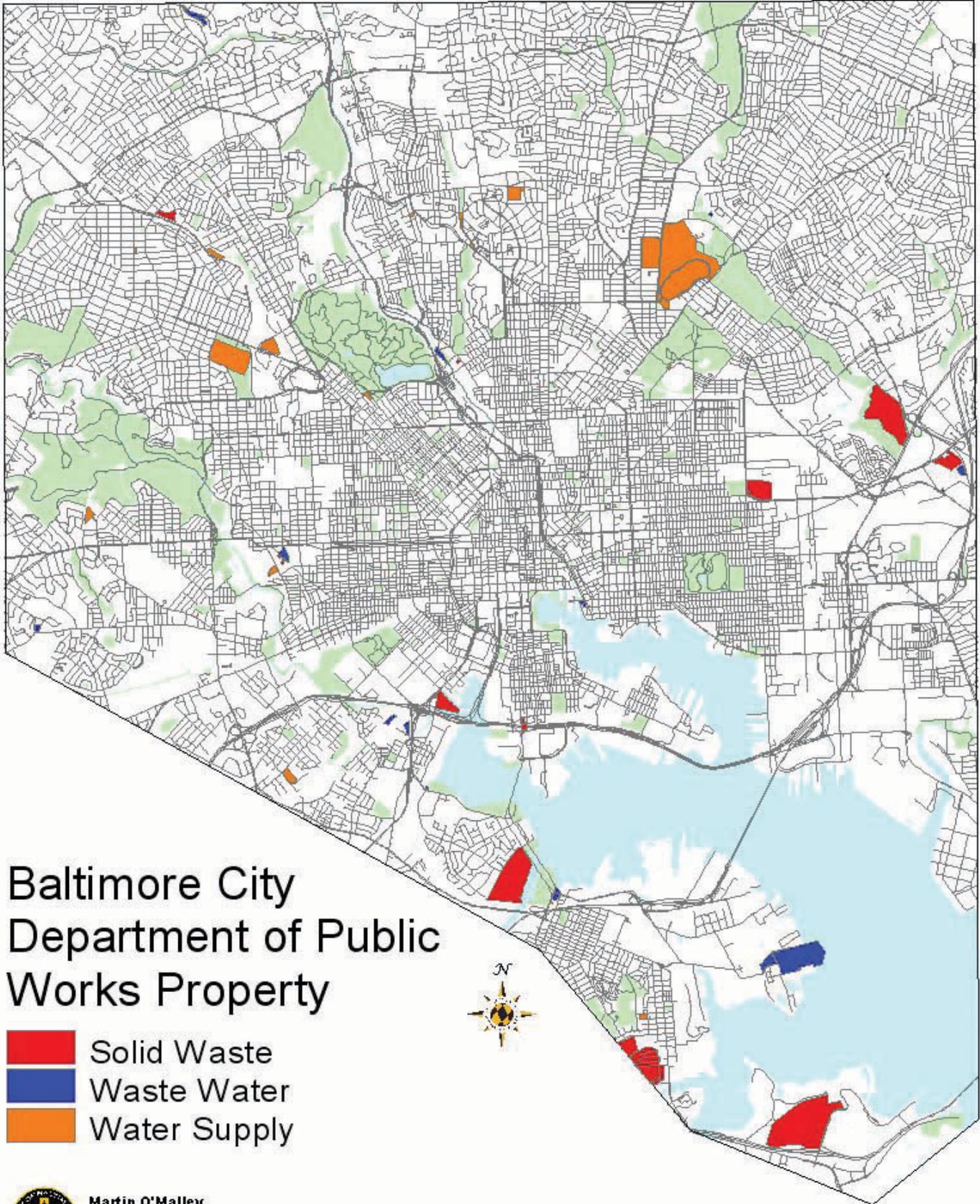
Martin O'Malley
Mayor
Otis Rolley, III
Director

Authors:

The Citizens of Baltimore

Mayor and City Council

Planning Commission

President & Citizen Representative	**Peter E. Auchincloss**
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**

Department of Planning Staff

City Planner III	**Wolde Arasa**
City Planner II	**Martha G. Baker, Ph.D**
Design Planner II	**Keia Butts**
Division Chief - Land Use & Urban Design	**Gary Cole**
City Planner III	**Peter Conrad**
Special Assistant	**Kate Edwards**
Personnel Assistant	**Drusilla Elias**
City Planner III	**Laurie Feinberg, AICP**
City Planner II	**Brigitte Fessenden**
City Planner II	**David Fowler, AICP**
City Planner I	**Carley Francis**
City Planner I	**Martin French**
GIS Technician	**Jamie Gerhart**
City Planner II	**Tranell Guthrie**
City Planner III	**James Hall, AICP**
Planning Assistant	**Melvin Hicks**
City Planner II	**Eric Holcomb**
City Planner I	**Kenneth Hranicky**
Division Chief - Research & Strategic Planning	**Seema Iyer, Ph.D.**
Poe Museum Curator	**Jeffrey Jerome**
Division Chief - Historical & Architectural Preservation	**Kathleen Kotarba**
City Planner III	**Kyle Leggs**
City Planner II	**W. Eddie Leon**
Contractual Environmental Specialist	**Gary Letteron**
Contractual Comprehensive Planner	**Andrea Limauro**
City Planner III	**Ervin McDaniel**
Administrative Officer III	**Karen Miller**
Architect II	**Thor Nelson**
City Planner III	**Theo Ngongang**
City Planner II	**Sara Paranilam**

Baltimore City Planning Commission