

REIMAGINE MIDDLE BRANCH

Parks, projects & programs to connect
communities in South Baltimore

The Reimagine Middle Branch Plan

Volume 4: Resource Guide

February 2023

The Reimagine Middle Branch Plan is led by the City of Baltimore, South Baltimore Gateway Partnership, and Parks & People, working alongside a team of expert consultants, local and regional stakeholders, and South Baltimore residents.



The Reimagine Middle Branch Plan was prepared by a collaborative team of consultants, including:

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Acknowledgments

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Planning Area Neighborhoods

- Baltimore Peninsula (Port Covington)
- Barre Circle
- Brooklyn
- Carroll-Camden
- Cherry Hill
- Curtis Bay
- Federal Hill
- Lakeland
- Locust Point
- Mount Winans
- Otterbein
- Pigtown
- Ridgely's Delight
- Riverside
- Saint Paul
- Sharp-Leadenhall
- Stadium Area
- South Baltimore
- Westport

Funding for the **Reimagine Middle Branch Plan** and related initiatives comes from Casino Local Impact Grants managed separately by the **City of Baltimore**, with advisement from the Baltimore Casino Local Development Council, and by **South Baltimore Gateway Partnership**.

In addition, the **State of Maryland** has provided funds for this project through the Maryland Capital Grants Program, the Maryland Department of Natural Resources, and the Maryland Department of Housing and Community Development—Division of Neighborhood Revitalization.

The Reimagine Middle Branch Plan was adopted by the Baltimore City Planning Commission on February 9, 2023

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Preface

The Reimagine Middle Branch Plan Resource Guide compiles additional information and materials that complement and further deepen the Plan's Design Vision and Implementation Strategies.

Included in each chapter is a mix of background mapping and analysis that informed the Plan's various design principles and strategies, related case studies providing additional resources and guidance regarding implementation, and detailed technical studies supporting for key Plan recommendations. Additional resources can be found in the Reimagine Middle Branch Project Brief, a document that was completed prior to the Plan to establish goals and shape priorities concerning Justice, Equity, Diversity, and Inclusion.

The full Project Brief document can be found on the Reimagine Middle Branch website: www.reimaginemb.com.

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Chapter 1

EQUITY RESOURCES

As the City of Baltimore and its many partners engage in a transformative process to reinvest in the health and vitality of the Middle Branch, justice, equity, diversity, and inclusion (JEDI) are at the center of both the design and planning processes and are key to their successes.

To undertake an equity-driven Plan, the Planning Team performed a thorough mapping analysis of existing socio-economic conditions across the study area, which informed the Plan's equitable distribution of investments. Maps from this study are included herein.

It was also important to develop sustainable approaches to evaluating whether or not design and planning decisions were identifying and addressing inequities. One of these approaches was the JEDI review process, and findings from this evaluation are also included in this resource guide.

To augment the Plan's recommendations, the Team created a large compendium of existing programs and best practices addressing displacement and equitable development, two primary equity issues identified by the JEDI committee.

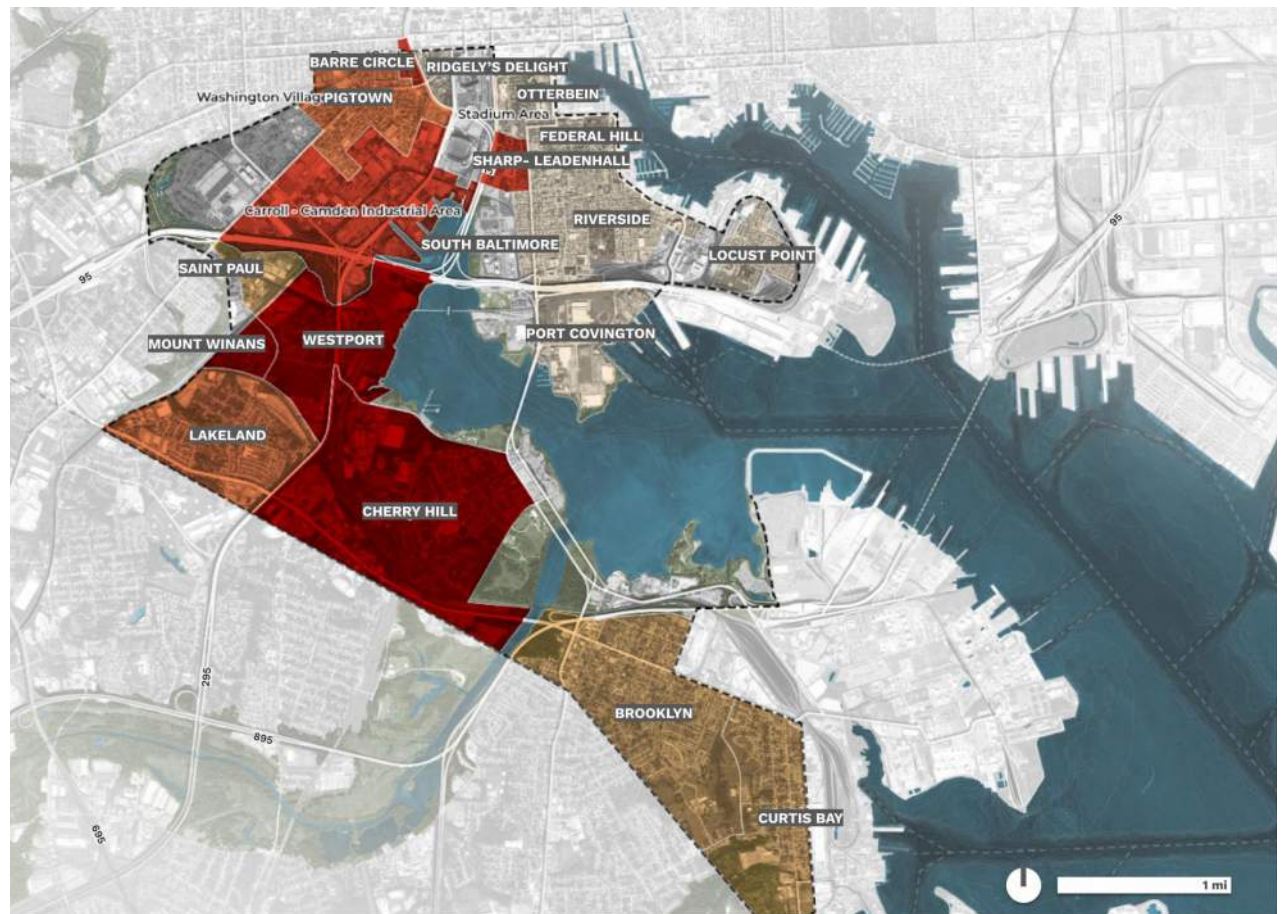


Socioeconomic Conditions

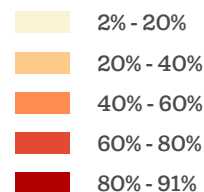
Demographic Characteristics

The largest ethnic cohort in the study area is the white population (45%) followed by the Black/African-American population (40%). The remaining 15% of the population in the area is split between Latine, Asian-American, Indigenous and other races and ethnicities. This trend is divergent from Baltimore city which, at 62%, is majority Black/African-American.

The populations in the study area are geographically split with the historically Black/African-American western neighborhoods of the Middle Branch (Cherry Hill, Westport, Mount Winans) having higher concentrations of Black/African-American residents and the eastern neighborhoods (Federal Hill, Sharp-Leadenhall, Otterbein) having higher concentrations of white residents.



% Black/African-American Population



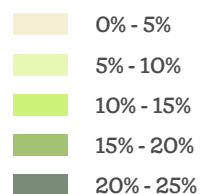
Baltimore % Black/African-American = 61.8%
study area % Black/African-American = 40.1%

At 38% white, 39% Black/African-American, and 17% Latine, Brooklyn appears to be one of the more diverse neighborhoods in the study area which can possibly be attributed to the availability of naturally occurring affordable housing, Lakeland's Latine population is also significant, and higher than the Baltimore city rate (25% versus 5%) which appears to be a newer trend.

It's important to note that demographics are not static, and these maps offer a snapshot of the current conditions. The demographics of South Baltimore have evolved significantly over the last 100 years. In the 1900s, there was a larger population of Black people/ African-Americans in this part of Baltimore, and the decline has been the result of many complex factors including displacement related to gentrification. This trend has been seen across South Baltimore, in particular the neighborhoods of Federal Hill and Sharp-Leadenhall. More information regarding the history of South Baltimore neighborhoods can be found in Section 3 of the 2015 South Baltimore Gateway Master Plan.



% Latine Population

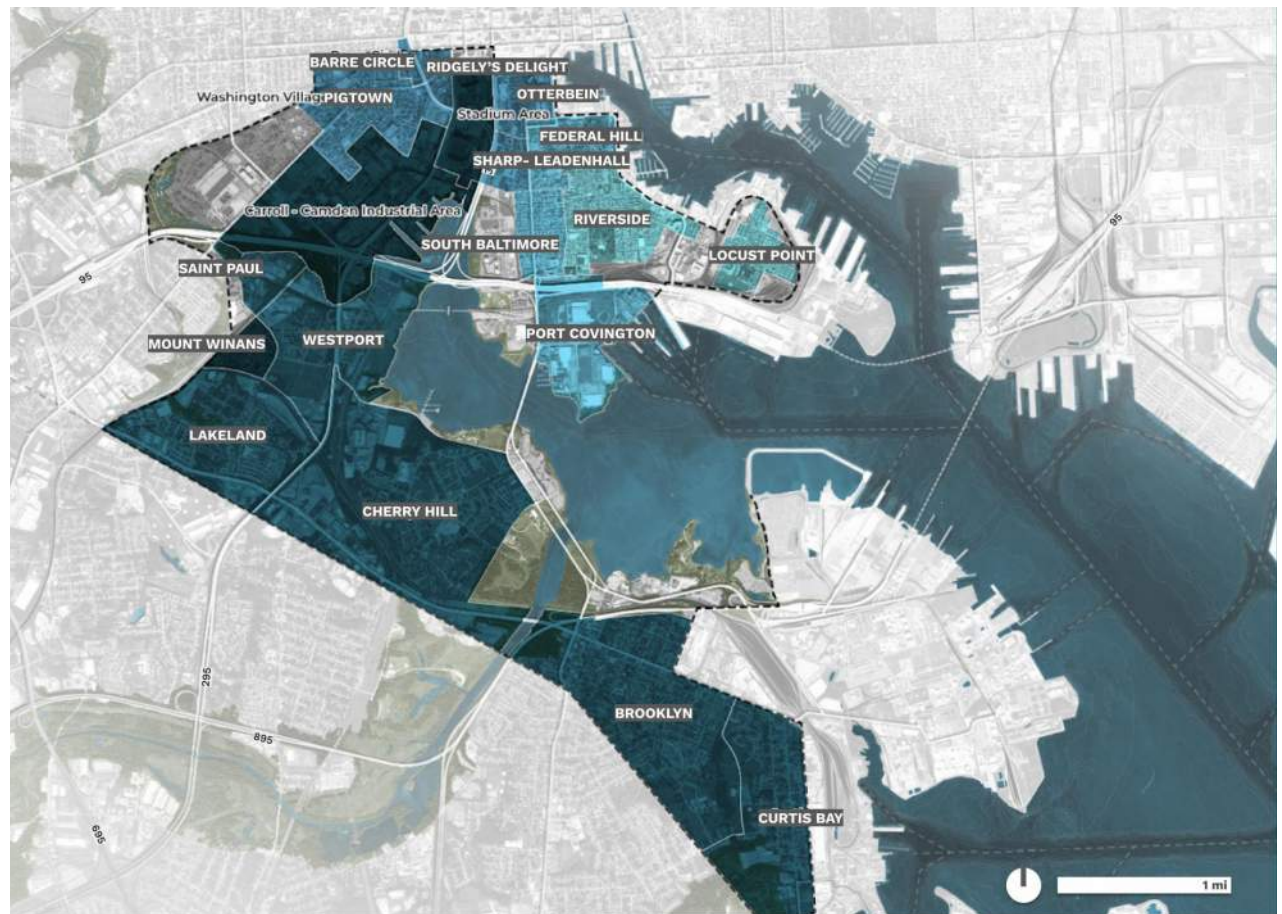


Baltimore % Latine = 5.3%
study area % Latine = 8.8%

Socioeconomic Conditions

Housing

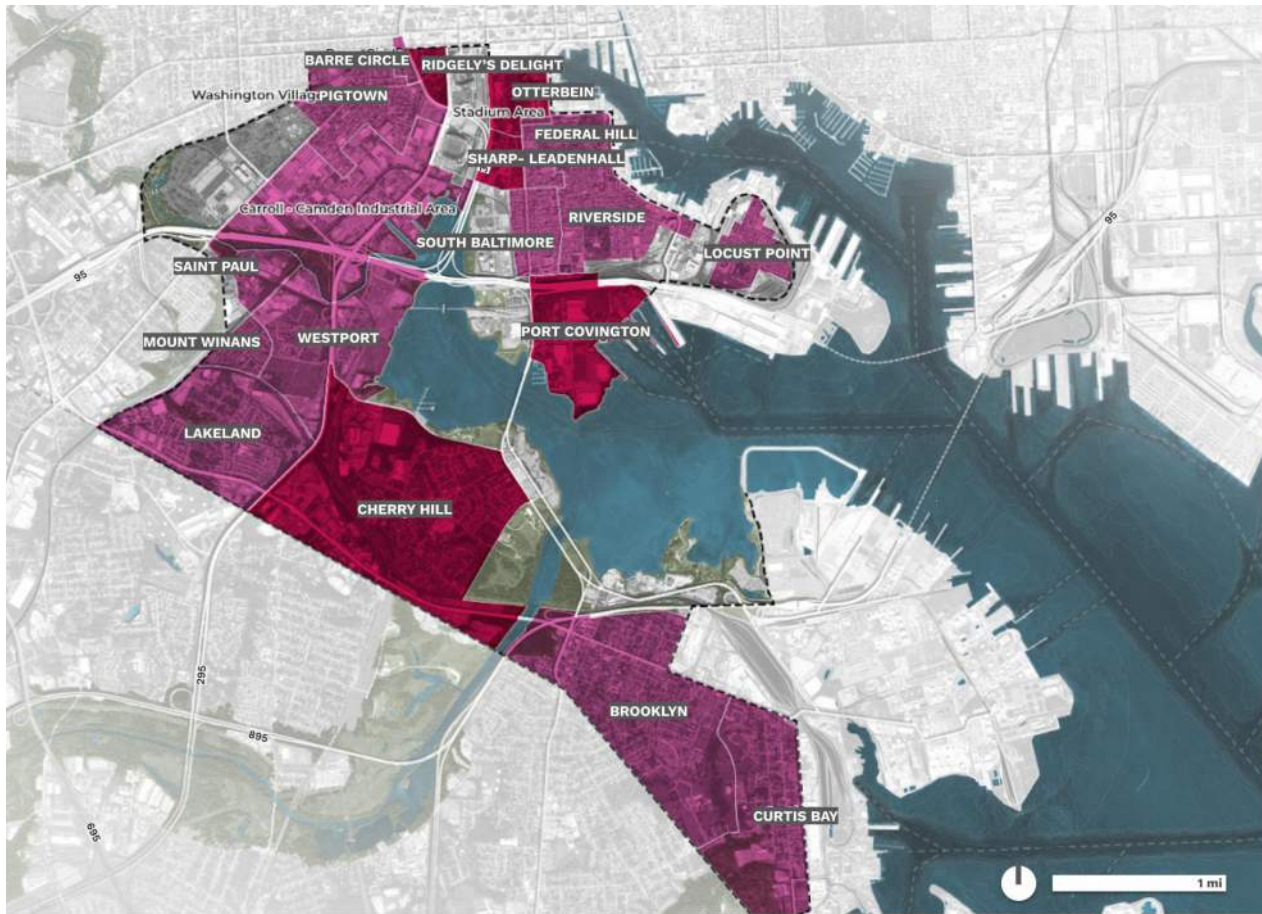
There are an estimated 20,823 households in the study area with a median household income of \$60,136, above the Baltimore city median of \$50,379. As far as residential neighborhoods, Mt. Winans has the lowest median income (\$20,000), followed by Cherry Hill (\$26,444). Westport is also low at \$33,255. These areas are also mostly Black/African-American and have suffered historic injustices, with Cherry Hill being planned as a segregated Black/African-American housing community. Public housing in Cherry Hill's upper side likely drives the low median income. Utilization of social benefit programs was also highest in these neighborhoods indicating that many households struggle to make ends meet. Supplemental Nutrition Assistance Program (SNAP)/Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) benefits were used by 72% of households in Mount Winans, 59% in Westport, and 58% in Cherry Hill. Conversely, eastern neighborhoods have higher incomes with Locust Point being the highest at \$146,405, followed by Riverside at \$121, Federal Hill at \$107,088, and Port Covington at \$106,041.



Median Household Income (MHI)



Baltimore MHI = \$50,379
study area MHI = \$60,136



% Renter Occupied Housing

- 5% - 15%
- 15% - 30%
- 30% - 65%
- 65% - 99%

Baltimore Average = 42.6%
study area Average = 48.8%

Socioeconomic Conditions

Within the study area, there are an estimated 24,600 housing units. An estimated 54% of these units are renter-occupied and 46% are owner-occupied. Neighborhoods with high concentrations of renters include Sharp-Leadenhall (83%), Cherry Hill (80%), Ridgely's Delight (74%), and Otterbein (73%). Sharp-Leadenhall has the highest percentage of rent-burdened households at 61%, Pigtown has the highest percentage of severely rent burdened at 41%, followed by Ridgely's Delight at 38%.

Neighborhoods with the highest concentration of homeowners include Locust Point (63%), Riverside (60%), and Pigtown (55%). The estimated average home value for the study area was \$179K in 2021, on par with the Baltimore average of \$180K. Brooklyn, Curtis Bay, Lakeland, Mount Winans, and Westport have seen the sharpest increase in home values since 2018 with values increasing in the general range of 20% to over 40% in the three year period.

Table: Rent burdened households by neighborhood

Neighborhood	Rent Burdened %	Severely Rent Burdened %
Barre Circle	50	33
Brooklyn	44	21
Carroll-Camden	0	0
Cherry Hill	43	20
Curtis Bay	61	33
Federal Hill	34	13
Lakeland	59	33
Locust Point	29	6
Mount Winans	43	24
Otterbein	24	7
Port Covington	0	0
Ridgely's Delight	53	38
Riverside	0	0
Saint Paul	60	33
South Baltimore	27	12
Sharp-Leadenhall	61	23
Stadium Area	0	0
Pigtown	56	41
Westport	34	18

 Over 50% Rent Burdened

Table: Home values by neighborhood

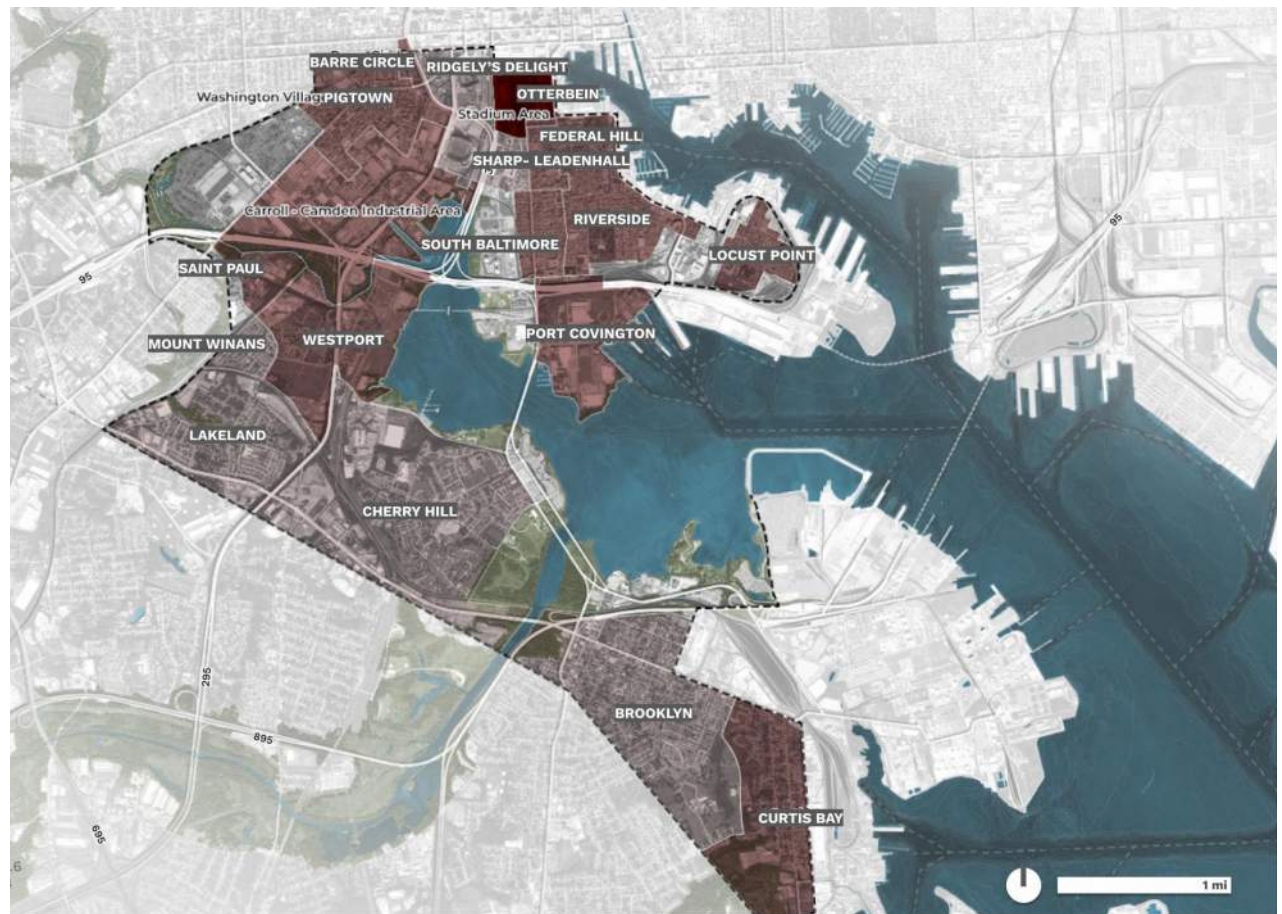
Neighborhood	Average Ann Est. Home Values				Average Ann Change			Net Change
	2018	2019	2020	2021 QTD	2019	2020	2021 QTD	2018 to 2021
Barre Circle	\$221,075	\$211,906	\$213,736	\$228,930	-4%	1%	7%	4%
Brooklyn	\$63,526	\$67,067	\$68,156	\$76,908	6%	2%	13%	21%
Carroll - Camden Industrial Area	\$136,559	\$125,813	\$130,775	\$142,898	-8%	4%	9%	5%
Cherry Hill	\$53,653	\$56,034	\$48,663	\$55,664	4%	-13%	14%	4%
Curtis Bay	\$58,755	\$56,938	\$59,894	\$75,734	-3%	5%	26%	29%
Federal Hill	\$335,112	\$320,520	\$311,509	\$328,148	-4%	-3%	5%	-2%
Lakeland	\$58,515	\$65,220	\$71,305	\$80,782	11%	9%	13%	38%
Locust Point	\$352,682	\$336,358	\$332,265	\$352,387	-5%	-1%	6%	0%
Mount Winans	\$74,166	\$70,978	\$84,065	\$104,280	-4%	18%	24%	41%
Otterbein	\$313,624	\$311,698	\$294,477	\$305,704	-1%	-6%	4%	-3%
Ridgely Delight	\$237,644	\$234,194	\$233,395	\$243,800	-1%	0%	4%	3%
Riverside	\$324,462	\$306,153	\$299,606	\$320,534	-6%	-2%	7%	-1%
Saint Paul	\$65,320	\$69,101	\$53,082	\$53,407	6%	-23%	1%	-18%
Sharp-Leadenhall	\$285,570	\$272,609	\$268,523	\$284,500	-5%	-1%	6%	0%
Pigtown	\$131,653	\$135,148	\$137,390	\$150,234	3%	2%	9%	14%
Westport	\$43,345	\$45,421	\$46,803	\$54,493	5%	3%	16%	26%
Study Area				\$178,650	-0.40%	-0.40%	10%	10%
Baltimore 2021=\$180,223								

Socioeconomic Conditions

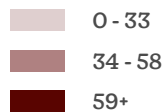
Workforce & Jobs

The study area has a median age of 34 and trends younger than Baltimore city which has a median age of 37. One-quarter of the population are youth, 19 years old or younger, and 9% are seniors, 65 years or older. Cherry Hill, Mount Winans, and Westport have the most significant youth populations at 42%, 46%, and 37%, respectively. 59% of the population are of working age (25 to 64 years old) and the largest volume of resident workers is in the Brooklyn, Cherry Hill, and Pigtown neighborhoods.

The study area has higher education rates than Baltimore city as a whole with 41% of residents age 25 and older having a Bachelor's degree or higher. Educational attainment levels are lower in the entire western and southern portions of the study area. In Cherry Hill and Curtis Bay, only 4% of the population have a Bachelor's degree or higher, and in Brooklyn, only 10% of residents have a Bachelor's or higher. These figures track below the Baltimore city educational attainment level which is 32%. The unemployment rate is 4% across the study area, but again, varies by neighborhood. Neighborhoods with



Median Age



Baltimore Median Age = 37
study area Median Age = 34

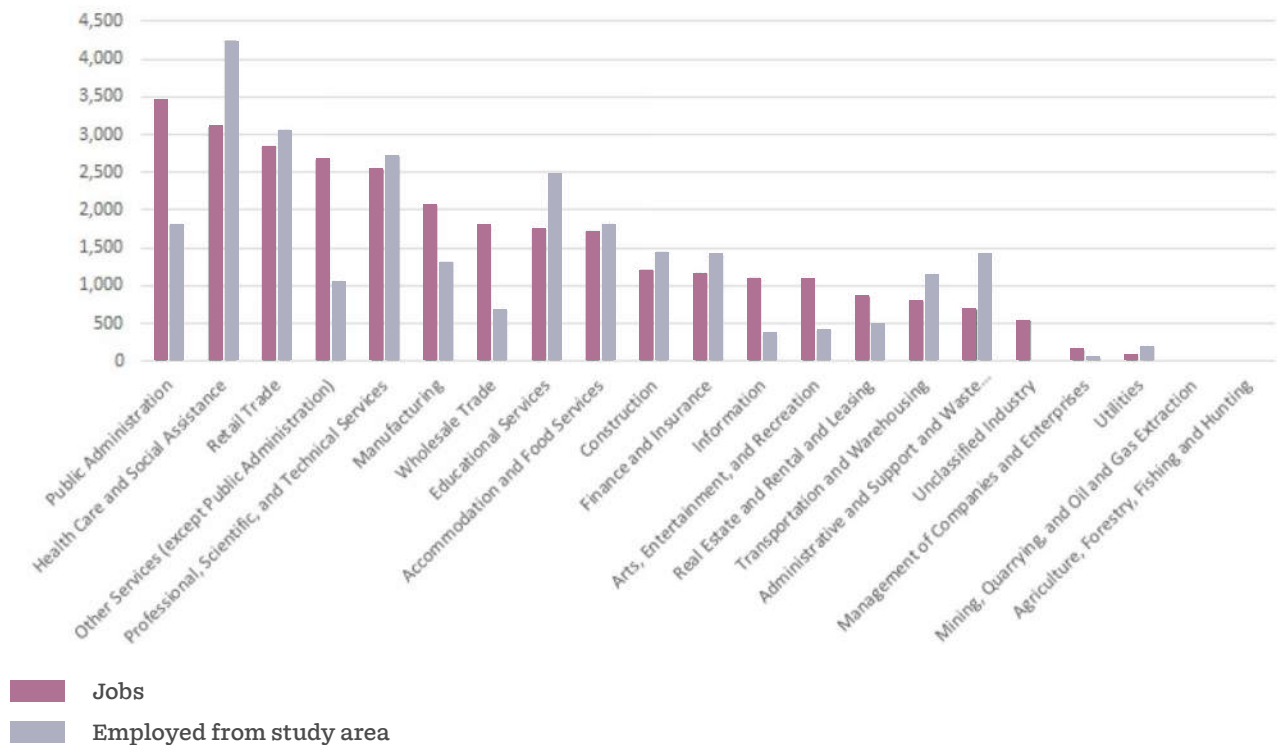
high unemployment and significant worker populations include Brooklyn (12%), Cherry Hill (11%), Lakeland (13%), and Pigtown (13%).

Most study area residents (4,240 or 16%) work in the health care and social assistance sector followed by the retail trade sector (3,045 or 12%) and then both professional services (2,712) and educational services (2,479 or 10% each). Conversely, the sector with the highest volume of jobs is public administration which employs 3,442 within the study followed by health care and social assistance (3,092 jobs), retail trade (2,846), other services (2,678) and professional services (2,547). There are 1,630 more public administration jobs than there are residents employed in that sector indicating a gap in local employment. There is the same delta of 1,630 for the other services sector and a 1,129 delta in wholesale trade, representing the largest opportunities to increase local employment within the area. Despite the study area containing a hospital, there are 1,148 more healthcare and social assistance workers than jobs, indicating an outmigration of these workers along with 745 workers in educational services and 733 workers in waste management and remediation services.

Businesses Summary

<i>Business Type</i>	<i>Number of Businesses</i>	<i>Employees</i>	<i>Annual Sales Volume</i>
Small (0-50 employees)	1,945	14,565	\$2,970,569,000
Medium (51-250 employees)	88	9,338	\$1,839,174,000
Large (250-1,073 employees)	11	5,605	\$215,239,000
Study Area	\$2,044	\$29,508	\$5,024,982,000

Number of Jobs x Local Employment



Socioeconomic Conditions: Conclusions

Based on the thorough mapping and analysis of existing demographic and workforce characteristics across the study area, it is clear that black and latine residents are more likely to live in disinvested communities with limited access to local job opportunities.

- **Mt. Winans:** 47% poverty and 25% unemployment, high use of public benefits, rapidly rising housing values (41% increase)
- **Cherry Hill:** 38% poverty and 10% unemployment. Born of segregation policies. Important developments & investments coupled with the largest public housing project and low median incomes
- **Westport:** 31% poverty and 14% unemployment. Mostly Black/African-American community
- **Lakeland:** Growing Latine population (25% of total population); likely language and cultural barriers. At 16% poverty and 13% unemployment, it is less in distress than neighboring areas. 38% increase in housing values

Furthermore, black and latine residents are more likely to live in neighborhoods where households on average fall below Baltimore's area median income (AMI). More often than not, these neighborhoods have low rates of home ownership and a higher percentage of households who rent, resulting in many in

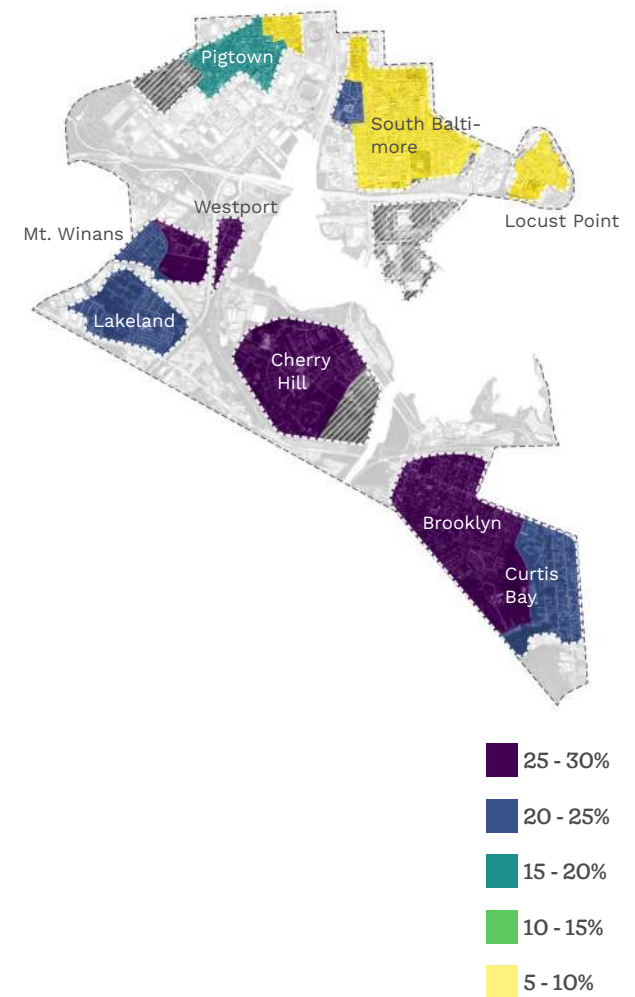
these communities being rent burdened – meaning they pay more than 30 percent of their incomes on housing. Rent burdened households may have difficulty affording basic necessities such as food, clothing, transportation, and medical care. Severely rent burdened households spend more than 50 percent of their incomes on rent.

As such, the Plan recommends utilizing displacement prevention strategies in the following neighborhoods:

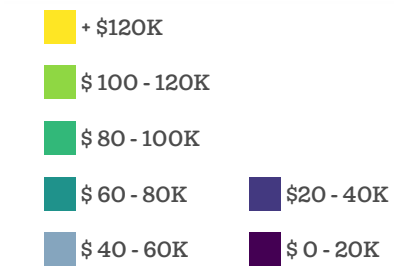
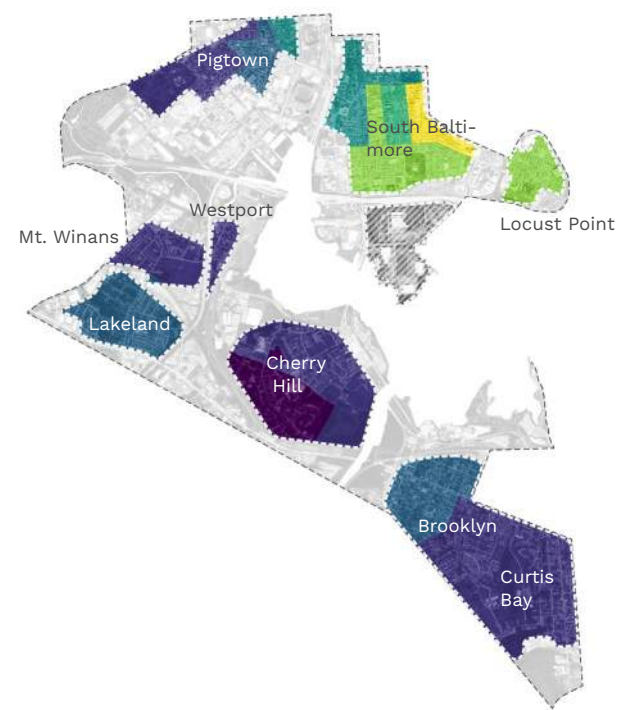
- **Barre Circle** – 50% rent burdened, 33% severe
- **Curtis Bay** – 61% rent burdened, 33% severe
- **Lakeland** – 59% rent burdened, 33% severe
- **Ridgely's Delight** – 53% rent burdened, 38% severe
- **St. Paul** – 60% rent burdened, 33% severe.
- **Sharp-Leadenhall** – 61% rent burdened, 23% severe
- **Pigtown** – 56% rent burdened, 41% severe

*Note: Rent burden rates in Ridgely's Delight and Barre Circle may reflect a relatively high percentage of students living in these neighborhoods in close proximity to University of Maryland Baltimore).

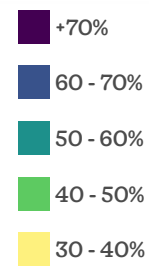
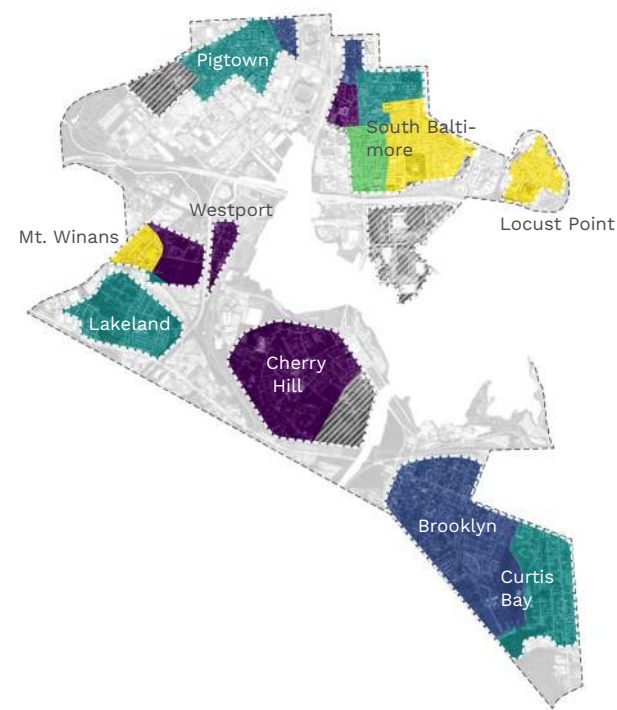
% Population Ages 0-14



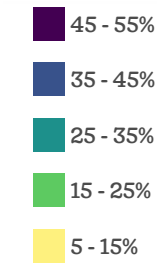
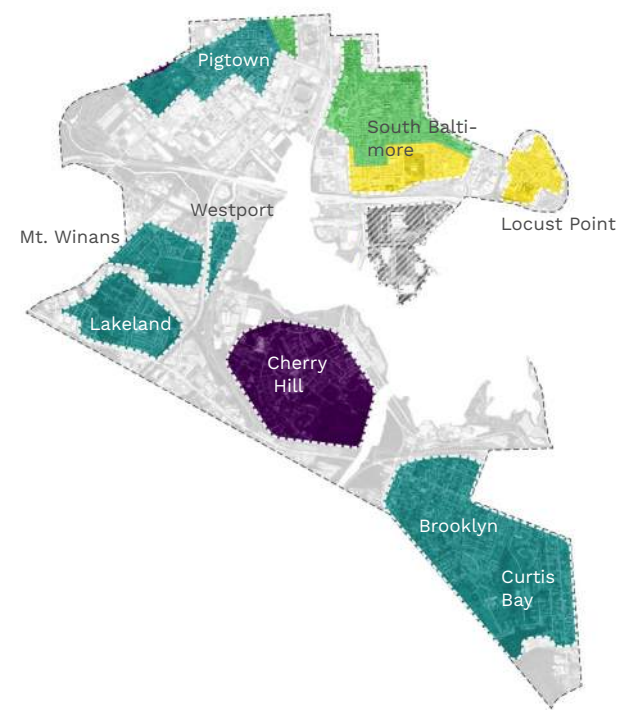
Median Household Income



% Rented Homes



% Population Without a Vehicle



JEDI Review

The purpose of the JEDI Review process was to highlight JEDI issues and opportunities in the evolving plan and collaboratively develop solution strategies. JEDI Review included members of the Planning Team and a JEDI Advisory committee, who together engaged in meetings and workshops to deliver essential feedback at critical stages in plan development.

The Planning Team provided technical expertise in support of JEDI Committee activities. This included supporting community engagement activities, providing regular updates on design and planning progress, engaging with the committee in workshops at key points in the process, as well as accepting and responding to JEDI committee feedback in pursuit of JEDI criteria and metrics. Additionally, the team was expected to provide access to previous steps in the design process to communicate the assumptions and rationale driving current design and planning decisions.

The Reimagine Middle Branch Project Brief, completed prior to the creation of this Plan, recommends the use of Four Equity Lenses,

established by the City of Baltimore's Equity In Planning Committee (EIPC), to measure and evaluate the analysis and recommendations included in this Plan.

These four lenses encompass significant factors that impact the ability of open space and urban design to enable equitable outcomes. They also represent factors that are measurable through accessible analysis strategies.

Internal Team Review

Throughout the planning process, the project team has applied a Justice, Equity, Diversity, and Inclusion (JEDI) framework. This was done by reviewing the project through the following four equity lenses. This process began by answering the “framing questions” listed in the graphic to the right. Next, the team completed observation mapping, prepared plans and strategies that addressed these mappings, and sought feedback from the community on the plans. Details regarding how this process played out for each Equity Lens are listed below.

Structural equity

Structural equity asks the question, “Does the project propose strategies to address historic advantages and disadvantages?”

Establishing and communicating baseline measures: How do we describe the current state of structural equity in the Middle Branch project area? The metrics for determining this will evolve throughout the process. However, some considerations include:

- Third-party analysis: Collect previous analysis and planning report
- Observation mapping: Map related factors and define historical advantages and disadvantages
- Strategy/Plan: Prepare plans that include strategies to address historic advantages and disadvantages
- Community engagement: Evaluation of proposed strategies by stakeholders

Procedural Equity

Procedural equity asks the question, “Does the project propose engagement

strategies AND planning and design strategies (pre-construction, construction, and post-construction) that authentically include residents who have historically been excluded?”

Establishing and communicating baseline measures: How do we describe the current state of procedural equity in the Middle Branch project area? The metrics for determining this will evolve throughout the process. However, some considerations include:

- Definition/neighborhood survey: Define who has historically been excluded, invite community members to participate in a broad neighborhood and parks survey.
- Observation mapping: Map related factors such as trends in income, population, and job density.
- Strategy/Plan: Prepare plans that include strategies to provide opportunities to residents who have historically been excluded.
- Community engagement: Partner with current community organizations to reach representatives from each neighborhood.

Four Equity Lenses and associated framing questions

	1. Structural Equity	What historic advantages or disadvantages have affected residents in the given community?
	2. Procedural Equity	How are residents who have been historically excluded from planning processes being authentically included in the planning, implementation, and evaluation of the proposed policy or project?
	3. Distributional Equity	Does the distribution of civic resources and investment explicitly account for potential racially disparate outcomes?
	4. Transgenerational Equity	Does the policy or project result in unfair burdens on future generations?

Distributional Equity

Distributional equity asks the question, “Does the master plan propose a distribution of civic resources and investments to explicitly account for racially disparate conditions in the project area?”

Establishing and communicating baseline measures: How do we describe the

current state of distributional equity in the Middle Branch project area? The metrics for determining this will evolve throughout the process. However, some considerations include:

- Observation mapping: Map-related factors such as asset distribution, public space, etc., compare with existing data illustrating the availability of civic resources.

JEDI Review

- Physical survey/neighborhood survey: Explore and understand the level of neighborhood/community needs at the park, neighborhood, and community level.
- Strategy/Plan: Develop strategies that show how to improve areas with lower civic resources distribution.
- Observation mapping: Map related factors such as income, employment, public health trends, education level, home ownership, and business ownership.
- Strategy/Plan: Develop economic development plans to provide educational opportunities, jobs/training programs, public health initiatives, tools for overcoming barriers to business development, tools for overcoming barriers to home ownership.

Transgenerational Equity

Transgenerational equity asks the question, “Does the project propose actions that positively impact the future health and wealth of communities within the project area?”

Establishing and communicating baseline measures: How do we describe the current state of transgenerational equity in the Middle Branch project area? The metrics for determining this will evolve throughout the process. However, some considerations include:

- Third-party analysis: Collect previous analysis and planning reports to document the baseline status of health and wealth of communities.

As implementation begins, it is imperative that the operating organization continue to leverage this framework. To ensure that all future initiatives are grounded in equity, the operating organization should consider the four equity lenses, described above.

JEDI Committee Review

In addition to internal team review, the Plan was reviewed by the RMB JEDI Advisory Committee at key milestones. The committee’s activity was the essential driver of the planning process.

The table to the right collates feedback received from the JEDI Advisory Committee after Tasks 2, 3, and 4 of the RMB Plan, and organizes it into two broad categories: Outreach & Engagement, and Economic Development. These sets of recommendations shaped the final Plan outcomes, as well as the Team’s engagement process throughout the planning efforts.

JEDI Committee Recommendations

01	CONNECT WITH PEOPLE AT ALL LEVELS	Engage people who may not be aware of the master planning efforts or who have previously been uninterested in participating in the process.	OUTREACH & ENGAGEMENT
02	ENGAGE PEOPLE IN MULTIPLE WAYS	Create a variety of opportunities for people to engage in the master planning process based on their personality type and preferred method of engagement.	
03	MEET PEOPLE WHERE THEY ARE	Reach out to existing community groups to inform and engage them in the master planning process. Attend existing community events and meetings.	
04	EDUCATE PEOPLE ABOUT THE PROCESS & BENEFITS	Prioritize the improvement of disadvantaged communities first and communicate to residents the benefits of proposed initiatives.	
05	SUPPORT BLACK & BROWN SMALL BUSINESSES	Provide small business opportunities and commercial corridor programs within BIPOC communities without perpetuating historic patterns of community investment and without fixating on stereotypical Black and Brown business types.	ECONOMIC DEVELOPMENT
06	ADDRESS FOOD DESERTS	Propose projects that bring food assets , such as supermarkets, virtual supermarkets, farmer's markets, corner stores, and restaurants, to identified neighborhoods devoid of existing food resources.	
07	CONFRONT BARRIERS TO EDUCATION & EMPLOYMENT	Propose education and employment programs to address high unemployment rates within the study area and increase access to higher education opportunities.	
08	SUPPORT BUSINESSES OF THE FUTURE	Invest in the long term health and wealth of Black and Brown communities by reimagining businesses of the future to be technology based instead of typical brick and mortar storefronts of today.	

Anti-displacement Resources

Gentrification is complex; there are many conditions and practices, past and present, that contribute to gentrification. Some of these include real estate speculation, increased investment in neighborhood amenities, like transit and parks, and changes in land use. Many of these conditions are present in South Baltimore today, and the Reimagine Middle Branch Plan's recommended improvements and investments will catalyze further gentrification in the area.

Gentrification catalyzes both physical and cultural changes in communities and very often spurs displacement of lower-income residents and other vulnerable populations by higher-income and higher-educated residents. This physical displacement means that in some of these communities, long-term residents are not able to stay to benefit from new investments in housing, healthy food access, or transit infrastructure.

Even for long-time residents who are able to stay in newly gentrifying areas, changes in the make-up and character of a neighborhood can lead to a reduced sense of belonging, or feeling out of place in one's own home.

This 'cultural displacement' occurs as the scale of residential change advances, shops and services shift to focus on new residents, and remaining long-term residents may feel a sense of dislocation and a loss of place despite remaining in the neighborhood. Moreover, cultural displacement occurs when the norms, behaviors, and values of the newcomers dominate and prevail over the tastes and preferences of long-term residents.

AS RMB work moves beyond planning into implementation, intentional work must be done, by the RMB governing entity, the City of Baltimore, and community leadership, to minimize both physical and cultural displacement. To support these efforts, a compendium of best practices, programs, and initiatives has been compiled into a resource guide, to be referenced as anti-displacement efforts are developed and practiced in South Baltimore. The types of solutions included in this section address both physical displacement with programs that promote and ensure affordability for homeowners, renters, and businesses. The Plan's recommendations for creating an African American Heritage District and related cultural programming seek to buffer cultural displacement in the area.

Existing Home Ownership and Tenant-Protection Programs

City of Baltimore Programs

- Buying Into Baltimore Fairs and Trolley Tours: Lottery for \$5,000 down payment (amount is subject to change) and closing cost assistance with no annual income limits. Applicable to all Baltimore residents with an FHA mortgage limit of \$517,500 and no household income restrictions.
- Baltimore City Employee Homeownership Program: \$5,000 down payment (amount is subject to change) and closing assistance with no annual income limits. Note: This program is designed for City and university employees, regardless of income.
- Vacants to Value: \$10,000 toward down payment and closing cost assistance for the purchase of an eligible vacant to value property in Baltimore City. An eligible vacant to value property has to have been vacant for at least 1 year.
- Baltimore City Live Near Your Work Program: \$2,000 minimum grant or conditional grant (\$1,000 from City of Baltimore, and \$1,000 from employer)

to be used toward down payment and closing assistance with no annual income limits. \$5,000 maximum grant or conditional grant (\$2,500 from the City of Baltimore, and \$2,500 from employer) for participating employers.

- Affordable Housing Trust Fund (AHTF): The Fund is intended to support both rental and for-sale affordable housing for very-low and low-income households. Used as a vehicle to support a variety of initiatives including community land trusts.
- Inclusionary Housing Program: Under previous legislation, this was a mandatory inclusionary housing policy that applied to projects with 30 or more rental or homeownership units that are seeking a major public subsidy and/or significant rezoning. Residential development projects with less than 30 residential units might voluntarily include affordable housing in their development and request the City to provide cost offsets. Note: The City's Inclusionary Housing policy expired on June 30, 2022. New Inclusionary Housing requirements are being considered by Baltimore City Council.

City Property Tax Credits and Tax Relief Programs

- Homestead Property Tax Credit: The program protects homeowners from increases in taxable assessment above the level established by local law, or 10%, if no local action is taken.
- Low-Income Employees Property Tax Credit Program: Designed to provide real property tax credits to qualified Low-Income Employees of Baltimore City who own their own principal residences within Baltimore City. The tax credit is available to the bottom quartile, or 25% lowest-paid, full-time City employees.

State Programs

- Homeownership for Individuals with Disabilities Program: The mortgage program offers a 3% to 5% interest rate loan for income-eligible buyers with disabilities.
- Tenant Conversion Mortgage Program: Tenants buying the home they are currently renting may be eligible for the Tenant Conversion Program. Funds may be available for the conversion cost.

Federal Programs

- CDBG's Homeownership Assistance Program: \$5,000 down payment and closing assistance structured as a 5-year loan, forgivable 20 percent per year for first-time homebuyers with a counseling certificate from a City Approved Counseling Agency.
- Housing Choice Voucher Homeownership Program: helps current Housing Choice Voucher Program participants purchase homes by converting their monthly rental assistance payments to mortgage payments.
- Housing Choice Voucher Program (HCVC): Federally funded, locally administered rental assistance program that helps low-income families, the elderly, and persons with disabilities afford safe, decent housing in the private market.

Anti-displacement Resources

Existing Small Business Anti-Displacement Programs

City of Baltimore Programs

- Baltimore Micro Loan Fund: Provides loans between \$5,000 and \$30,000 for existing and start-up businesses to finance furniture, fixtures, machinery, and equipment.
- Video Lottery Terminal (VLT) Revolving Loan Fund: Offers below market interest loans in the amounts between \$30,000-\$300,000 with a \$1 million set aside for women and minority-owned businesses.
- BDC's Revolving Loan Funds – EDA/RLF and MILA/RLF: Provides loans up to \$500,000 or 35% of project costs to be used for acquisition and improvement of land, facilities, and equipment, including demolition, site preparation, renovation, and new construction.
- South Baltimore Gateway Partnership industrial facade improvement grant: Provides grants of up to \$25,000 per industrial property. Grants of up to \$10,000 are reimbursed with no match required. Above this, grants require a dollar-to-dollar match.

State Programs

- Small Business Anti-Displacement Network: led by the University of Maryland's National Center for Smart Growth Education & Research (NCSG), funded by JP Morgan & Chase's Small Business Forward Program. SBAN is a national network of leaders that includes policymakers, nonprofit advocates, technical assistance providers, scholars, government agency leaders, and small business owners. Uses a "community of practice" model, which employs collaborative action-learning to promote innovation, develop social capital, and facilitate knowledge-sharing among its members. Professor Willor Lung-Amam of the University of MD is the SBAN Director.

Case Studies: Business Retention Programs

- **San Francisco, CA San Francisco Legacy Business Program**: A coalition of small businesses, neighborhood groups, and property owners, co-authored legislation that established the first legacy business registry in the nation, unanimously approved by the board of supervisors in

San Francisco in 2015, following a report by San Francisco Heritage called Strategies for Conserving Cultural Heritage Assets, that highlighted skyrocketing rents, property values, development pressures, and evictions affecting local businesses, nonprofits, and other cultural institutions. Businesses that have operated in San Francisco for more than 30 years and are nominated by a board of supervisors or the mayor, can apply. The program provides businesses on their registry with annual grants of \$500 per employee and a \$4.50 per square foot grant to property owners who extend 10-year leases to tenants. Grants are up to \$50,000 per business and \$22,500 for property owners. The Legacy Preservation Fund distributes about \$3 million in annual grants for up to 300 businesses annually.

- **Jacksonville, FL - The Beaver Street Enterprise Center**: The Beaver Street Enterprise Center provides offices to 48 small businesses at below-market rents, including access to free events and meeting spaces. Beaver Street is a non-profit center and offers flexibility to small businesses experiencing cash-flow

problems; they did not evict any tenants during the pandemic. The organization also provides free coaching, training, and networking events to its tenants as well as a broader network of entrepreneurs. Since 2003, they have helped launch more than 100 new businesses.

- **New York City, NY Commercial Lease Assistance Program:** In 2018, the City launched the Commercial Lease Assistance Program as a small pilot program in partnership with legal service providers. It was designed to provide an “avenue of defense for small businesses seeking to mitigate the costs of survival.” In its first two years, the program provided no-cost legal assistance to hundreds of small businesses in over 1,000 legal matters; in doing so, it has helped businesses arrive at more favorable lease terms and addressed unjust tax pass-throughs from landlords. The program has since been made permanent, though its scale is limited to \$1.5 million in annual funding.
- **Cambridge, MA Central Square Formula Rezoning Program:** In 2017, the Cambridge City Council unanimously voted to rezone

the city’s downtown, known as Central Square, to bring affordable housing, waive parking and open space restrictions, and introduce formula business restrictions. The new zoning incentivizes developers to include small, local businesses by specifying that retail spaces less than 1,500 square feet will not be counted toward the building’s floor-to-area ratio, which adds flexibility to a zoning ordinance. It prohibits businesses with more than 10 stores in the state or more than 20 stores nationwide from opening in Central Square unless the city grants a special permit. The new zoning also places severe restrictions on financial institutions, which cannot have a storefront longer than 25 feet or 30% of the building’s total sidewalk or street frontage.

Case Studies: Community Ownership and Control of Land

Community ownership is a powerful tool in the equitable development toolkit. It fosters meaningful community decision-making over development and can be an effective model for balancing anti-displacement goals with wealth-building strategies. By leveraging their

collective power, communities can combat the extractive capital that often accompanies gentrification. Community ownership can take many forms – community land trusts, neighborhood trusts, real estate cooperatives, and more. In any of these forms, community control can effectively allow a community the opportunity to not only create a vision but implement it – and collectively benefit from it. The existing Westport CLT in Baltimore provides a local example of community ownership. As a note, land trust and other cooperative laws vary state-by-state, which impacts how directly non-local examples can be modeled after.

- **Oakland, CA - East Bay Permanent Real Estate Cooperative (EB PREC):** Launched in 2018, EB PREC is a community-centered development cooperative that permanently removes land and housing from the speculative real estate market to establish affordable, community-controlled co-op housing and mixed-use projects. “EB PREC began with the ability, under California law ABA 16, to sell limited, five-year term shares invested in equity housing cooperatives and community

Anti-displacement Resources

land trust projects.” EB PREC sells shares to non-accredited individuals with a projected 1.5% return over each five-year term, a model that enables them to purchase properties in the East Bay. Recently EB PREC earned SEC approval as a Landed Housing Investment fund, which allows them to raise up to \$50 million over the next three years by selling unlimited \$1,000 shares to accredited and non-accredited individuals. They are also “piloting a mixed-use development with 6,000 square feet of commercial space at below-market rents for BIPOC-owned startups, with a focus on arts and cultural spaces, as part of a community-led effort to revitalize a historically Black/African-American cultural and economic corridor in West Oakland.”

- **Atlanta, GA - Atlanta Land Trust (ALT):** ALT is a community land trust created to maintain affordability in neighborhoods at risk of gentrification and displacement – specifically, areas around the Atlanta BeltLine. ALT is part of the Catalytic Land Cohort, a multi-city program organized by the Grounded Solutions network that aims to create a pipeline of publicly owned land

for development into affordable housing. Through the program, the ALT secured a formal agreement with the local land bank that allowed ALT to acquire 14 properties at a discounted rate in exchange for developing the sites into affordable housing. Amanda Rhein, the Executive Director of ALT, believes that the land bank partnership will enable them to reach their goal of building 300 homes by 2025.

- **Philadelphia PA - Kensington Corridor Trust (KCT):** KCT is a commercial real estate trust that was formed in 2019 in Kensington, a historically disinvested neighborhood in North Philadelphia. The KCT seeks to foster the equitable economic revitalization of a commercial corridor – and the surrounding neighborhood. Leveraging patient, flexible capital and a long-term neighborhood trust vehicle, “the KCT de-commodifies real estate assets and transitions them to neighborhood control.” The goal is to “ensure that the community directly benefits from redevelopment and local investment and has authorship over its future.” The KCT is still in development, but is a

promising new model of neighborhood ownership and has the potential to keep control within the neighborhood and ensure long-term affordability.

- **Minneapolis, MN - Northeast Investment Cooperative:** The Northeast Investment Cooperative (NEIC) became the first commercial property investment cooperative in the country when it was established in 2012 by neighbors in Northeast Minneapolis. Residents join the cooperative for \$1,000 and can invest further through purchases of non-voting stock. Within its first three years of operation, NEIC had completed its first project, a multi-tenant commercial property, and turned a profit. NEIC then passed along the profits to its members – local community members – as a 4 percent return on membership shares. This served as a proof of concept for the model, which aims to achieve “sustainable economic development, local ownership of community assets, and a modest return on members’ investment.”
- **King County, WA Skyway-West Hill and North Highline Anti-displacement Strategies Report:** King County

developed a report, in accordance with their 2020 Comprehensive Plan that makes recommendations of actionable anti-displacement strategies for the Skyway-West Hill and North Highline communities. According to the report, the recommendations are based upon a variety of factors, including community-identified priorities, the magnitude of impact, time and cost of implementation, and other feasibility implications. In order to solicit input, a workgroup engaged with community members through multiple venues, including a community facilitator team, interactive workshops, community meetings & working sessions, interviews with community-based organizations, community-led surveys of youth and small business owners, a public input website and survey, and an online resource hub and anti-displacement strategies toolkit. In addition to a robust community input strategy, the strengths of the report include a thorough analysis of existing local programs, highly vetted recommendations for future programs and policies, and the creation of an organized ongoing workgroup focused on anti-displacement.

Case Studies: Placekeeping And Cultural Heritage Preservation

While the modification of “placemaking” to “placekeeping” may seem like a minor linguistic tweak, it actually signals a significant reorientation of meaning. Placekeeping “puts the people who live in a place at the center of the frame as well as their right to make and keep the places where they live.” It prioritizes the preservation and amplification of communities’ stories and cultures, recognizing that “people’s ability to stay in their community is linked to their ability to keep their culture and connectedness alive and retain the meaning that resides in place.” As communities attract investment, placekeeping must be a priority in order to prevent the erasure of a community’s history and culture. Honoring and celebrating a community’s cultural heritage can take many forms: heritage trails, cultural districts, arts programming, historical markers, museums, monuments, storytelling, and more.

- **Washington, DC - Anacostia Heritage Trail:** One of 18 official Neighborhood Heritage Trails in Washington, DC, the Anacostia Heritage Trail is a self-guided walking tour through Anacostia, a historically Black/African-American

neighborhood. “The two-mile path is punctuated by 20 signs...whose historical markers and old photographs reveal the origins and development of the neighborhood.” The trail was developed by Cultural Tourism DC in partnership with Anacostia community groups, who collected neighborhood stories and images for the markers. One of the most notable sites along the trail is the Frederick Douglass National Historic Site.

- **Minneapolis, MN - The American Indian Cultural Corridor:** “The American Indian Cultural Corridor is the only formal community-designed urban American Indian corridor in the US.” The planned development of a light rail line along Franklin Avenue created an “unprecedented opportunity to focus investment and visibility” on the historic neighborhood of Phillips – an area home to one of the largest urban concentrations of Native Americans in the country. The Native American Community Development Initiative (NACDI) conceived the cultural corridor to “capitalize on the assets of the corridor and build wealth while celebrating Native identity.” The corridor is now home to Native-serving shops, gathering spaces, social services, and galleries. One of the

Anti-displacement Resources

galleries, All My Relations, is the first fine arts gallery in the Twin Cities featuring Native artists and “serves as a cultural event hub and anchor” for the corridor.

- **Oakland, CA Cultural Development**

Plan: In 2018, the City of Oakland released *Belonging In Oakland: A Cultural Development Plan* – the first cultural plan Oakland had created in 30 years. The plan’s tagline – “equity is the driving force; culture is the frame; belonging is the goal” – served as a guide throughout the plan’s development. Typically, the purview of a municipal cultural affairs office is to support the non-profit arts sector, but as a part of this plan, the Oakland Cultural Affairs Division called for expanding that purview to one “that more accurately reflects the reality of where cultural life takes place” in Oakland. The plan lays out strategies to “lift up the role of culture in building a just and equitable city”, all of which support the Division’s goal of achieving cultural equity. Since the plan’s publication, the Cultural Affairs Division has launched and expanded numerous programs. For example, the Division established the *Belonging in Oakland: A Just City Cultural Fund*, a public-private partnership that

provides two-year grants and networking support to local BIPOC artists/cultural practitioners “who work deeply in and with their communities to co-create aspirations to build a racially just city.”

- **Philadelphia, PA - Monument Lab:**

Monument Lab is a Philadelphia-based nonprofit public art and history studio. Through their collaboration with artists, municipal agencies, and cultural institutions, the Monument Lab team works to “cultivate and facilitate critical conversations around the past, present, and future of monuments.” In other words, they aim to reimagine how art and history live in the public, showing people that “the memorials we raise aren’t timeless and don’t have universal meaning – that those figures up on pedestals didn’t make history alone.” To achieve this mission, they lead participatory research projects in which they collaborate with artists to build temporary monuments, then ask passersby for their thoughts and reactions. For example, in 2017 they “installed temporary prototype monuments by 20 artists across 10 sites in Philadelphia’s iconic public squares and neighborhood parks”. The citywide exhibition generated nearly 4,500 new monument proposals

from the 250,000 people who engaged with it. By presenting monuments in a temporary form, Monument Lab directly challenges the notion that monuments must be permanent and introduces new ways to honor a community’s history in the public landscape. Monument Lab also recently produced the *National Monument Audit* in partnership with The Andrew W. Mellon Foundation. Compiled based on information gathered from a half million records of historic properties, the resource assesses the current monument landscape across the United States. The *National Monument Audit* is meant to inform Mellon’s *Monuments Project*, “a \$250 million investment designed to transform the way our country’s histories are told in public spaces and ensure that future generations inherit a commemorative landscape that venerates and reflects the vast, rich complexity of the American story.”

Equitable Development Resources

Investments in places and communities will not benefit residents if they do not have the means to sustain their livelihoods and afford to stay in their community. Gainful employment or business ownership that pays a life-sustaining wage is imperative to any equitable development strategy. As such, a coordinated set of equitable development recommendations, programs, initiatives, and site-specific projects, are included in the Plan's Design Vision.

The recommendations were informed by broad research of equitable development best practices in other major cities around the country. The following resource guide summarizes this research and is shared here to inform future implementation of programs around the Middle Branch. The programs included have been categorized into the following topics:

PROGRAMS AND INITIATIVES SUPPORTING HUMAN CAPITAL AND ECONOMIC OPPORTUNITY

- Workforce Development
- Enterprise Development
- Local Procurement Initiatives
- Leadership Development

PLACE-BASED INVESTMENTS IN NEIGHBORHOOD AMENITIES AND PUBLIC SPACES

- Local Open Spaces and Community Facilities
- Commercial Corridors

PROGRAMS AND INITIATIVES SUPPORTING HUMAN CAPITAL AND ECONOMIC OPPORTUNITY

Programs supporting local procurement as well as workforce, enterprise and leadership support the professional development and economic opportunity of local individuals, organizations and businesses.

Workforce Development

There are numerous workforce development models to train and upskill residents for careers with upward mobility. Workforce programs that connect residents to jobs in their community are not always easy to establish, but when successful, can foster increased worker retention. Hyperlocal workforce development can be a vehicle for connecting residents to the social and economic fabric of their neighborhoods and provide pathways for them to become community stewards, advocates, and leaders. Whenever new development stimulates job creation, every effort should be made to prioritize local employees.

Equitable Development Resources

- **Detroit Hyperlocal Workforce**

Development: The City of Detroit has developed targeted and intentional workforce opportunities for neighborhood residents with significant barriers to employment to participate in public-space construction and development. Working with nonprofit partners, the city recruited directly from the neighborhood of its civic commons efforts and employed a crew of eight people to clear and prepare vacant land for construction, clear residential alleys, and vacant lots, and perform ongoing maintenance. They are now scaling that work as a transitional workforce program that will expand the reach of who they can employ—up to 100 participants—with a goal of placing people in full-time jobs of their choosing after gaining experience and skills working in the neighborhood. This work in the community, which is construction-based and more temporary, is considered the springboard for employment, rather than the end goal. It has the added benefit of deeply engaging residents in the work (who might not otherwise participate due to the financial burdens

they are facing) and creating stewards for public spaces in the neighborhood.

- **West Philadelphia Skills Initiative:** West Philadelphia Skills Initiative works closely with top employers in Philadelphia to connect them to talent and help address their staffing, training, and retention needs. WPSI works with Philadelphia anchor institutions, which include universities and hospital systems, as well as large corporate and government employers. WPSI work with a wide range of industries, including childcare, construction, education, government, medicine, landscaping, and transportation. WPSI invests in building long-term relationships; having completed as many as fourteen programs for its longest-standing partners. To successfully match employers to qualifying job seekers, WPSI spends several months working with employers to find a high-quality, career-ladder, entry-level job and to understand the requirements to succeed in the target job. WPSI staff look for jobs that do not require college degrees. WPSI uses this research to create a recruiting process to find qualified candidates,

and to craft a custom professional development curriculum. WPSI offers a cohort-based training program. After the program, WPSI supports graduates through the job interview and onboarding process. Finally, WPSI provides lifetime career exploration and career coaching support to alumni of the program.

- **Ready, Willing & Able:** Ready, Willing & Able operates in six cities across the U.S. The program provides a working way home for men with long histories of incarceration, homelessness, and unemployment. At the core of this 12-month residential program is paid work—complemented by holistic social services, career and workforce development training, continuing education, and sobriety support. It is the first program to combine paid work with comprehensive supportive services to help disenfranchised men ascend the economic ladder. Its participants are referred to as The Men in Blue, as participants in the program are known for their bright uniforms. Since the program began in 1990, thousands have graduated from Ready, Willing & Able with their sobriety, a full-time job, and a permanent home.

A pioneer of the Work Works model, The year-long journey through Ready, Willing & Able takes place over four deliberate, structured phases: Commit to Change, Reenter the Community, Build a Career, and Secure Independence.

- **PowerCorps PHL:** The PowerCorpsPHL model was designed to mirror apprenticeship “earn and learn” practices to ensure that members enter and succeed in career pathways designed for their success. Members go through the program in one of two cohorts for up to 24 months. The program targets young adults (18-30) and especially encourages the participation of court-involved individuals. Members earn \$14/ hour supporting community-based green spaces, water systems, and urban farms. They then move into employment with a host partner in areas such as green infrastructure, solar, urban forestry, masonry, park rangers, or youth work.

Enterprise Development

Supporting the creation and capacity building of small businesses is a critical component of building a thriving local economy. Small businesses make up 99.7 percent of U.S.

jobs and 64 percent of net new jobs in the private sector are through small businesses. The presence of small businesses in neighborhoods brings jobs as well as much-needed goods and services in close proximity to residents. Running a business is hard, however; and many businesses do not make it. According to the Small Business Administration (SBA), about twenty percent of business startups fail in the first year and about half make it to five years.

- **LA Optimized:** In December 2020, Mayor Garcetti announced this program that will distribute over \$1.5 million in funds to about 1,000 businesses across Los Angeles, with an emphasis on those serving low-income communities. The program pairs small business owners impacted by the pandemic with creative professionals. Graphic designers, artists, and others receive a \$500 city grant in exchange for services to brick-and-mortar businesses that have been harmed by the stay-at-home orders. The focus of the program is to get companies online with digital marketing tips and help build or improve websites

to boost e-commerce sales, while also supporting local creative professionals.

- **The New Economy Initiative:** The New Economy Initiative is a philanthropic collaboration and special project of the Community Foundation for Southeast Michigan working to build a regional network of support for entrepreneurs and small businesses. In 2006, with an extraordinary economic catastrophe serving as a backdrop, 10 foundations pooled an initial \$100M to form an initiative (NEI) that would build a network of support for entrepreneurs across southeast Michigan. In 2014, another \$33.25M was added to support the work of NEI, plus two additional donor organizations increased the number to 12. The impact of this program was significant as detailed in this report. Several examples of the impact include: 1. TechTown, a business agnostic tech-based entrepreneurship incubator/accelerator; 2. Invest in Global Detroit, a means of supporting immigrant entrepreneurship; 3. ProsperUS, a place-based economic development strategy designed to empower low- and moderate-income,

Equitable Development Resources

immigrant, and minority individuals with training, business services, and micro-lending. Average household income is \$28K and mostly unbankable; 4. Detroit Demo Day, an annual \$1M startup competition designed to usher entrepreneurial concepts from ideas to action to impact in the market. The goal is to fund 1,000 businesses each year.

Local Procurement Initiatives

Strategic attempts to connect local businesses to procurement opportunities generates local wealth and benefits the institution seeking goods and services. Many governments and anchor institutions set goals for local, minority and women-owned enterprise procurement. The challenge with such efforts is that certification, which can be burdensome to acquire, is often requested, and oftentimes businesses do not have the financial or human resource capacity to scale. Access to credit, training, and mentorship is essential to increasing capacity, while concerted efforts to expand local procurement can also make a lasting difference.

- **Philadelphia Anchors for Growth and Equity:** A partnership between the Economy League, the City of Philadelphia, and more than a dozen Philadelphia-area institutions that works to increase local purchasing by large institutional buyers to grow Philadelphia businesses, strengthen the local economy, create jobs, and build wealth. According to PAGE's website: "Today, the 34 universities and hospitals located in Philadelphia together spend \$5.3 billion on goods and services every year, but nearly half of these dollars are currently spent outside of Philadelphia. Analysis of the local business landscape suggests that at least \$530 million of anchor dollars currently being spent outside of the region align with the local market supply. Capturing just 25% of this half-billion dollar opportunity would translate into 1,250 new manufacturing jobs and 4,000 indirect jobs in Philadelphia."

Leadership Development

As changes come to neighborhoods, local leaders must be empowered and equipped to advocate for residents and businesses

in the community. Strong local leadership makes a tremendous difference in how existing residents can negotiate the changing dynamics of their communities with incoming residents, businesses, and local government. In essence, a power shift must take place, from those who traditionally wield it (developers, corporations, government, etc.) to the members of the communities who often have no say and are most negatively impacted by the decisions of those in power. It is also essential to ensure that leadership is being fostered in younger generations, to ensure local stewardship is sustained. Residents of different generations may express different needs and opinions about what they want to see in their communities, which at times leads to clashes between leaders of differing generations. Ultimately, such differences should be resolved internally so that the community can agree on the most important priorities espoused by the majority.

- **Youth Action:** Youth Action was organized in 2003 by then-youth from Philadelphia who attended a Youth to Leaders Summit in Washington, DC. At this summit, Youth Action was one of four student groups

that formed project teams to address community issues of concern and has since significantly expanded. Youth Action empowers middle and high school students in Philadelphia to become changemakers by educating them on societal issues, teaching them ways to create social change, and connecting them with opportunities and resources in their communities to act on issues of their concern. Focused on building socially responsible young leaders in Philadelphia, Youth Action provides leadership training, mentorship, and funding to help young people organize student-led community service initiatives.

- **Bartram's Garden:** In Southwest Philadelphia, Bartram's Garden, a 50-acre, public park and National Historic Landmark on the Schuylkill River applied an approach that prioritized nearby neighbors and building trust, while at the same time continuing to serve as a regional destination. In 2012, leadership at Bartram's Garden shifted its mission to become the "backyard" for Southwest Philadelphia with a focus on engaging nearby residents. Bartram's Garden

made a concerted effort to connect with nearby residents. Community leaders advise Bartram's Garden and institutional partners on programming, neighborhood investments, and local priorities through the Southwest Community Leadership Circle. Programming at the garden includes everything from free community boating to gardening events to outdoor movies and concerts. Residents of Southwest Philadelphia and those with Pennsylvania's ACCESS card (which provides cardholders with Cash Assistance, SNAP, and Medical Assistance benefits) receive tickets to tours, events, and other programming at a cost of only \$2. Bartram's Garden is also home to the Sankofa Community Farm, an African diaspora-focused community farm, orchard, and community garden. Sankofa employs roughly 20 paid local high school interns through its youth program, produces and distributes over 15,000 pounds of food each year, and works with over 50 local families in its community garden.

PLACE-BASED INVESTMENTS IN NEIGHBORHOOD AMENITIES AND PUBLIC SPACES

Targeted improvements in underinvested community resources can elevate the public realm, provide job or workforce training opportunities, and, when coupled with local decision-making, can enhance the sense of community ownership or belonging.

Local Parks, Open Spaces & Community Facilities

Investing in the public realm is about much more than well-designed parks and open spaces. Done right, investment in local parks, open spaces, and community facilities can help create communities that are more equitable, environmentally sustainable, civically engaged, and economically prosperous. Building trust and creating public spaces that are built by and for existing residents can generate new opportunities in communities that have for too long received less than they deserve. That said, projects should also take into consideration the potential impacts of green gentrification by proactively establishing anti-displacement policies and programs. Equitable development

Equitable Development Resources

approaches can include affordable housing components, workforce development programs, culturally relevant programming, and environmental justice initiatives.

- **Washington, DC - 11th Street Bridge**

Park: The 11th Street Bridge Park (Bridge Park) will be DC's first elevated park, providing a connection between neighborhoods that have long been divided by the Anacostia River. The Bridge Park "is a project of the nonprofit Building Bridges Across the River and the DC government, whose partnership ensures that the park meets a diverse set of social, health, environmental, and economic goals." Throughout the Bridge Park's design and development, the team has led their work with a strong focus on equity. They engaged hundreds of community members to develop an Equitable Development Plan that "addresses how cities can make smart investments in communities to ensure longtime residents can stay and thrive in their neighborhoods." The team has since invested in a variety of initiatives to preserve housing affordability, build

community capacity, and maximize local benefit. For example, they worked with residents and a local CDFI to establish a land trust – the Douglass Community Land Trust. The Bridge Park team has also partnered with the Skyland Workforce Center to provide construction job training programs targeted at residents east of the river as a way to ensure that the park's construction jobs go directly to the community. Once completed, the Bridge Park will feature community-generated programming including: "outdoor performance spaces; playgrounds; urban agriculture; an Environmental Education Center with classrooms to teach students about river systems; public art that tells the rich history of the region; and kayak and canoe launches."

- **Richmond, California, Pogo Park:** A cross-sector collaboration is helping to advance equity throughout the city. Pogo Park, a local community development corporation, has been working since 2007 to transform disinvested parks into well-utilized, green, safe places for children. Pogo Park is currently the steward of two public parks in the Iron Triangle

neighborhood of Richmond: Elm Playlot and Harbor-8 Park. Since the start, local residents have been involved in the design, construction, and evaluation of the parks. By ensuring all "pogo parks" have certain basics, including staff, an office, and rich play opportunities along with intentionally hiring and training community members to plan, design, and build parks, Pogo Park ensures spaces remain well-maintained, safe, and accessible for all members of the community. Pogo Park has been intentional about ensuring the vision and mission are iterative and community-based, making changes to the vision as the community changes and implementing new ideas from community members where possible. Following the revitalization of Elm Playlot and the Harbor-8 Park, a group of local teens developed an idea to make the neighborhood safer for children and Place Driving Equity | 15 families through the creation of the Yellow Brick Road, a walking and biking path that connects the two "pogo parks," along with other community amenities across the neighborhood. Pogo Park is not just about creating beautiful spaces for children

and families to play, however. It is part of a larger vision in the city to invest in the long-term health and wellness of city residents. Richmond was one of the first cities in California to add a health and wellness category to its general plan. By making this a priority for the city overall, Pogo Park has been able to receive support from various city agencies, including funding from the city health department, foundations, and other partners invested in improving health and wellness outcomes for local residents (Stories of Intentional Inclusion: Pogo Park).

- **Greenville, SC - Unity Park:** Unity Park is a 60-acre park set to open in spring 2022 in the Southern side neighborhood of Greenville. The park is in the same location as Mayberry Park, a formerly segregated “Blacks-only space on the long-neglected West Side of the city.” Designed in collaboration with local residents, Unity Park will include a meeting hall, recreation lawns, a playground and splash pad, and an observation tower. Mayberry Park’s history will also be incorporated through interpretive signage to “tell the story of the once-segregated area.” The

project also includes the development of affordable housing on almost nine acres of land in the surrounding neighborhood. The city donated the land to Greenville Housing Fund, a nonprofit that advocates for and invests in affordable housing in the area – and also serves as a land bank. Beyond reconnecting once-segregated areas, the park also serves to reconnect the community to a lost river ecosystem. “Some 2,000 feet of the Reedy River that runs through the park will be taken out of its concrete channel and become a showpiece of ecological restoration.” The landscape architects for the project noted that bringing back the river and wetlands will not only yield a quantifiable public health benefit but also a great educational opportunity.

- **Philadelphia, Pennsylvania’s Rebuild Program:** Made possible by the Philadelphia Beverage Tax, Rebuild will invest hundreds of millions of dollars in improving community facilities. Through its projects, Rebuild will: Make physical improvements to parks, recreation centers, and libraries. Promote diversity and economic inclusion. Rebuild will

support minorities and women who work (or want to work) in the design and construction industries. Engage with community members to leverage their knowledge, power, and expertise. Community feedback will inform the improvements that are made to facilities. The Rebuild program aims to target sites in high-need communities that face high rates of poverty, drug crimes, and health risks. Rebuild will also prioritize sites where the investment could promote community development and stabilization, as well as sites that are in extremely poor condition. Projects range in size from small but important fixes to master plans, and budgets will range from \$50,000 to more than \$13 million. A component of the program is workforce development and training which aims to connect the community facility improvements to local economic development.

Commercial Corridors

Commercial corridors play many important roles in a community – they provide convenient access to goods and services for nearby residents, contribute jobs and revenue

Equitable Development Resources

to the local economy, and serve as a cultural and commercial spine. Through intentional collaborations between community-based organizations, existing store owners and residents, and municipal agencies, the revitalization of commercial corridors can spur inclusive economic growth. This can be done by supporting existing businesses, attracting new community-serving stores, upgrading physical infrastructure, applying placemaking principles, and centering the area's cultural assets. These approaches yield social, economic, and physical benefits; equally important, they contribute to an increase in civic participation and strengthen the sense of community in an area.

- **New Haven, CT - Project Storefronts:**

New Haven's Department of Art, Culture, and Tourism (DACT) launched Project Storefronts in 2009 as a creative way to concurrently address two of the city's challenges: high commercial vacancy rates in the Ninth Square – a central district – and a need for permanent spaces for arts activities. In its core model, Project Storefronts “cultivates relationships with property owners and negotiates free

access to vacant, underutilized space (initially 90 days)”, allowing people with business concepts the opportunity to “test their ideas with greatly reduced barriers to entry (free or reduced rent).” Project Storefronts oversees the legal and insurance issues, taking inspiration from similar models like Phantom Galleries in Los Angeles. Additionally, they provide coaching and networking to the business pop-up tenants. The program, “a marriage between economic development and the creative,” has brought more foot traffic to a central district corridor, successfully animated vacant commercial spaces, and produced six new businesses. The model has also been replicated in other cities within Connecticut.

- **Washington, DC - District Bridges:** District Bridges, a nonprofit organization, became the first multi-Main Street organization in the country. The organization manages eight of the 28 designated DC Main Streets – a comprehensive program funded by the Department of Small and Local Business Development that promotes the revitalization of commercial districts in DC. As a DC Main Street designee,

District Bridges supports community-based economic development along the eight corridors it oversees, serving over 1,000 small businesses across Wards 1, 2, 3, and 4. Their work focuses on four categories: economic vitality, design, organization, and business promotion. For example, to promote economic vitality along each of the eight corridors, District Bridges supports small businesses through workshops and sessions to build their capacity, a facade improvement program, and a capital access program. Recently, they launched the Business Preservation Assistance Program (BPAP) in partnership with government, community, for-profit, and small business stakeholders. The goal is to protect DC's culturally vital small businesses from displacement as neighborhoods gentrify across the District. Strategies District Bridges is exploring through BPAP include: (1) “converting small business tenants to property owners through mixed-use redevelopments with affordable groundfloor commercial condos”; (2) “establishing a Landlord-Tenant dispute mediation system to support COVID-19 recovery for existing

tenants”; and (3) “curating small business tenancies to reduce landlord risks and create opportunities for start-up, pop-up, seasonal, short-term, or limited credit history tenants.”

- **Philadelphia, PA - 52nd Street Initiative:**

Revitalization of the 52nd Street commercial corridor, historically known as “West Philadelphia’s Main Street”, is underway. The businesses along the corridor, particularly the many minority-owned businesses, “have been disproportionately impacted by the pandemic and civil unrest” in the community. To provide the investments needed to “keep hope alive and chart a path forward”, The Enterprise Center CDC is leading the 52nd Street Initiative. In collaboration with businesses, residents, city agencies, and other stakeholders, The Enterprise Center CDC is working to spur revitalization along the corridor. Activities include: leading streetscape improvements, providing corridor cleaning services, matching business and property owners to capital financing opportunities, supporting the corridor’s street vendors, and more. For example, the CDC led

a full-day clean-up in November 2021 with funding support from Wells Fargo’s Hope USA Program. 50 volunteers and tradespeople –all minority contractors– spent the day painting buildings, power washing sidewalks, refreshing signage, constructing planters, and doing electrical work along the corridor. The CDC also acknowledges the mounting local gentrification pressures; as such, they hope to “spark revitalization in a way that is very mindful and respectful of longtime businesses and community members.”

- **Los Angeles, California** - Destination Crenshaw: Destination Crenshaw, currently under construction, will be a “community-inspired, 1.1-mile-long, outdoor museum that runs along Crenshaw Boulevard. The vision to create a living celebration of Black Los Angeles was prompted by the Metro’s decision to bring the Crenshaw/ LAX Line to street level from 48th Street to 60th Street.” Destination Crenshaw is located in the heart of the largest Black community west of the Mississippi River and will use the iconic street “as a backdrop and anchor for public art and streetscape design.” Ultimately, the

project’s leaders aim to transform the Boulevard into “a thriving commercial corridor linked by architecturally stunning community spaces and pocket parks, hundreds of newly planted trees, and over 100 commissioned works of art.” They envision Destination Crenshaw being “a stepping stone to widespread economic prosperity” for the local community; to support this objective, project leaders set up DC Thrive, an equity-centered economic development program. Through DC Thrive, the project has committed to hiring 70 percent of Destination Crenshaw’s workforce from the local community. DC Thrive is also supporting the project’s vision of the boulevard as a commercially thriving corridor of Black-owned businesses through partnerships focused on small business support. Specifically, the program provides access to funding, accounting support, marketing support, and operations support.



** Changes to roads are conceptual, designed to inspire conversation. In practice these will require traffic studies to balance the needs of all users, including trucks.*

Chapter 2

TRANSPORTATION RESOURCES

The Reimagine Middle Branch (RMB) Plan understands access and connectivity to be both a leading challenge to South Baltimore as well as a primary opportunity for improving neighborhoods and the daily lives of local residents. The Plan also acknowledges the complexity of modifying transportation infrastructure and the need to proceed in an informed, careful and thoughtful manner. Therefore, the Plan recommends further study of key corridors to confirm future investments.

This collection of Transportation Resources supports the recommendations put forth in the Design Vision and Implementation Plan and is meant to help bolster and steer future traffic analysis. The guide includes:

- A technical memo detailing recommendations for changes to the Hanover-Potee Corridor
- Mapping and analysis of existing mobility and connectivity, including truck routes
- A Complete Streets Analysis

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Hanover-Potee Technical Memo



8 MARKET PLACE
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TOOLEDESIGN.COM

MEMORANDUM

September 23, 2022

Project: Reimagine Middle Branch Plan

Re: Task 4.2 Hanover-Potee Intersection Concepts: Pros and Cons

This high-level analysis on the Hanover-Potee Corridor is offered to facilitate decision making as the Reimagine Middle Branch Plan moves towards implementation. All recommendations included in this memo reflect priorities identified by community members during the Reimagine Middle Branch (RMB) planning and engagement process, and previous studies of the area.

The prior plans that were considered in the redesign suggestions of this corridor are the Baltimore Complete Streets Manual (2021), the Baltimore City Official Truck Routes (2012), The Middle Branch Transportation Plan (2013), the Baltimore Greenway Trails Network (2018), the Cherry Hill Improvement Plan (2020), the Patapsco Greenway Plan, the South Baltimore Gateway Plan (2015), the Masonville Cove Multi-Modal Feasibility Study (2018), and the Hanover Street Corridor Study (2018). Projects by Reimagine Middle Branch stakeholder that were considered included the Baybrook Connector, Reedbird Fitness & Wellness Center, and the Masonville Shared Use Path.

Field Operations and Toole Design have identified S Hanover and Potee Streets south of Vietnam Veterans Memorial Bridge as a priority area for future improvements in the RMB Plan. Specifically, the design team has identified the couplet bifurcation and its intersection with Frankfur Avenue as two opportunity areas for modifying the road network to benefit both adjacent communities and freight movements around the Middle Branch.

The current configuration of S Hanover and Potee Streets create challenges for pedestrian access to the Middle Branch waterfront and park-shed. Potee Street is three lanes southbound, and S Hanover is three lanes northbound with a one-way buffered bike lane. Both streets have lanes that exceed the Baltimore city maximum width of 11' (Article 27 § 40-29(c), creating roadway widths of 50' and rights-of-way of 60' wide. Due to long sight distances and infrequent intersections, vehicles have the potential to travel up to 15 miles per hour above the speed limit. The speed and noise of traffic, combined with narrow sidewalks, few street trees, long distances between intersections, and long crossings, create an environment that is unfriendly to pedestrians.

Freight traffic is also challenged through this corridor. Coming from the Fairfield Port Facilities and industrial sites in Brooklyn and Curtis Bay, trucks must travel through Brooklyn and Cherry Hill on S Hanover Street and face queuing delays at McComas Street to access Interstate 95.

Given these challenges, these two locations along the Maryland Route 2 (MD-2) gateway corridor are areas of focus for this priority project. Several alternative alignments are provided herein to illustrate potential for improvements in this area for all types of traffic—pedestrian, bikes, and freight vehicles alike.

ENVISIONING WHAT COULD BE, THEN BUILDING IT

Hanover-Potee Technical Memo

Please see Chapter 3 in the Design Vision Report, '*From Barriers to Complete Streets*' for reference and further details on the RMB Plan's comprehensive vision for a better-connected Middle Branch.

Please see Exhibit A: Proposed Street Sections for reference.

Hanover-Potee at Waterview Avenue

The first study area is south of Vietnam Veterans Memorial Bridge (also known as the Hanover Street Bridge) where the couplet splits into four-lane, one-way streets. Three of the lanes are through lanes.

This location could be a signature gateway into the Middle Branch Park and Cherry Hill community with the implementation of traffic calming measures that encourage operating speeds to match the speed limit, such as two-way traffic conversions, the adjustment of lane widths while accommodating freight according to the Baltimore City Complete Streets Manual, and the separation of pedestrians and bicycles from moving vehicles with curb extensions, parked cars, or trees.

Potee Street and S Hanover Street are envisioned as two-way streets and lane widths are adjusted to the Baltimore City 11' lane width maximum on truck routes. One street would carry 2-lanes of traffic, the other would carry 4-lanes. The 4-lane street would serve as the emphasized through truck route. The other street would be two travel lanes, transit stops, and on-street parking on either side.

These changes will reduce operating speeds, increase pedestrian visibility, and reduce distances and wait times for pedestrians to cross to the Middle Branch of the Patapsco River and Middle Branch Park. Nuisance road noise would be reduced for adjacent existing residents, in particular residents in the approximately eight homes that front onto Potee Street near Cherry Hill Road, 16 townhomes that back onto Potee Street and two townhomes that side onto Potee Street near Reedbird Avenue.

Sidewalks and tree planting areas will be increased as permitted to improve the experience of pedestrians, micromobility users, and vehicles. Both streets would accommodate shared-use paths on the exterior of the road sections, along MedStar Hospital and the Cherry Hill neighborhood.

Through freight traffic would benefit from this change by having local freight and local traffic accessing MedStar Harbor Hospital, the Vietnam Veterans Memorial, the Broening Boat Ramp, and the Middle Branch Trailhead concentrated on the two-lane roadway. This reduction of vehicles will improve travel times for through freight on the primary road.

Please see Exhibit B: *Existing Truck Routes* and Exhibit B: *Proposed Truck Routes* for reference.

There are two alternatives under consideration for this location, as described below:

Alternative 1: Emphasize S Hanover Street as Truck Route

The primary movement and through truck route would be S Hanover Street, MD-2, while downgrading Potee Street to a local truck route. The proposed design of S Hanover Street would be four lanes with two travel lanes in each direction. The secondary road Potee Street would be two lanes with one travel lane in each direction, with parking on both sides, and transit stops. A shared use path would occur on the west side of Potee and the east side of S Hanover Street. Upgraded sidewalks and tree planting areas are recommended throughout.

Please see '*Alternative 1: Emphasize S Hanover Street as Truck Route – Hanover-Potee at Waterview Avenue*' for reference.

Pros:

- The community would benefit from a lower volume road adjacent to residents.

- A shared use path midblock crossing may not be necessary. A crossing could occur at the Waterview Avenue and S Hanover Street intersection. Directional signage would direct micromobility users to cross S Hanover Street versus continuing straight toward downtown.

Cons:

- The right-of-way may not be wide enough to accommodate four lanes and a shared use path on the east side of S Hanover Street.
- Selecting S Hanover Street as the through truck route creates conflicts between trucks and micromobility users crossing Frankfur Avenue in a shared use path on the east side of S Hanover Street. This adds stress to the shared use path experience and slows freight travel.
- Through truck traffic on S Hanover Street increases the number of pedestrian conflict points at intersections.
- The right turn from S Hanover Street to Waterview Avenue is a more acute angle (less than 90°) for semi-trailer trucks than the right turn from Potee Street to Waterview Avenue.

Alternative 2: Emphasize Potee Street as Truck Route (Preferred)

The primary movement and through truck route would be Potee Street, MD-2, while downgrading S Hanover Street to a local truck route. The proposed design of Potee Street would be four lanes with two travel lanes in each direction. The secondary road S Hanover Street would be two lanes with one travel lane in each direction, potentially parking on both sides, and transit stops. A shared use path would occur on the west side of Potee Street and the east side of S Hanover Street. Upgraded sidewalks and tree planting areas are recommended throughout.

Please see 'Alternative 2: Emphasize Potee Street as Truck Route – Hanover-Potee at Waterview Avenue' for reference.

Pros:

- Creates a clear and direct connection to the Baybrook Connector shared-use trail.
- The truck route would be in closer proximity to other truck routes, Waterview Avenue (access to I-295) and Potee Street south of Frankfur Avenue (access to I-895).
- Provides direct access to and from Ritchie Highway (MD-2) for trucks, bypassing S Hanover Street through Brooklyn.
- Consolidating truck traffic onto Potee Street reduces the number of pedestrian conflict points at intersections at Waterview Avenue, Cherry Hill Road, Reedbird Avenue, and S Hanover Street than if it occurred on S Hanover Street.
- MedStar Harbor Hospital and supporting operators straddle S Hanover Street. A lower volume road between these facilities would accommodate walkability.

Cons:

- A four-lane road and through truck route would remain directly adjacent to Cherry Hill neighborhood.
- A shared use path midblock crossing would be necessary to get to of the other side of Hanover Street Bridge if a shared use path were to occur on the west side. The most visible location for a signature crossing based on sightlines and grading would be at the existing bifurcation.

Hanover-Potee Technical Memo

Please see Exhibit C: Conceptual Layout Alternatives at Waterview Avenue

Hanover-Potee at Frankfurst Avenue

The second study area is where S Hanover Street and Potee Street intersect with Frankfurst Avenue. The existing roads are without sidewalks or trees, and the Plan suggests adding both for increased access and comfort. The existing intersection configurations do not allow vehicles to turn left onto Potee Street. The Middle Branch Transportation Plan Implementation Matrix for Frankfurst Avenue and Potee Street suggests adding a westbound Frankfurst Avenue to the southbound Potee Street movement, to divert large trucks from Hanover Street to Potee Street. Focusing on improving multimodal and freight transportation at these intersections will greatly improve movement through Brooklyn.

The design alternatives are designed with Potee Street emphasized as the through truck route. Both S Hanover Street and Potee Street are two-way configurations like what is shown in the Cherry Hill Improvement Plan. The alternatives allow through truck traffic to avoid the Brooklyn business district and reach MD-2 or bypass the Vietnam Veterans' Memorial Bridge to reach Interstate-95 via Patapsco Avenue and Caton Avenue. This route would be an alternative to traveling to McComas Street to Interstate 95.

Four lanes are maintained on Frankfurst Avenue. A shared use path on S Hanover Street would continue northbound, and a shared use path on Frankfurst Avenue would continue across Potee Street to a side path on the southwest side. The S Hanover Street intersection improvements for pedestrian and bicycles shown in the Masonville Cove Multi-modal Feasibility Study would be implemented.

There are two alternatives under consideration for this location, as described below:

Alternative 1A: T-Intersection (none)

Has not been developed. There is no exhibit prepared for this alternative.

Alternative 1B: Roundabout (none)

Has not been developed. There is no exhibit prepared for this alternative.

Alternative 2A: T-Intersection

The primary traffic movement is Potee Street. At a signalized intersection (subject to traffic study and analysis), truck traffic on Frankfurst Avenue may turn right or left onto MD-2. S Hanover Street continues into Brooklyn or past MedStar Harbor Hospital going into the downtown.

Please see 'Alternative 2A: T-Intersection – Hanover-Potee at Frankfurst Avenue' exhibit and "Existing and Proposed Truck Route" for reference.

Pros:

- A signalized stop condition occurs for shared use path and pedestrian crossings.
- Dedicated turning lanes and turning movements are proposed.

Cons:

- Installation and maintenance cost are higher than a roundabout.
- Signalized left turns potentially increases travel time compared to a roundabout.
- Through traffic coming from downtown turns left and then right to access Brooklyn's main street.

Alternative 2B: Roundabout (Preferred)

Roundabouts have unique design and traffic control features to operate unsignalized. This roundabout is 2 lanes. The through traffic from Frankfur Avenue may turn left or right to continue on MD-2. S Hanover Street continues into Brooklyn or past MedStar Harbor Hospital going to downtown.

Please see 'Alternative 2B: Roundabout – Hanover-Potee at Frankfur Avenue' exhibit for reference.

Pros:

- The roundabout is two lanes and accommodates truck movements.
- Installation and maintenance cost are lower than a signal.
- Potentially more efficient vehicle movements in roundabout than signal.

Cons:

- Drivers must yield to shared use path crosswalks in the proposed protected refuge islands.
- A single-lane roundabout is safer for pedestrians and cyclists than a 2-lane roundabout.

Please see Exhibit D: Conceptual Layout Alternatives at Waterview Avenue

Conclusions

In accordance with the Reimagine Middle Branch Master Plan priorities, these improvements benefit all user types: pedestrians, bicycles, transit, freight, and personal vehicles. Each user benefits from vehicles driving the speed limit, through truck and local trucks being clarified, more people using transit, and people using modes other than single-occupancy vehicles. The S Hanover Street and Potee Street alternatives allow pedestrians to walk safely and comfortably, increase truck interstate access options, and link bikes to other bike projects to make them more convenient to use. These alternatives reduce ambient traffic noise for residents and increase space for plants, stormwater treatment, and transit stops. Each user type contributes to healthy, sustainable Middle Branch neighborhoods and employment opportunities. The alternatives reflect community and stakeholder goals to increase safety, multimodality, and network connectivity.

This is a masterplan-level study of a road configuration to benefit the Middle Branch community members and interest groups. Further concept-level study and analysis of traffic configurations ensures the best result. Concept designs should use national best practices and guidelines, evaluating from the perspective of all user types as recommended in the Baltimore Complete Streets Manual. The next step to proceed is to conduct a detailed traffic impact study to better understand how the alternatives would function within the transportation network.

Hanover-Potee Technical Memo: Truck Route Maps

EXHIBIT A - 1

DESIGN CONSIDERATIONS / NOTES

1. Three major interstates cross the study area.
2. Peninsulas, shoreline, and bridges configure the street networks and grid pattern.
3. A network of arterials and through truck routes service the Fairfield and port industrial area to reach regional destinations.
4. Workforce housing and commercial districts are serviced by the arterial streets.
5. Through trucks are not permitted on residential streets.
6. Changes to the map will require a traffic impact study and Department of Transportation approval.

TOOLE
DESIGN

All recommended truck routes adjustments require further study for traffic impacts and potential routes as feasible alternatives.



**APPROVED BALTIMORE CITY DEPARTMENT OF TRANSPORTATION
TRUCK ROUTES**

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

BALTIMORE, MD | 2022.08.26

EXHIBIT A - 2

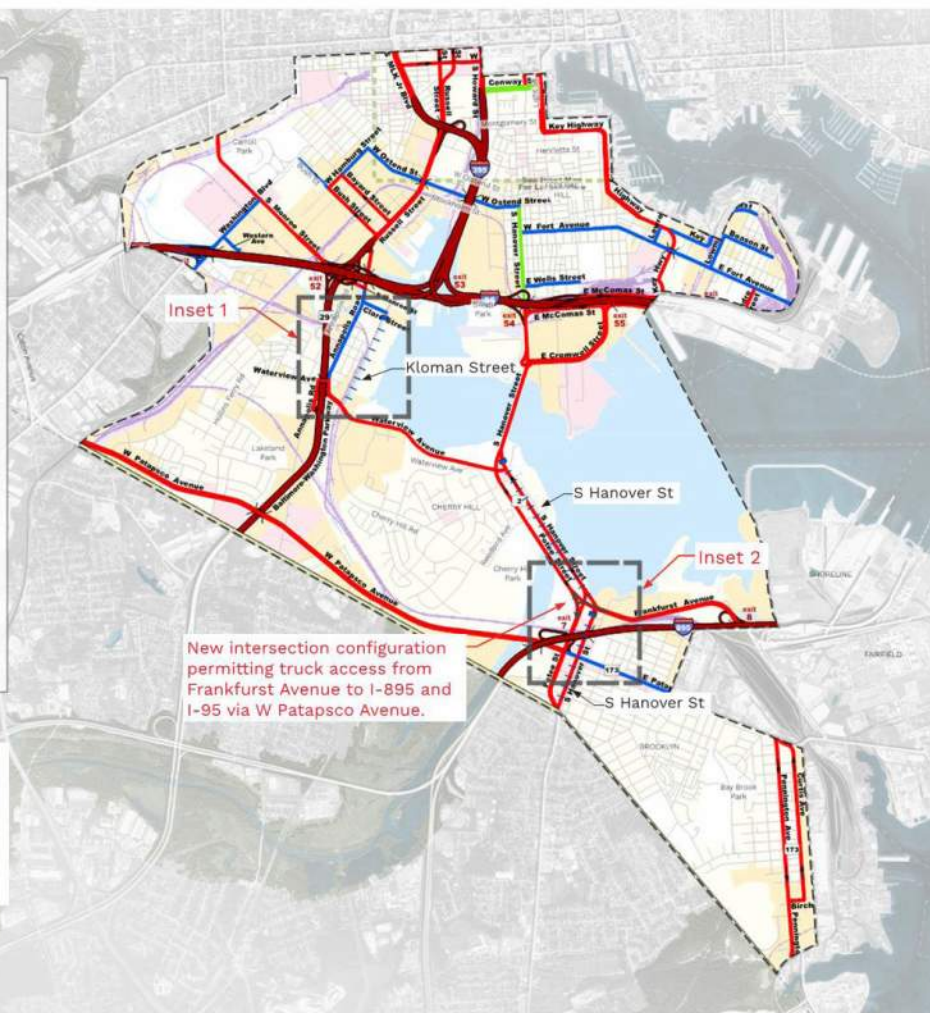
DESIGN CONSIDERATIONS / NOTES

1. Reconfiguration of S Hanover St and Potee St to two-way operation is inherent in the recommendation proposed.
2. A total of 3 travel lanes in each direction is maintained. A road diet study is required to remove lanes.
3. Revising Frankfur Avenue to have a left turn onto Potee Street southbound is advised in the Middle Branch Transportation Plan, (Figure 29).
4. One Westport Developer's Agreement Plans (30% design) show a reconstructed Kroman Street with 11' wide lanes that accommodate trucks and transit.
5. Adding Kroman Street to the local truck route may ease volumes on Annapolis Road.

- Transition Through Truck Route to Local Truck Route (S Hanover St)
- Add Local Truck Route (Kroman Street)

TOOLE
DESIGN

All recommended truck routes adjustments require further study for traffic impacts and potential routes as feasible alternatives.



INSET 1: KLOMAN STREET
Adding Kroman Street to the local truck route.



INSET 2: S HANOVER STREET
Transitioning S Hanover Street from a through truck route to a local truck route.

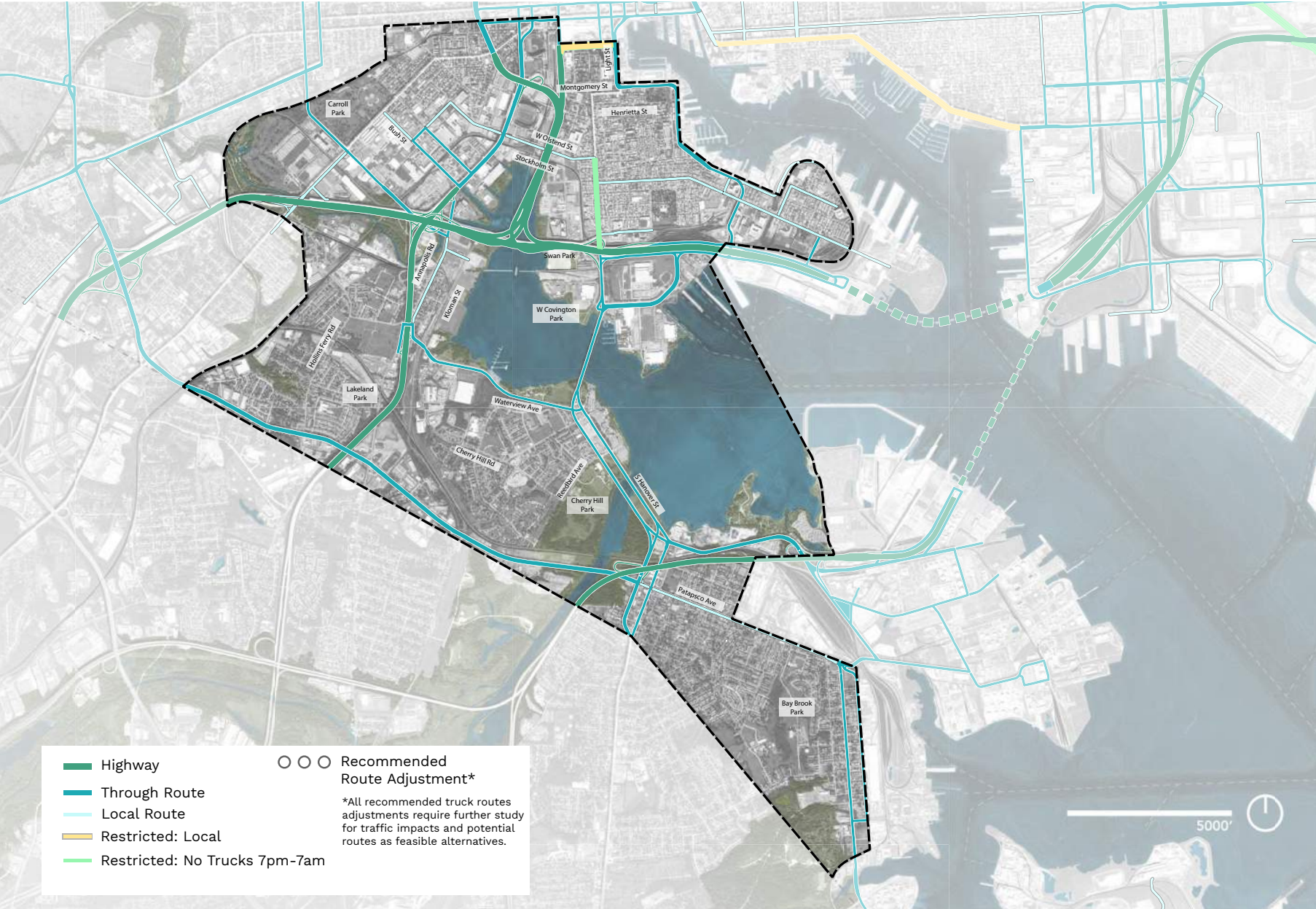


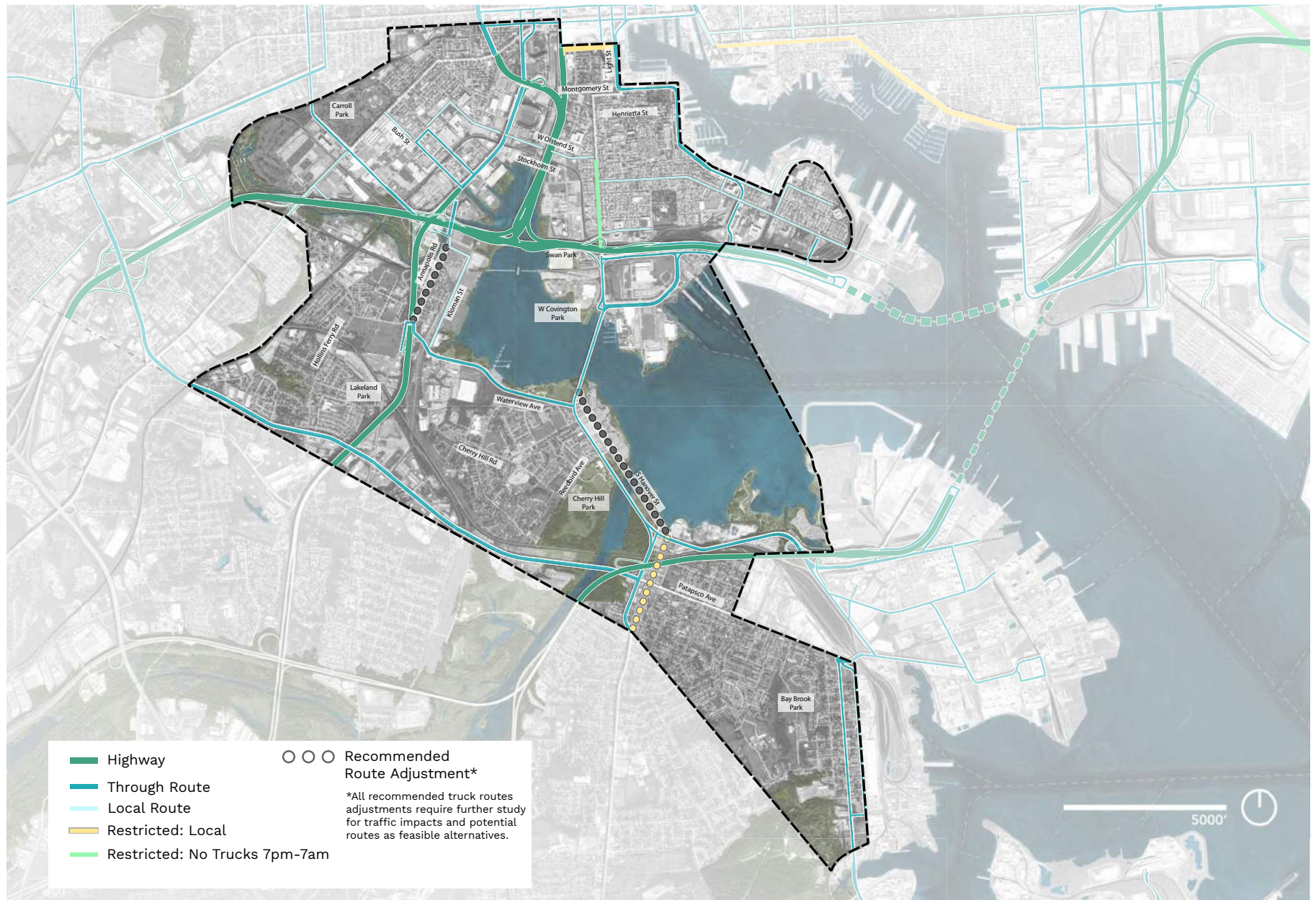
BALTIMORE, MD | 2022.08.26

CONCEPTUAL UPDATES TO TRUCK ROUTES

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

Hanover-Potee Technical Memo: Truck Route Maps





Hanover-Potee Technical Memo: Alternative 1

EXHIBIT B - 1

DESIGN CONSIDERATIONS / NOTES

1. A sidepath on the west side of Potee Street and a two-way separated bike lane on the east side of S Hanover Street (Baybrook Connector- 30% design) are proposed in both alternatives.
2. A park gateway crosswalk would connect the Vietnam Veterans Memorial and the west side of Middle Branch Park.
3. Further study needs to be conducted to accommodate the existing retail building circulation appropriately.
4. A road diet study is necessary to eliminate the center flex lane on Vietnam Veterans Memorial Bridge.
5. The pavement width of S Hanover Street shall be increased north of Waterview Avenue to accommodate 2 southbound lanes.
6. Additional study on final traffic control and lane use would be required to refine concept design.

- ① One 11-foot Travel Lane each direction
- ② Two 11-foot Travel Lanes each direction
- ➡ Shared-use Path
- 🚌 Existing MTA Bus Stop



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

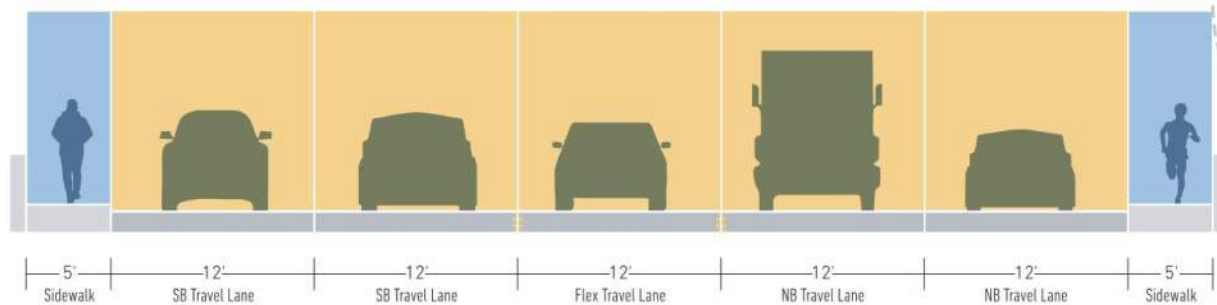
ALTERNATIVE 1: EMPHASIZE S HANOVER STREET AS TRUCK ROUTE AT WATERVIEW AVENUE

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

BALTIMORE, MD | 2022.08.26

EXHIBIT B - 2

EXISTING – URBAN CENTER CONNECTOR



PROPOSED – IMPROVED URBAN CENTER CONNECTOR



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 1: VIETNAM VETERANS MEMORIAL BRIDGE ROAD SECTION

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

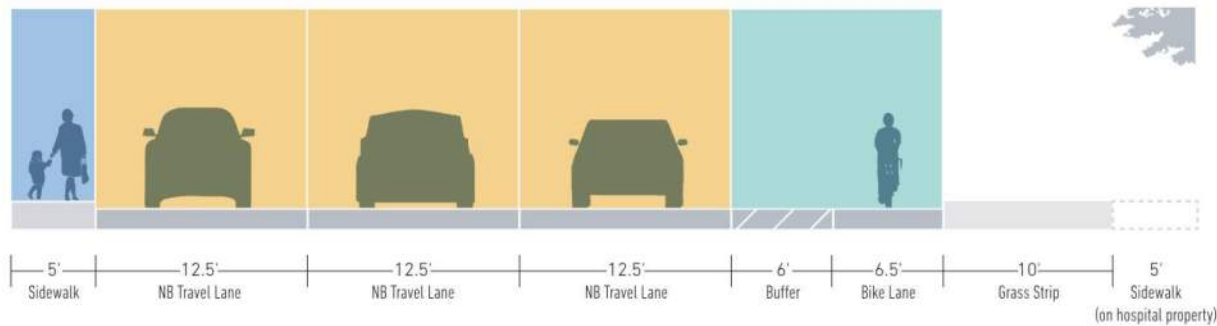


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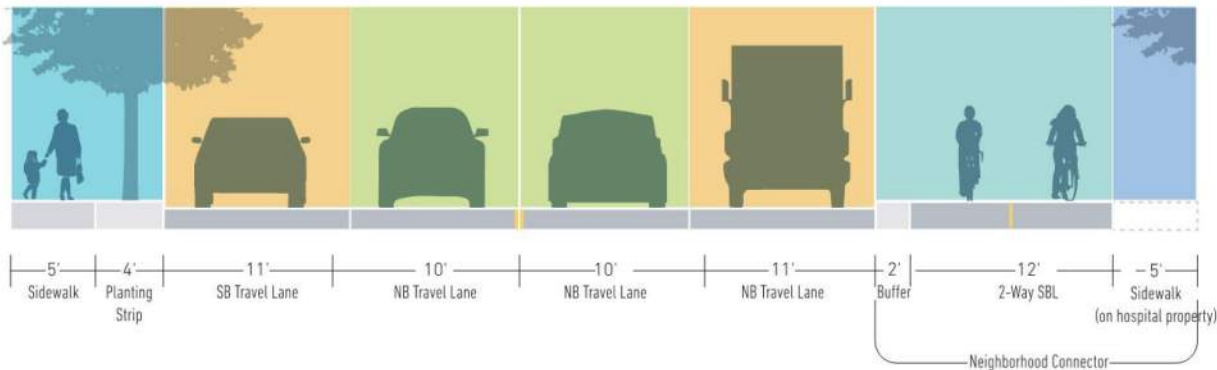
Hanover-Potee Technical Memo: Alternative 1

EXHIBIT B - 3

EXISTING – ONE-WAY URBAN CENTER CONNECTOR



PROPOSED – TWO-WAY URBAN CENTER CONNECTOR



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 1: S HANOVER STREET - THROUGH TRUCK ROUTE ROAD SECTION

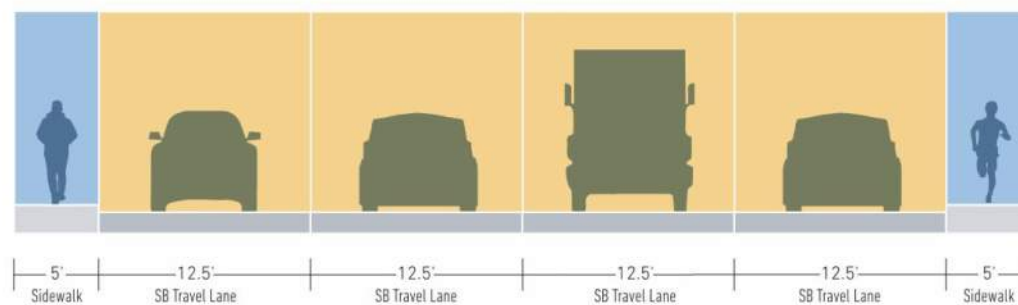
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION



BALTIMORE, MD | 2022.08.26

EXHIBIT B - 4

EXISTING – ONE-WAY URBAN CENTER CONNECTOR



PROPOSED – TWO-WAY URBAN VILLAGE MAIN

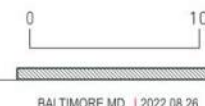


TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 1: POTE STREET - LOCAL TRUCK ROUTE ROAD SECTION

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION



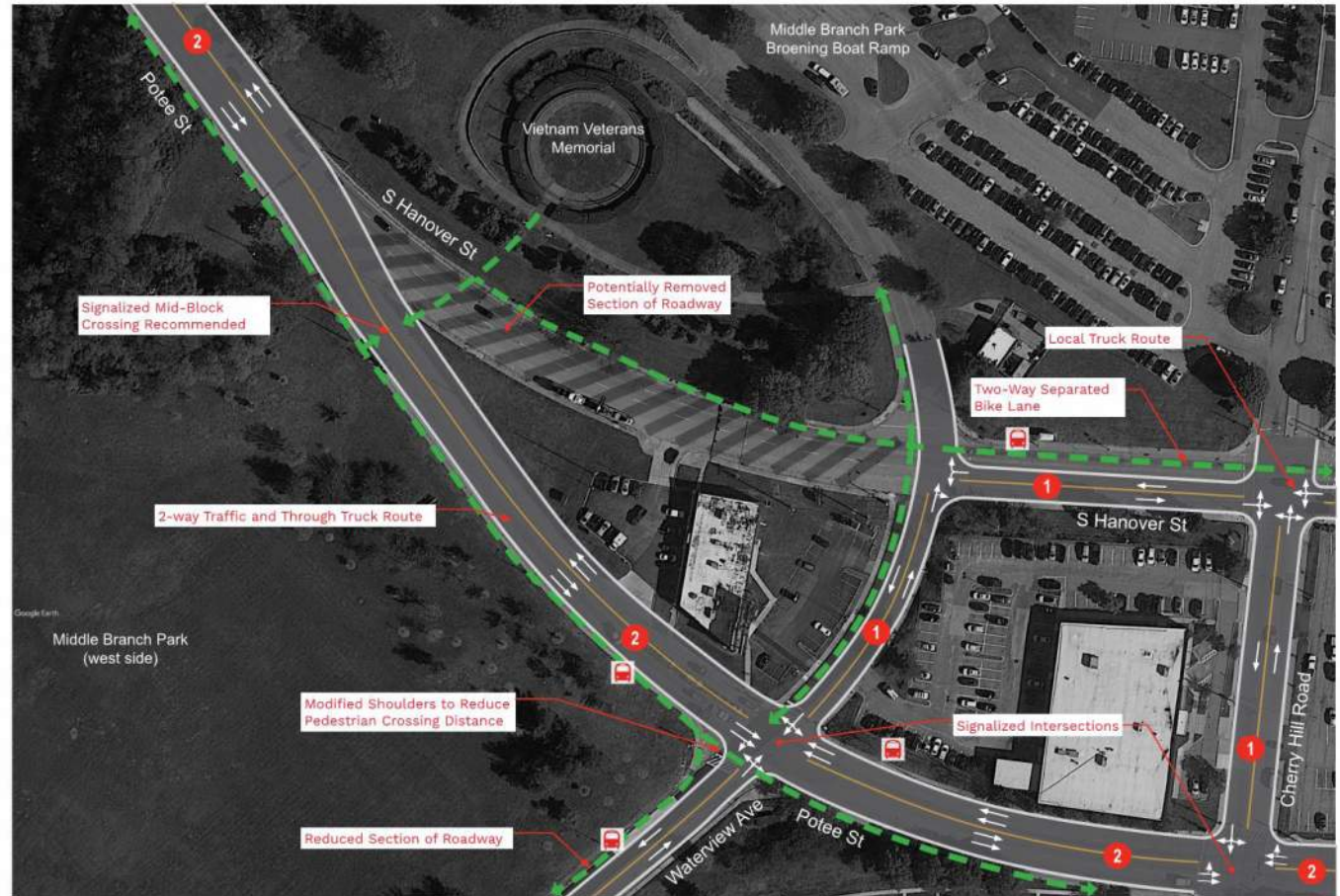
Hanover-Potee Technical Memo: Alternative 2

EXHIBIT B - 5

DESIGN CONSIDERATIONS / NOTES

1. A sidepath on the west side of Potee Street and a two-way separated bike lane on the east side of S Hanover Street (Baybrook Connector- 30% design) are proposed in both alternatives.
2. A park gateway crosswalk would connect the Vietnam Veterans Memorial and the west side of Middle Branch Park.
3. Further study needs to be conducted to accommodate the existing retail building circulation appropriately.
4. A road diet study is necessary to eliminate the center flex lane on Vietnam Veterans Memorial Bridge.
5. The pavement width of Potee Street shall be increased north of Waterview Avenue to accommodate 2 northbound lanes.
6. Additional study on final traffic control and lane use would be required to refine concept design.

- ① One 11-foot Travel Lane each direction
- ② Two 11-foot Travel Lanes each direction
- ← Shared-use Path
- 🚌 Existing MTA Bus Stop



TOOLE
DESIGN

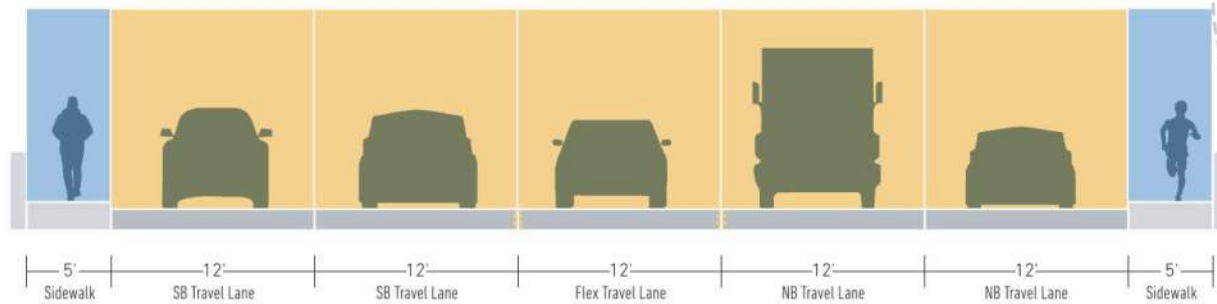
This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

**ALTERNATIVE 2: EMPHASIZE POTEE STREET AS TRUCK ROUTE
AT WATERVIEW AVENUE**
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

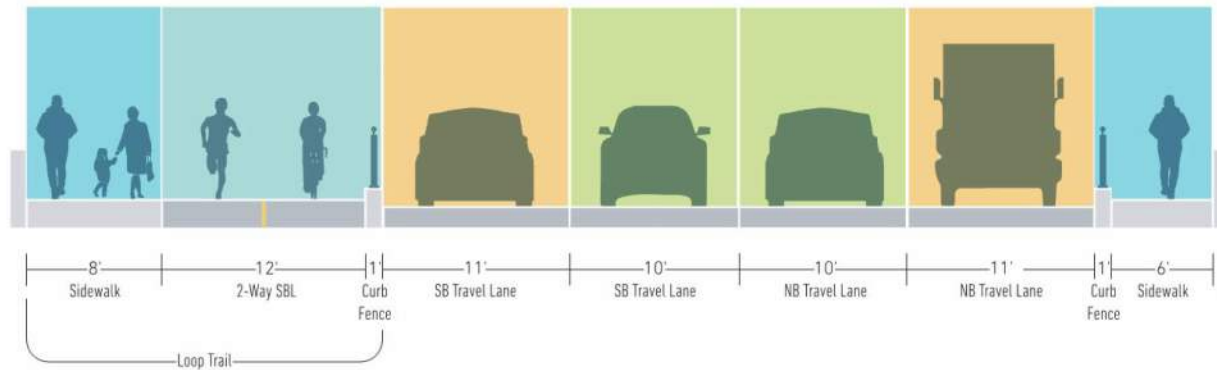
BALTIMORE, MD | 2022.08.26

EXHIBIT B - 6

EXISTING – URBAN CENTER CONNECTOR



PROPOSED – IMPROVED URBAN CENTER CONNECTOR



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 2: VIETNAM VETERANS MEMORIAL BRIDGE ROAD SECTION

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION



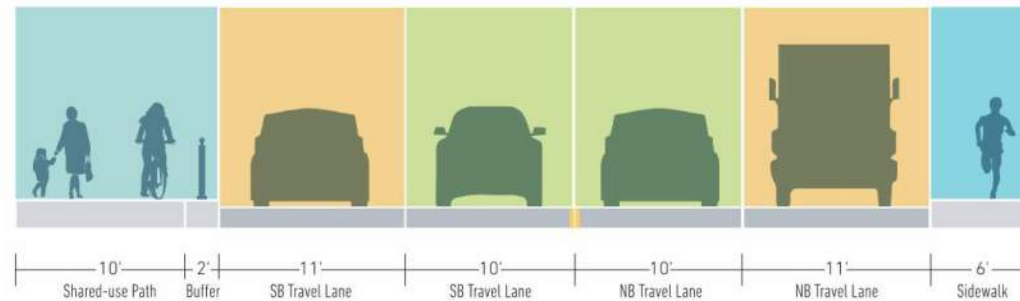
Hanover-Potee Technical Memo: Alternative 2

EXHIBIT B - 7

EXISTING – ONE-WAY URBAN CENTER CONNECTOR



PROPOSED – TWO-WAY URBAN CENTER CONNECTOR



This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 2: POTEЕ STREET - THROUGH TRUCK ROUTE ROAD SECTION

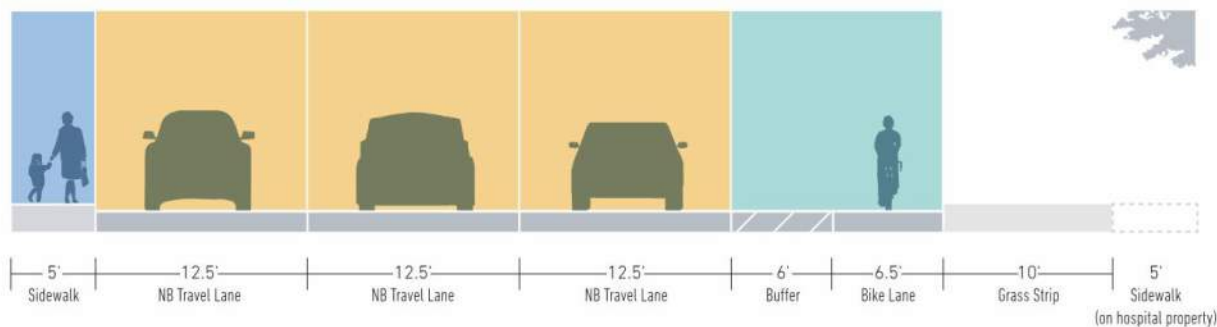
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION



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EXHIBIT B - 8

EXISTING – ONE-WAY URBAN CENTER CONNECTOR



PROPOSED – TWO-WAY URBAN VILLAGE MAIN

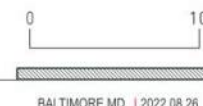


TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ALTERNATIVE 2: S HANOVER STREET - LOCAL TRUCK ROUTE ROAD SECTION

PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION





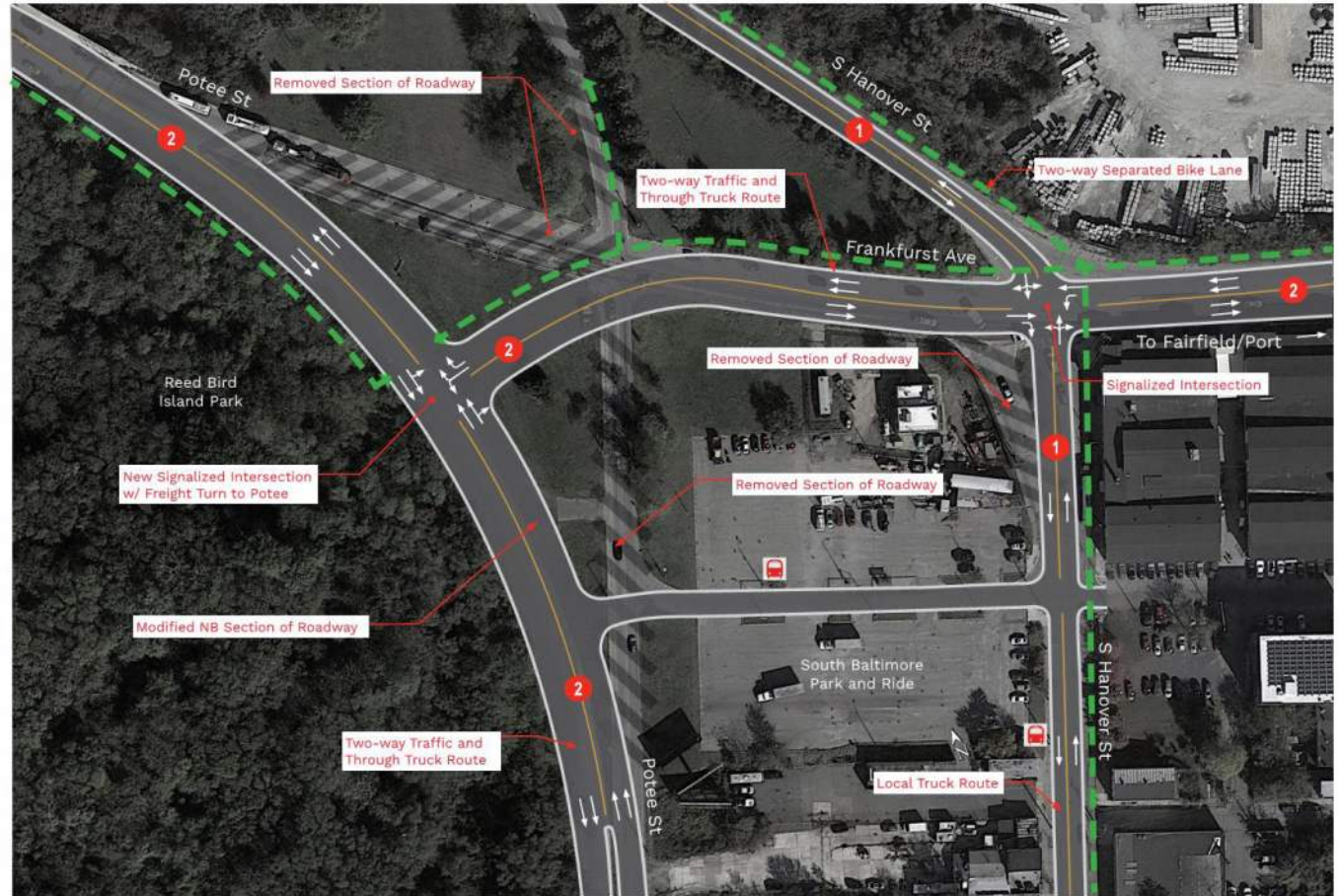
Hanover-Potee Technical Memo: Alternative 2A

EXHIBIT C - 1

DESIGN CONSIDERATIONS / NOTES

1. S Hanover St and Potee St are two-way operation. 3 lanes travel in each direction per existing. A traffic impact study is required to remove lanes.
2. Frankfurst Ave two-way operation is extended to a signalized intersection with Potee St.
3. 2 southbound travel lanes on Potee St (south of Frankfurst) are added to facilitate freight traffic use of Potee St instead of Hanover St.
4. Slip lane connection to Hanover St. (north of Frankfurst) is removed and provides a shared use path connection to Masonville Cove and Brooklyn.
5. MDOT MTA Bus operations remain as existing.
6. Additional study on final traffic control and lane use would be required to refine concept.

- 1** One 11-foot Travel Lane each direction
- 2** Two 11-foot Travel Lanes each direction
-  Shared-use Path
-  Existing MTA Bus Stop



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

**ALTERNATIVE 2A: T-INTERSECTION
AT FRANKFURST AVENUE**
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

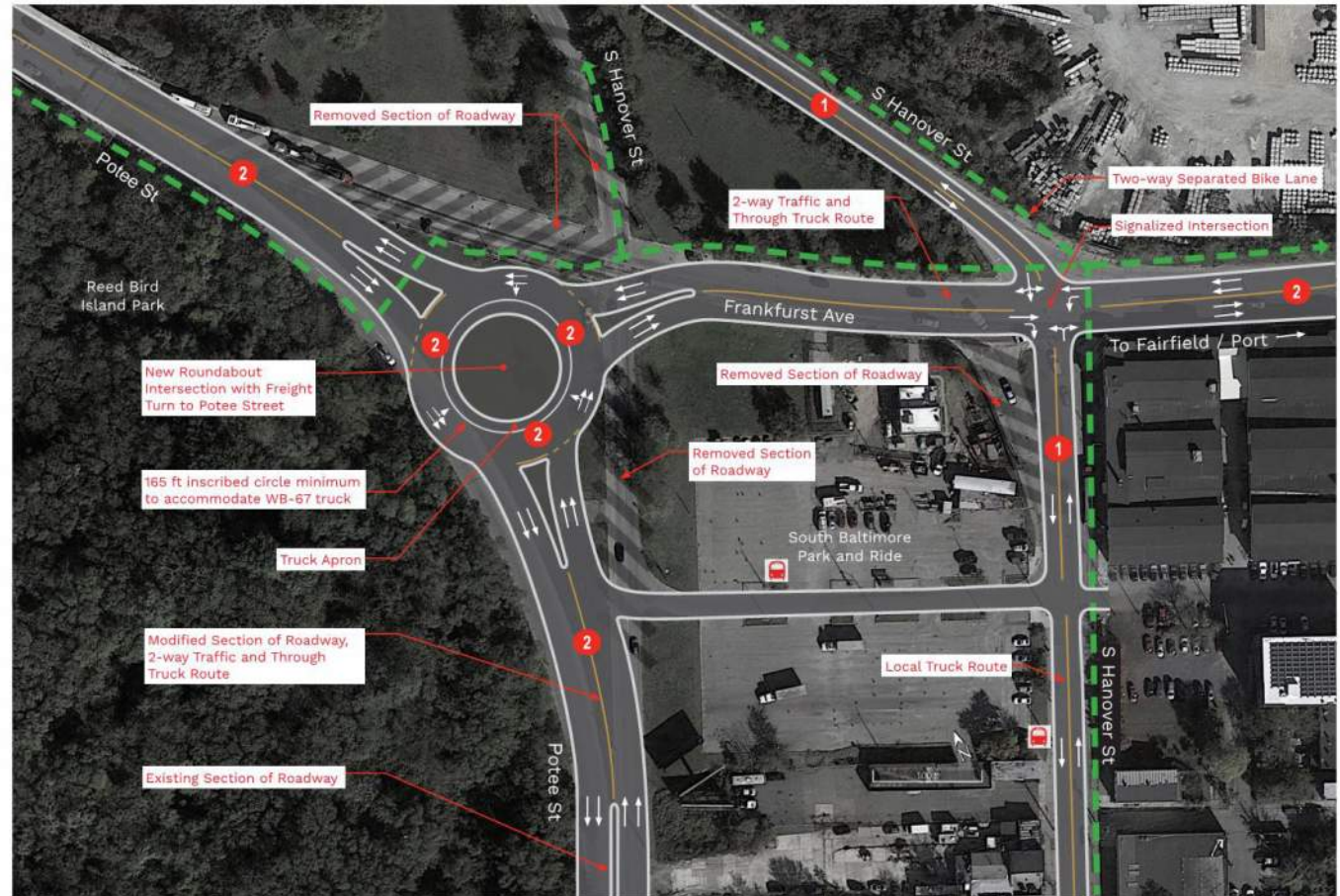
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EXHIBIT C - 2

DESIGN CONSIDERATIONS / NOTES

1. S Hanover St and Potee St are two-way operation. 3 lanes travel in each direction per existing. A traffic impact study is required to remove lanes.
2. Frankfurst Ave two-way operation is extended to a two-lane roundabout.
3. 2 southbound travel lanes on Potee St (south of Frankfurst) are added to facilitate freight traffic use of Potee St instead of Hanover St.
4. Slip lane connection to Hanover St. (north of Frankfurst) is removed and provides a shared use path connection to Masonville Cove and Brooklyn.
5. MDOT MTA Bus operations remain as existing.
6. Additional study on final traffic control and lane use would be required to refine concept.

- ① One 11-foot Travel Lane each direction
- ② Two 11-foot Travel Lanes each direction
- ← Shared-use Path
- 🚌 Existing MTA Bus Stop



TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

**ALTERNATIVE 2B: ROUNDABOUT
AT FRANKFURST AVENUE**
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

BALTIMORE, MD | 2022.08.26

[illegible]**T'OOLE**
DESIGN

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64 Reimagine Middle Branch

EXHIBIT C - 4



Plan for the future of Potee and Hanover Streets

- ONE LANE, N-BOUND TRAFFIC
- TWO LANES, N-BOUND TRAFFIC
- ONE LANE, S-BOUND TRAFFIC
- TWO LANES, S-BOUND TRAFFIC
- PEDESTRIAN/BICYCLE ROUTE

(2020) CHERRY HILL TRANSFORMATION
PLAN - PAGE 35

Figure 29 - Brooklyn Area Improvements



- FULL-DEPTH PAVEMENT
- PAVEMENT RESURFACING

(2013) MIDDLE BRANCH TRANSPORTATION
MASTER PLAN - PAGE 52

TOOLE
DESIGN

This preliminary concept is for planning purposes only. Field verification, site condition assessments, engineering analysis and design are necessary prior to implementing recommendations contained herein.

ADDITIONAL REFERENCES

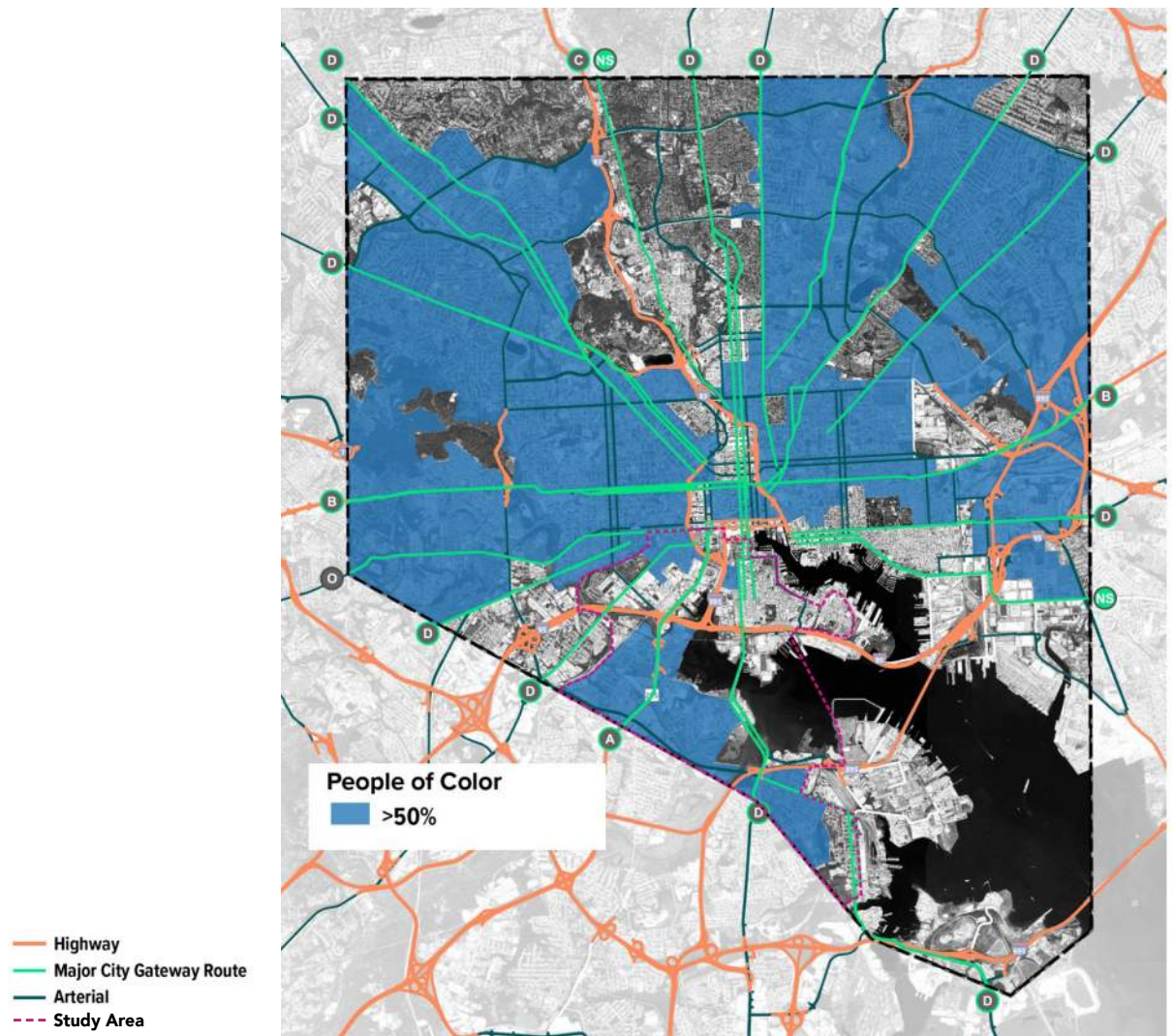
PRELIMINARY CONCEPT – NOT FOR CONSTRUCTION

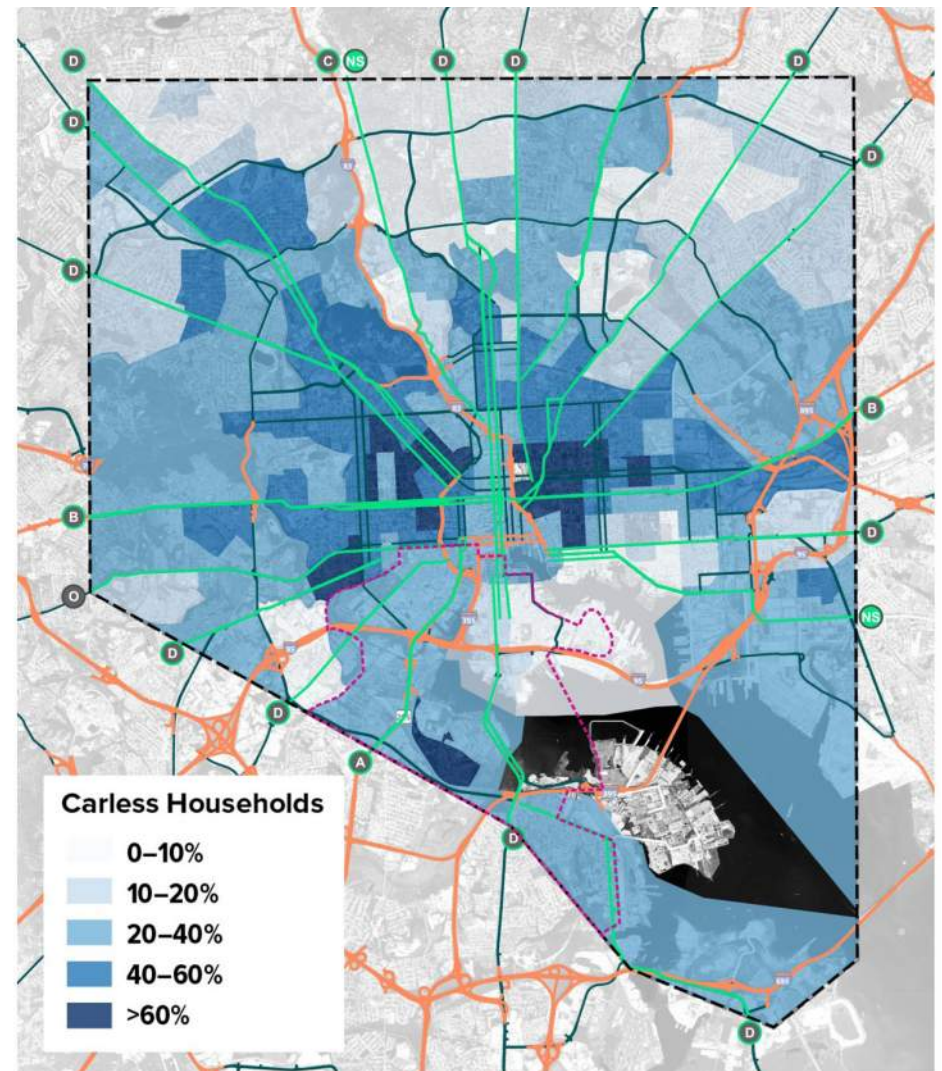
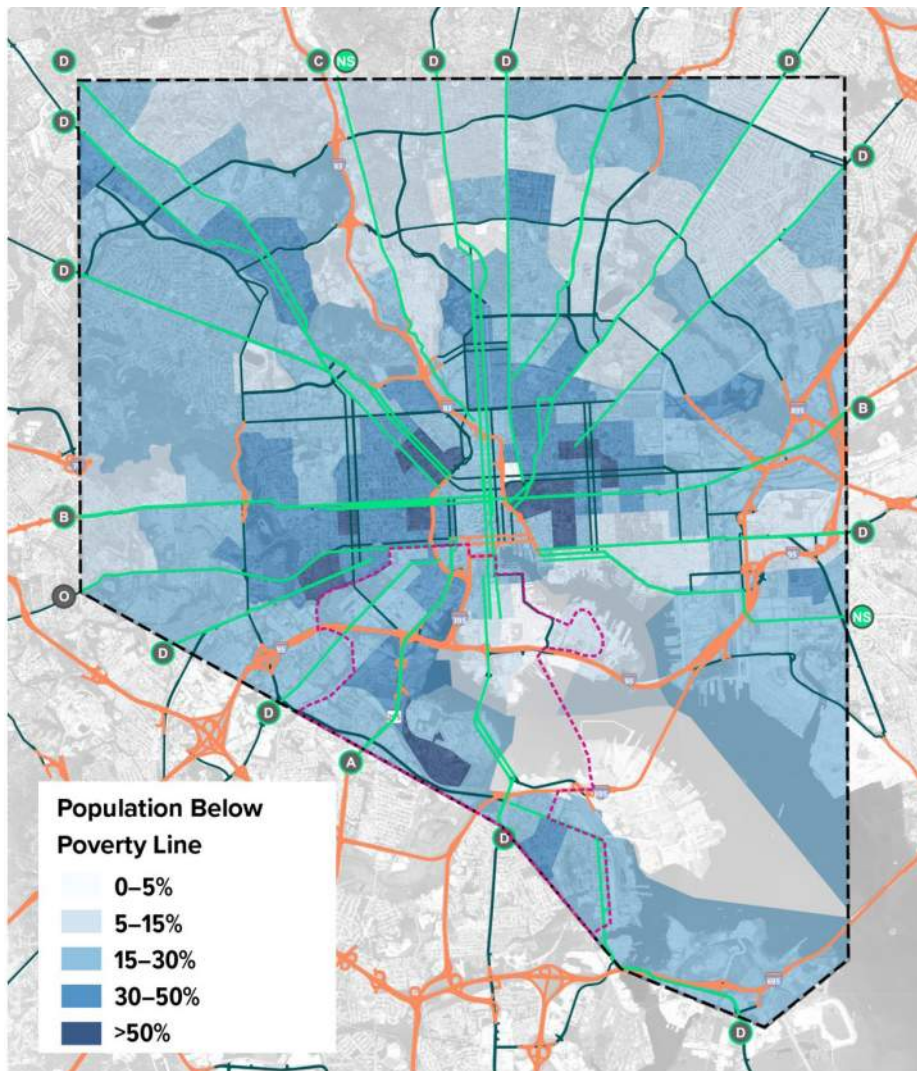
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Existing Mobility and Connectivity

City-Wide Road Network

Historic transportation decisions and infrastructure prioritize commuter traffic from the surrounding suburbs at the expense of city dwellers. Higher-speed, dangerous roads, including the City-defined “Gateways,” typically bisect established communities, usually those that are more predominantly neighborhoods of color, lower income, and those with lower rates of car ownership.

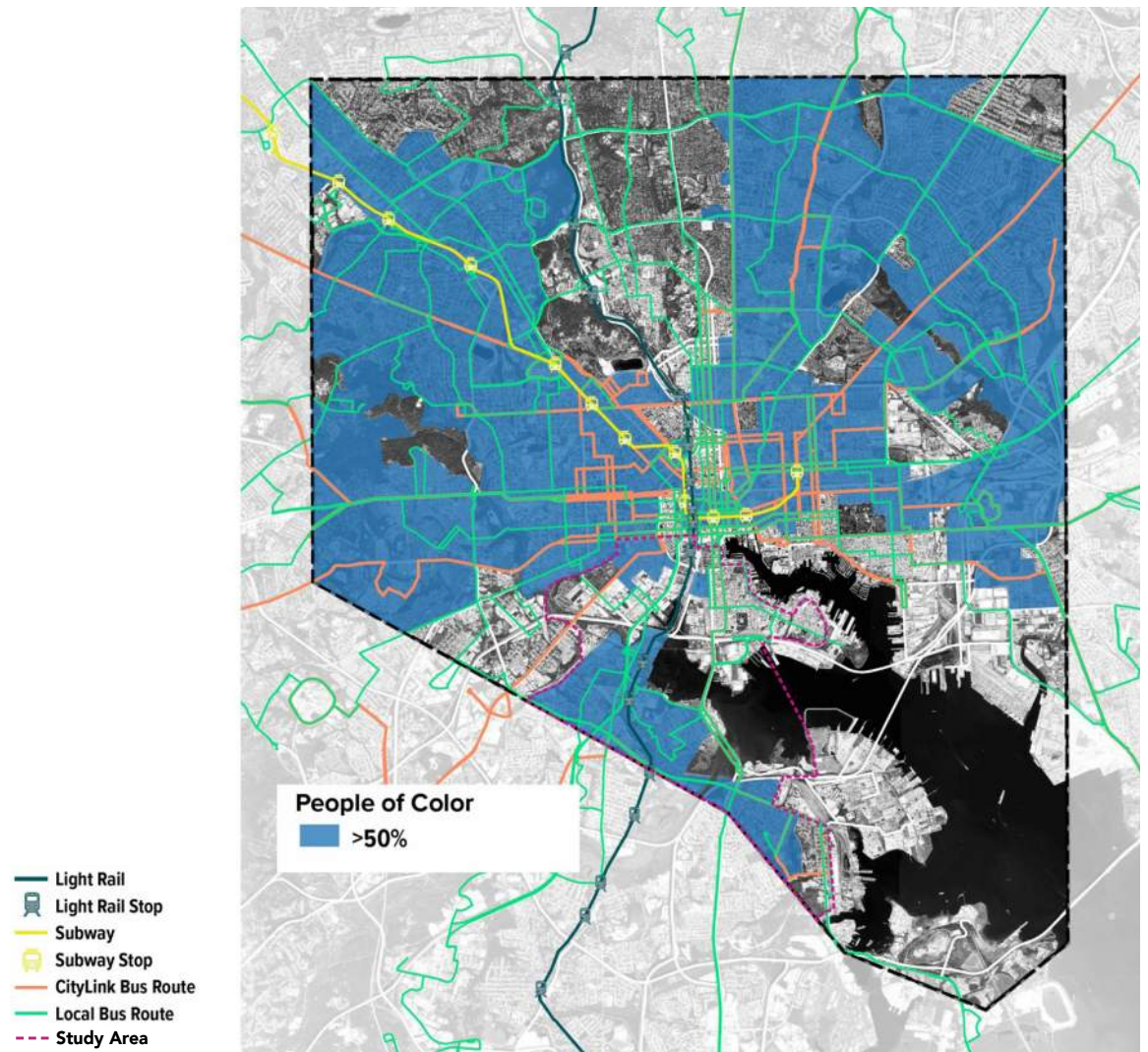


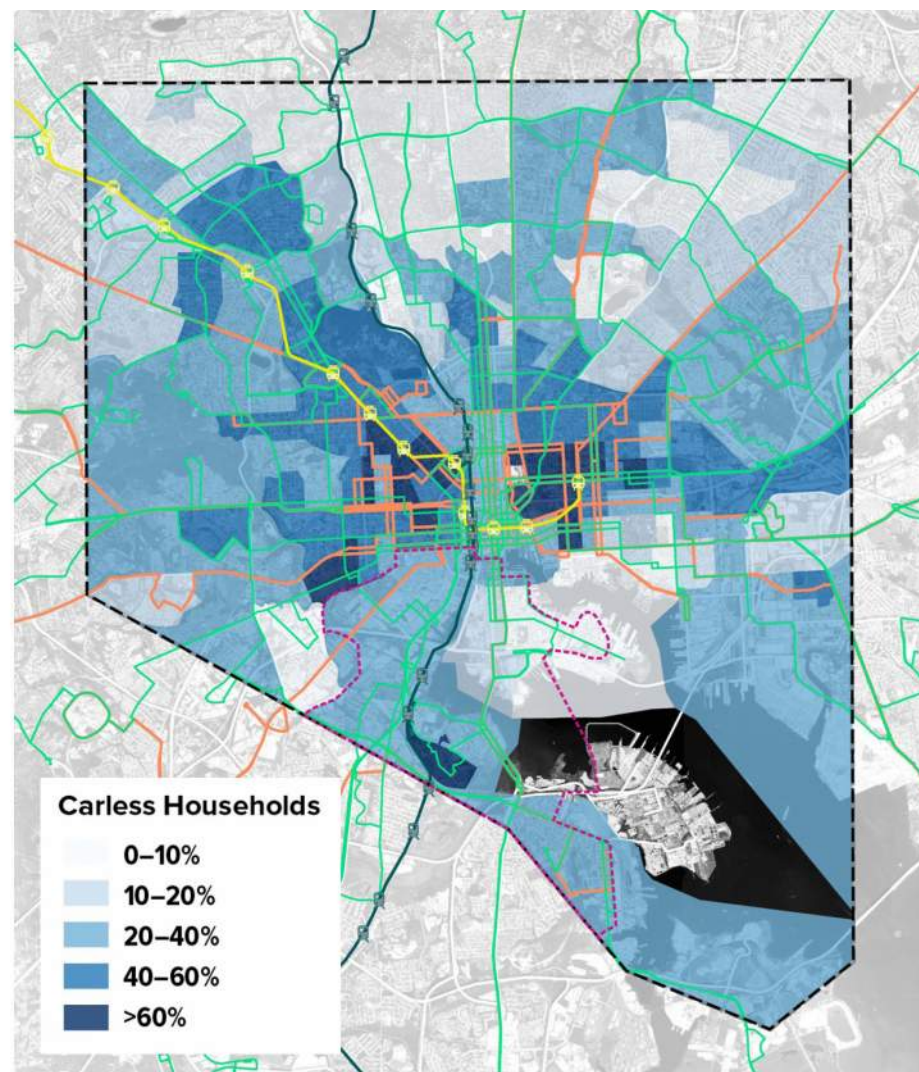
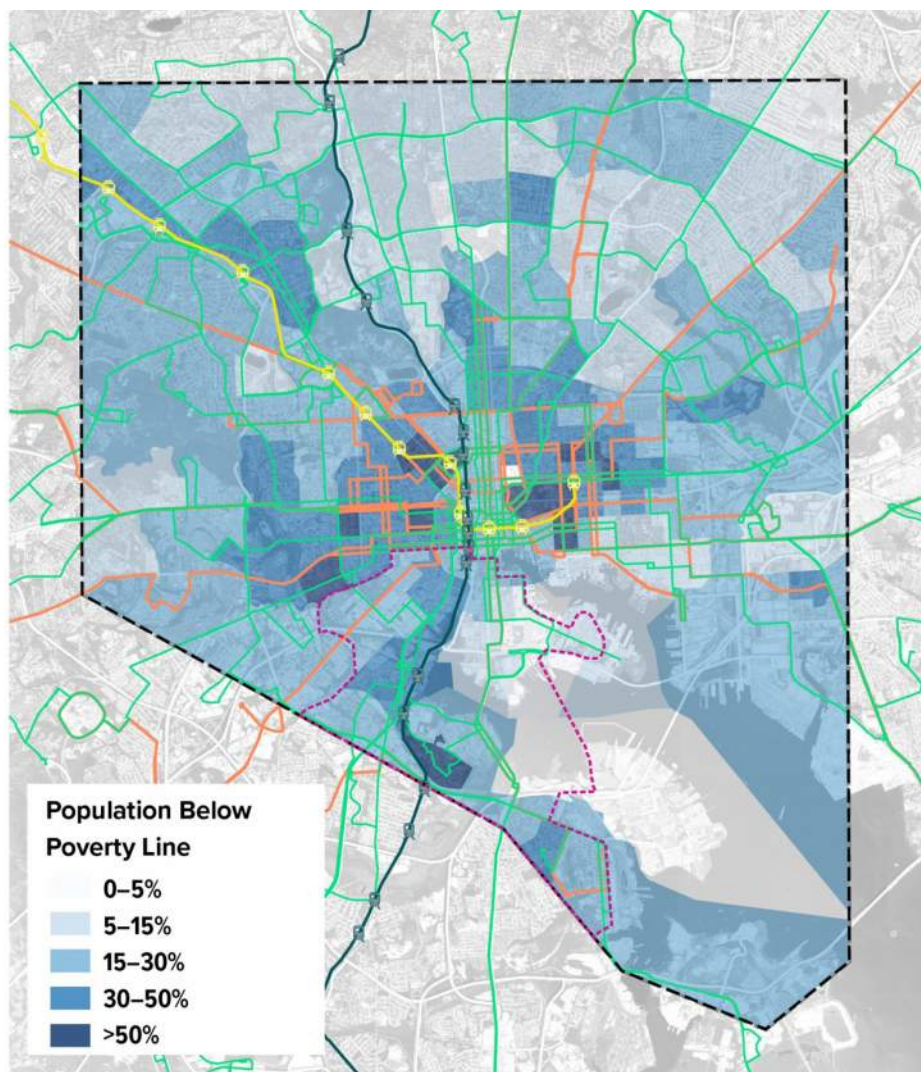


Existing Mobility and Connectivity

City-Wide Transit Network

The City's Light Rail serves the communities of Pigtown, Ridgely's Delight, Westport, Cherry Hill, and Lakeland, providing north-south connectivity and access to downtown. South Baltimore neighborhoods, in comparison to other areas in the City, are served by relatively few bus lines.

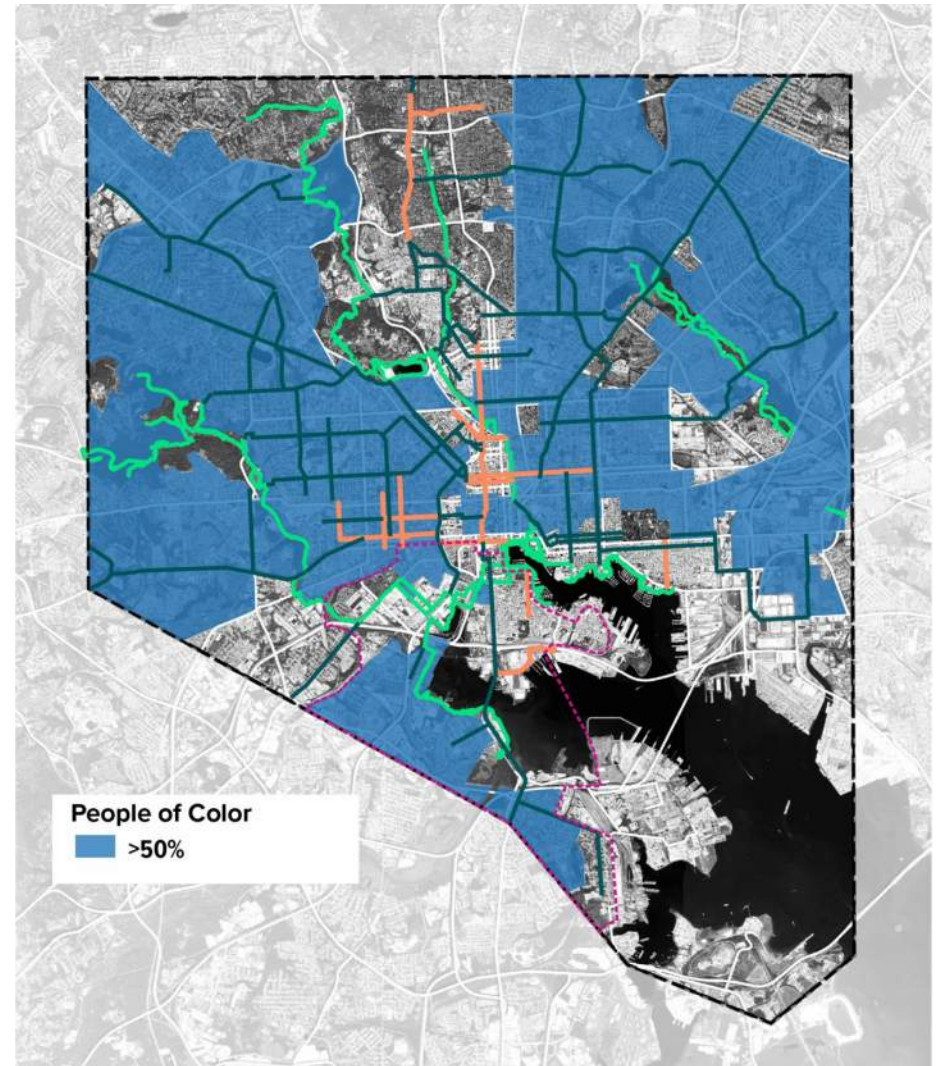


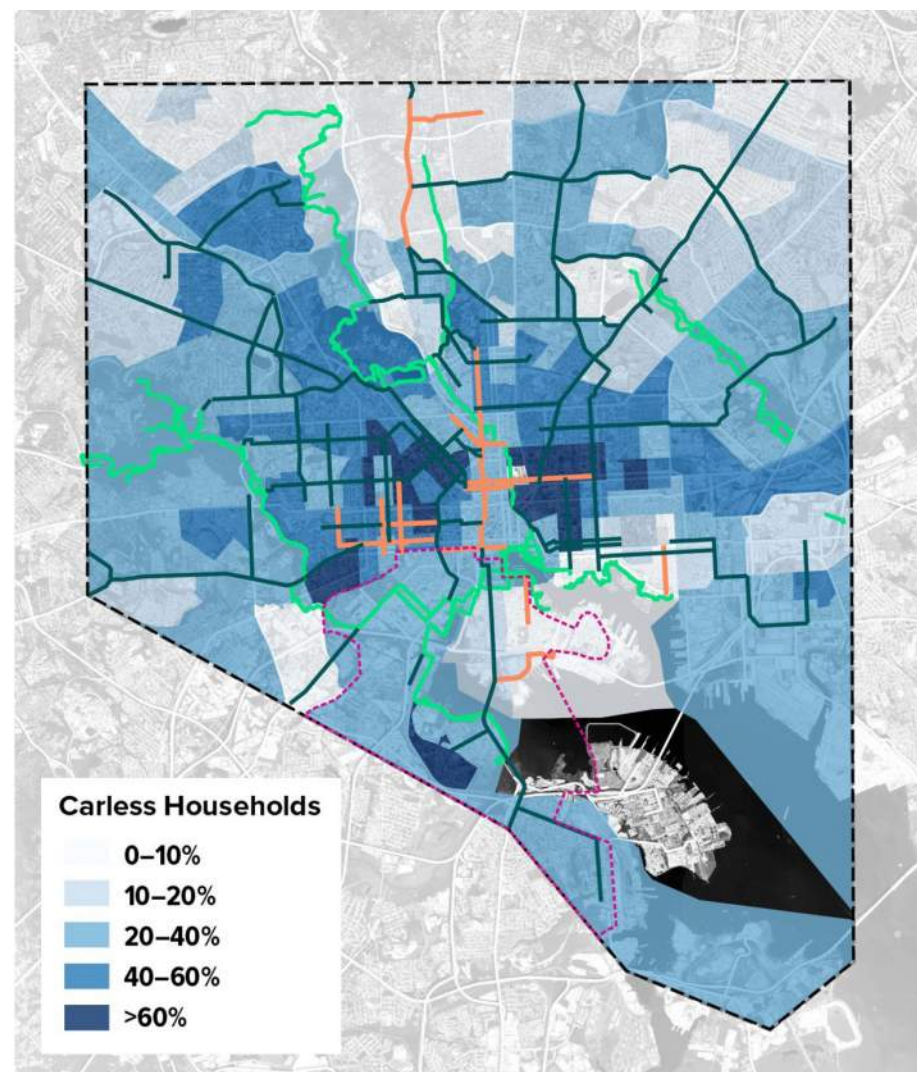
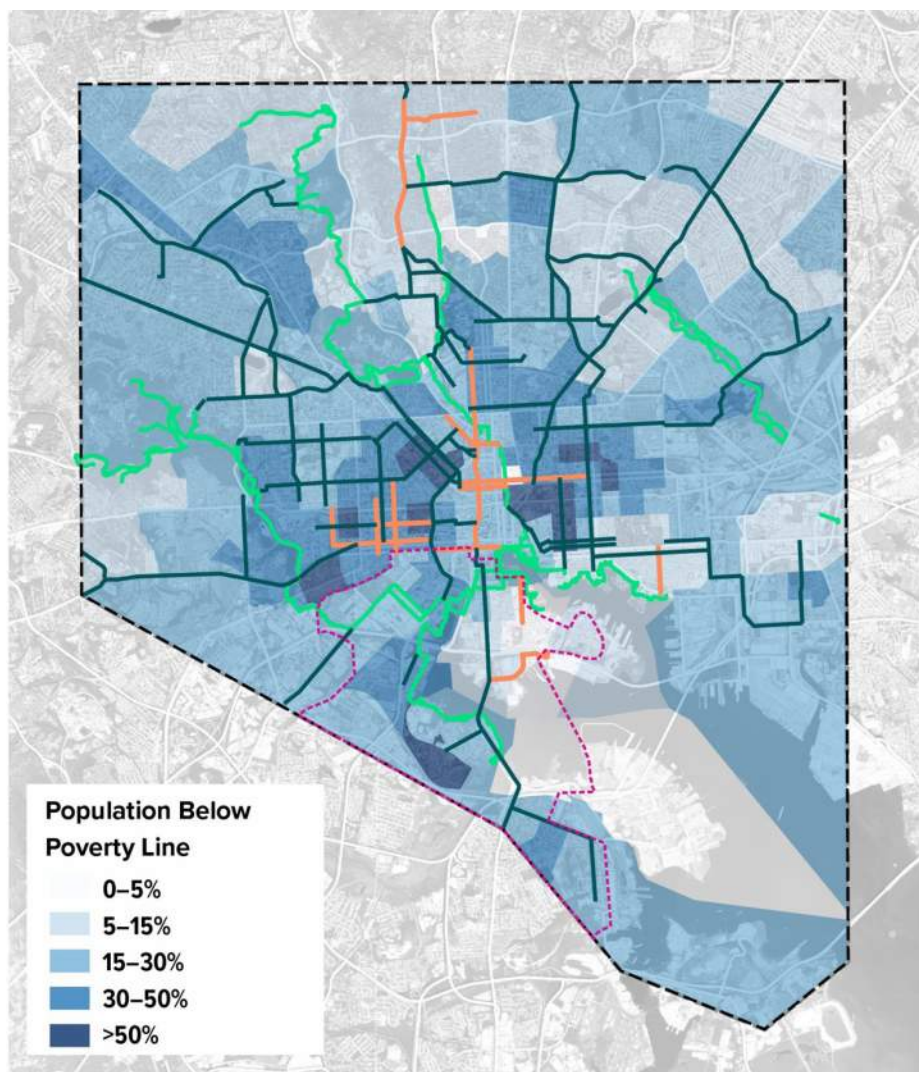


Existing Mobility and Connectivity

City-Wide Bicycle and Pedestrian Network

The existing bike and pedestrian network is established in primarily white neighborhoods. The current plan for future bike and pedestrian infrastructure offers a more balanced approach and proposes routes in communities of color and with lower income. These planned routes, however, remain unrealized to date.



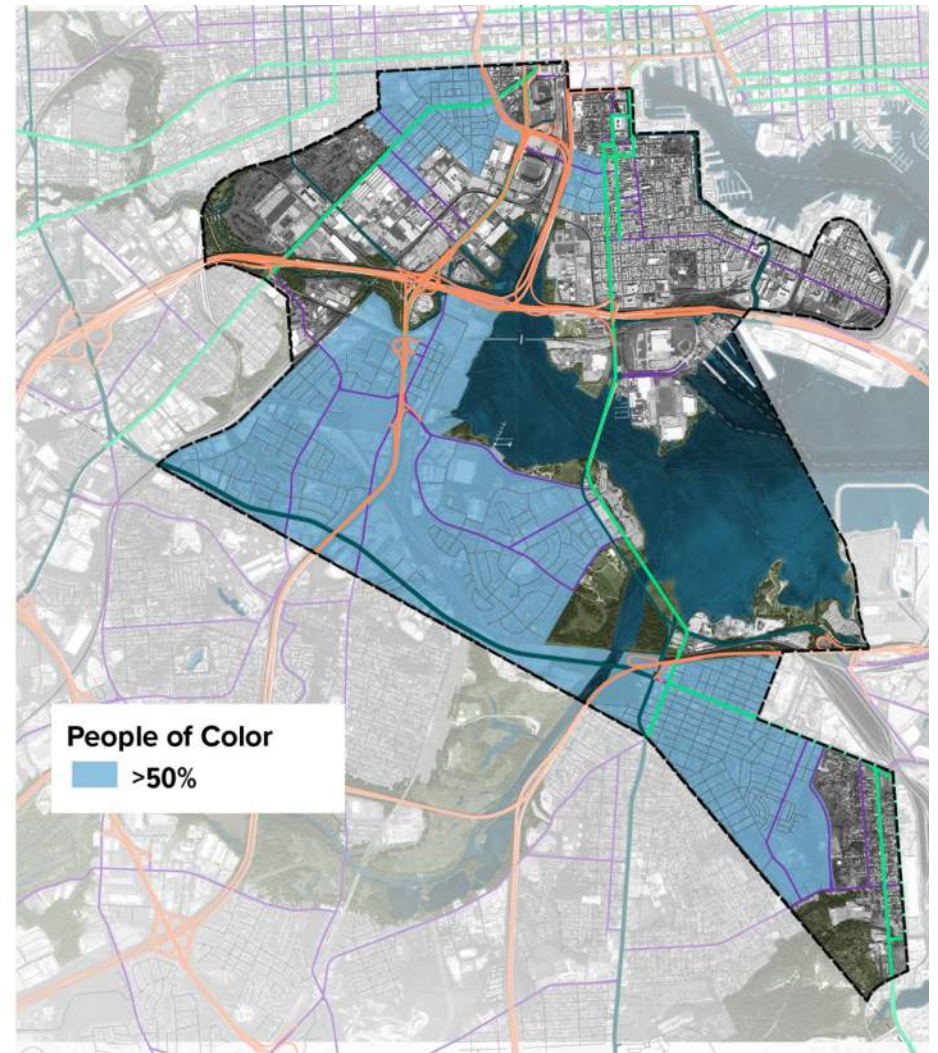


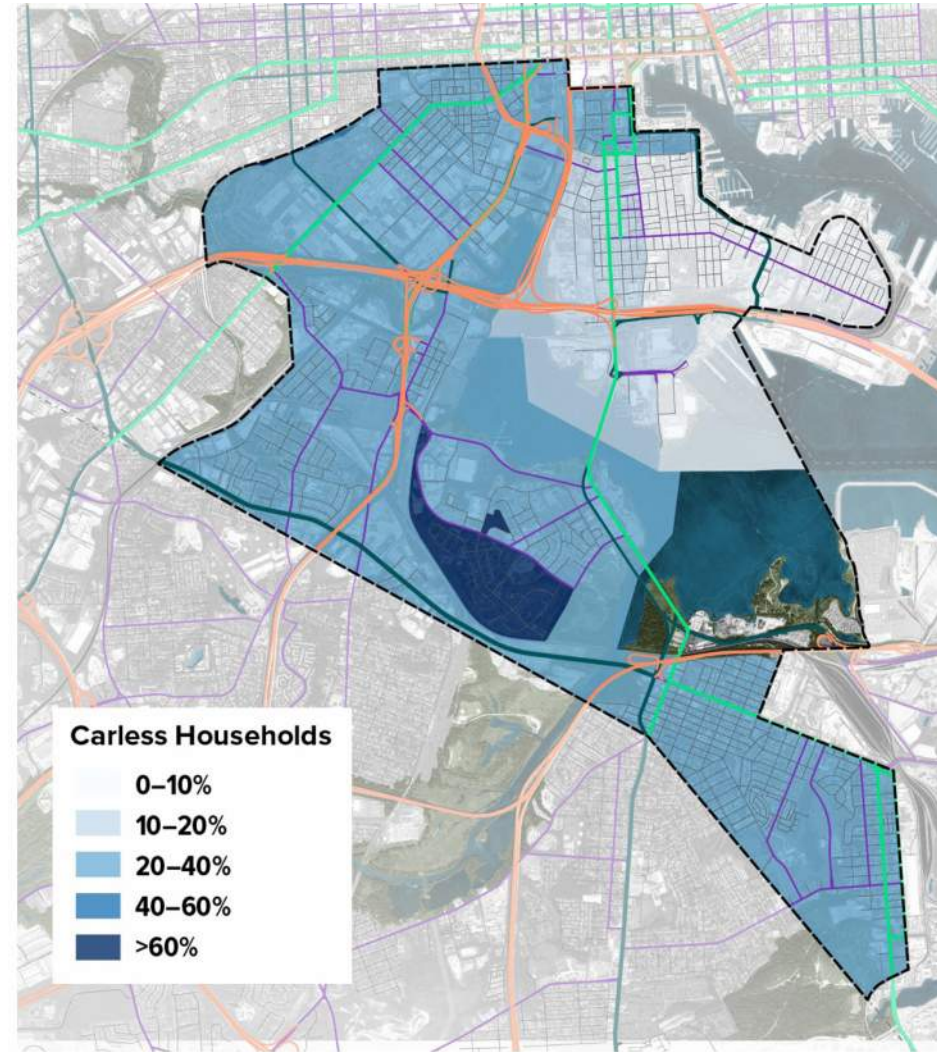
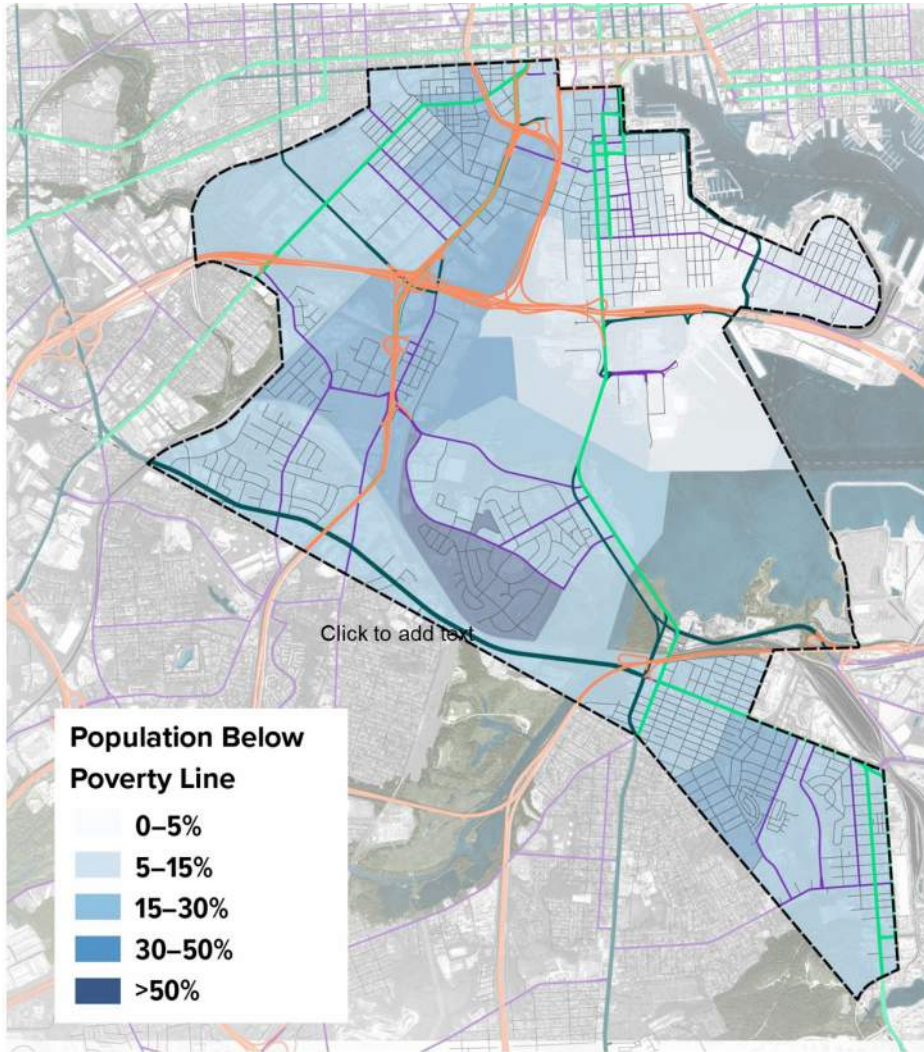
Existing Mobility and Connectivity

Study Area Road Network

Within the study area, the road network has several gateways, highways, and arterials with significant traffic volumes traveling through Middle Branch neighborhoods. The transportation system privileges car owners over people who walk, bike, or take transit. The concentration of high-capacity state and interstate roads and poor connectivity for walking and bicycling demonstrate this motor vehicle privilege.

- Highway
- Major City Gateway Route
- Arterial
- Study Area



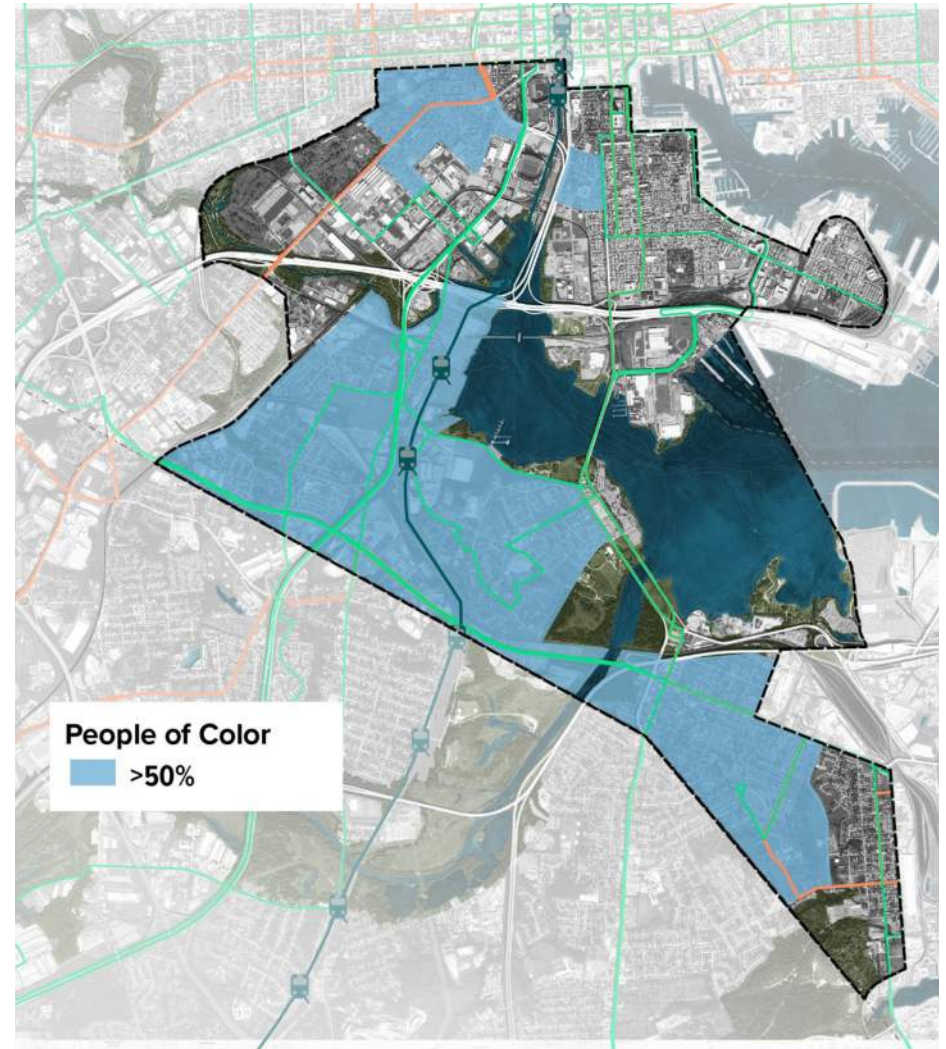


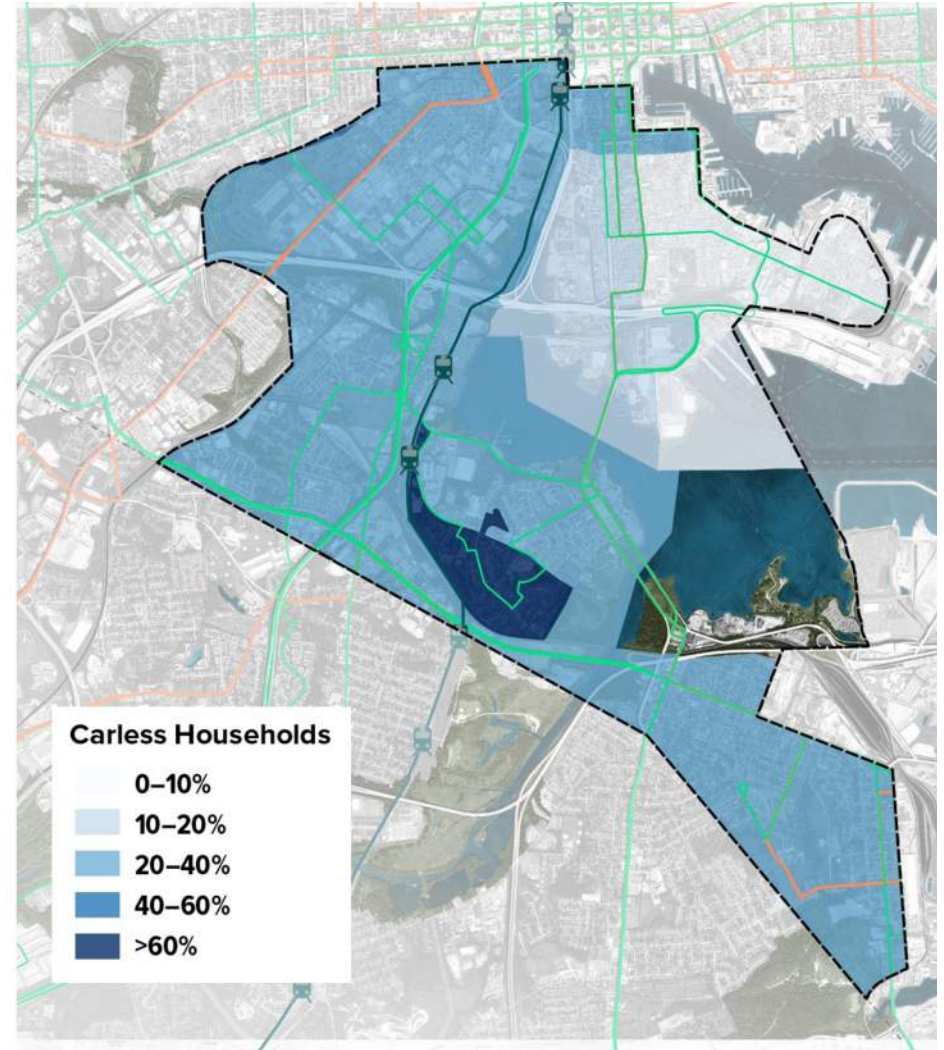
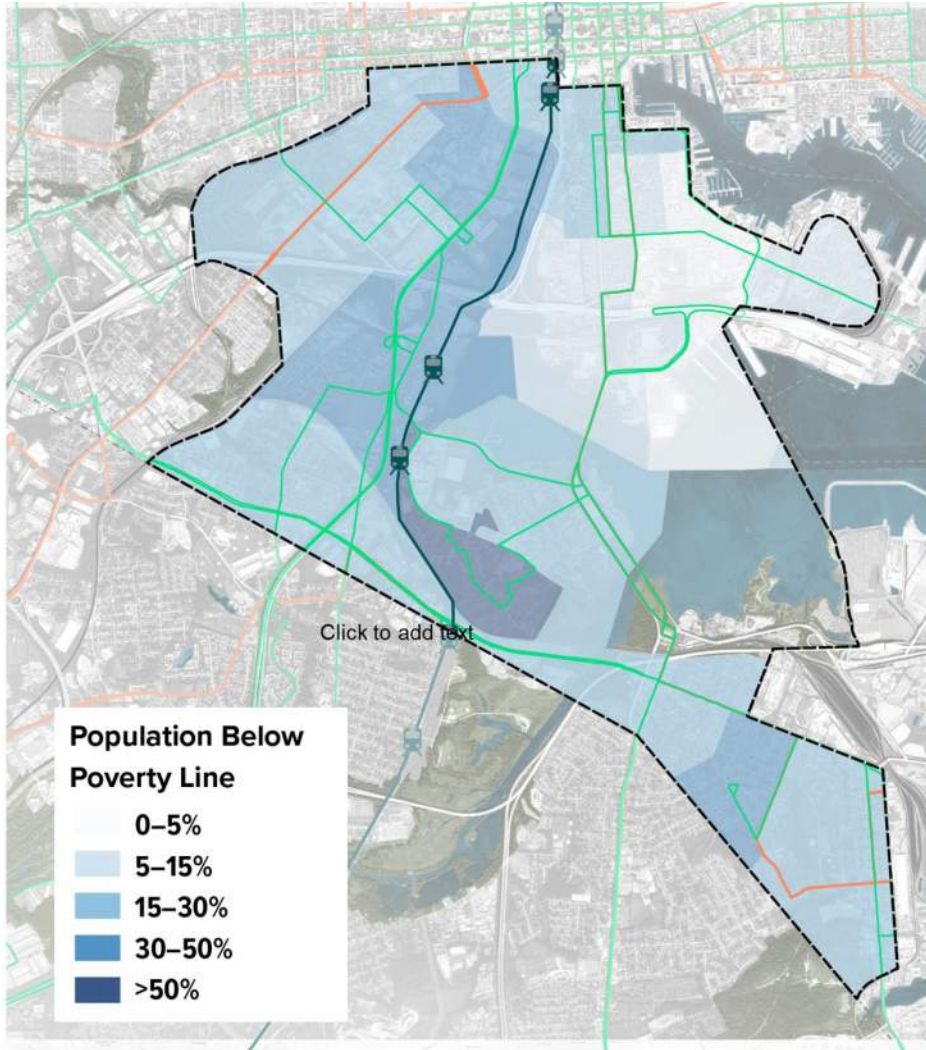
Existing Mobility and Connectivity

Study Area Transit Network

The road network fails to prioritize the local communities' neighborhood transportation needs and is responsible for creating barriers that separate neighborhoods – neighborhoods that still today are primarily black, low-income, and carless. For example, major thoroughfares like Annapolis Road, Russell Street, and Hanover Street were primarily intended for commuter-focused through traffic.

- Light Rail
- Light Rail Stop
- Subway
- Subway Stop
- CityLink Bus Route
- Local Bus Route
- Study Area

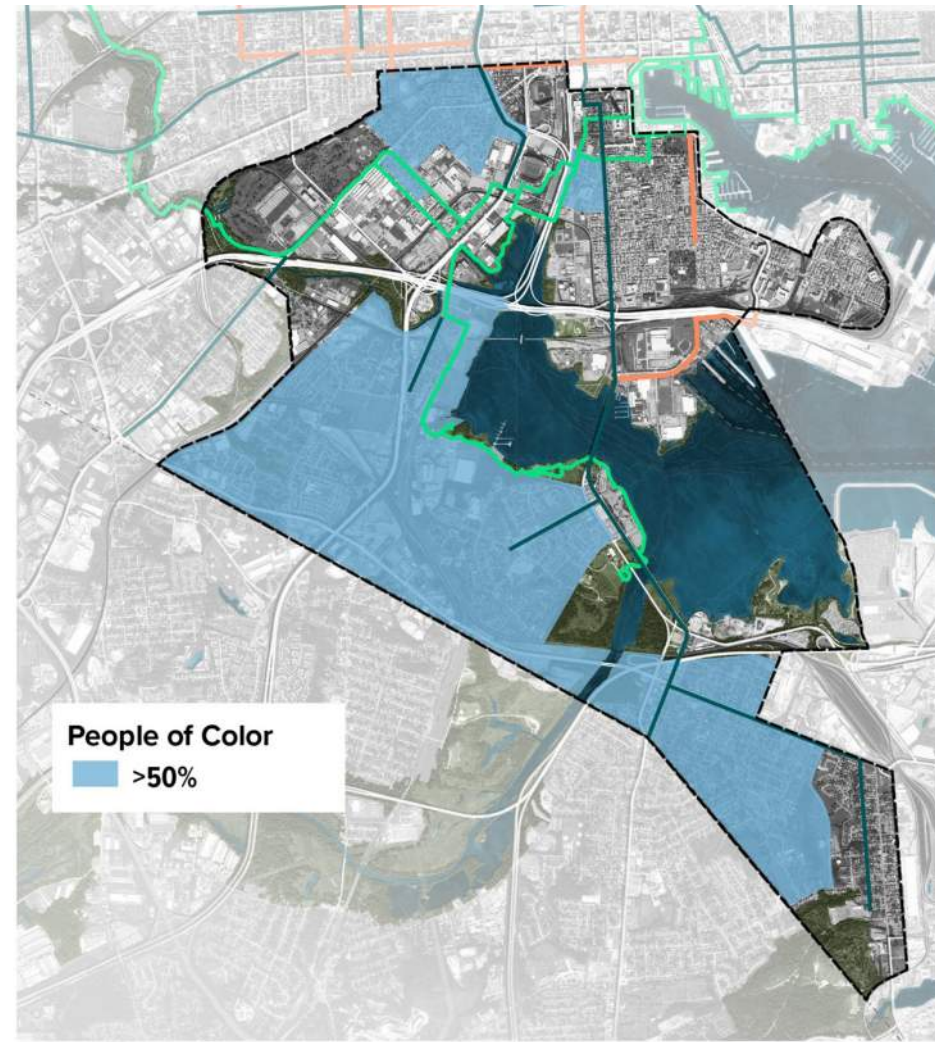
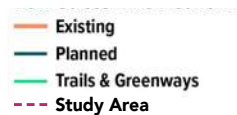


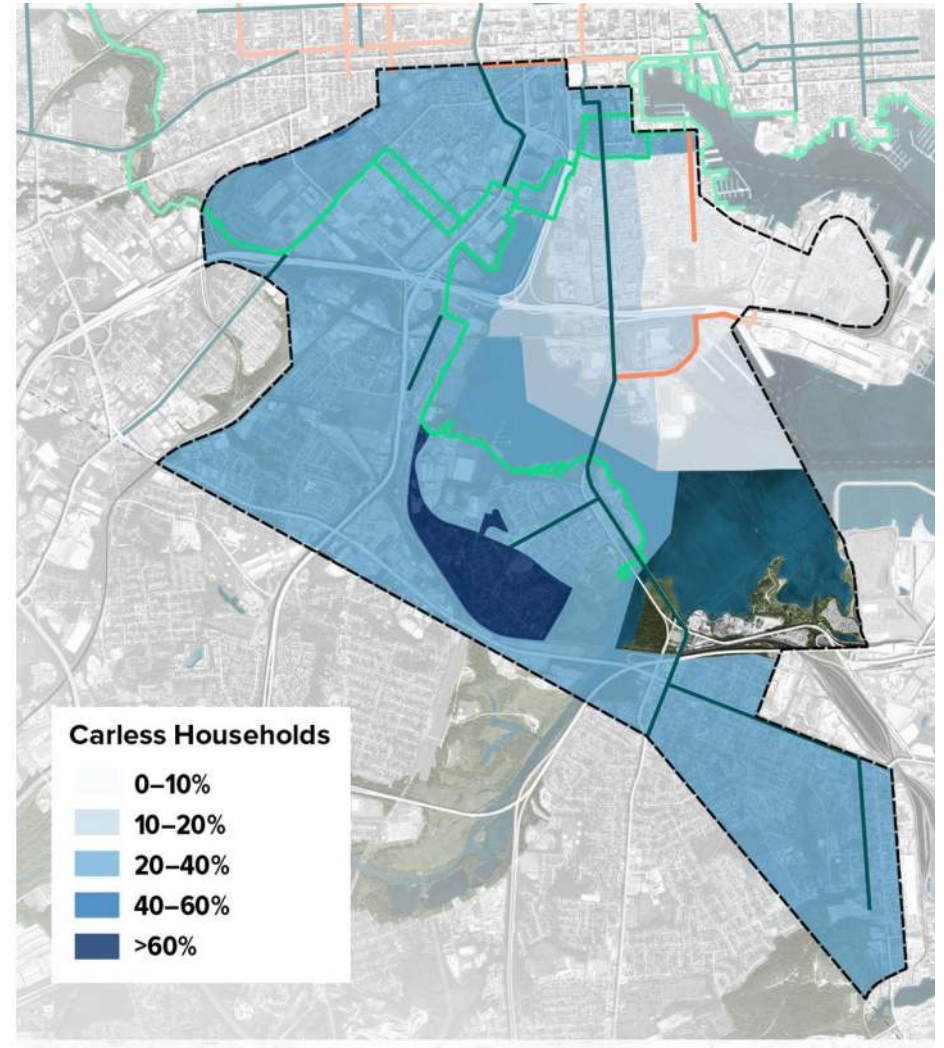
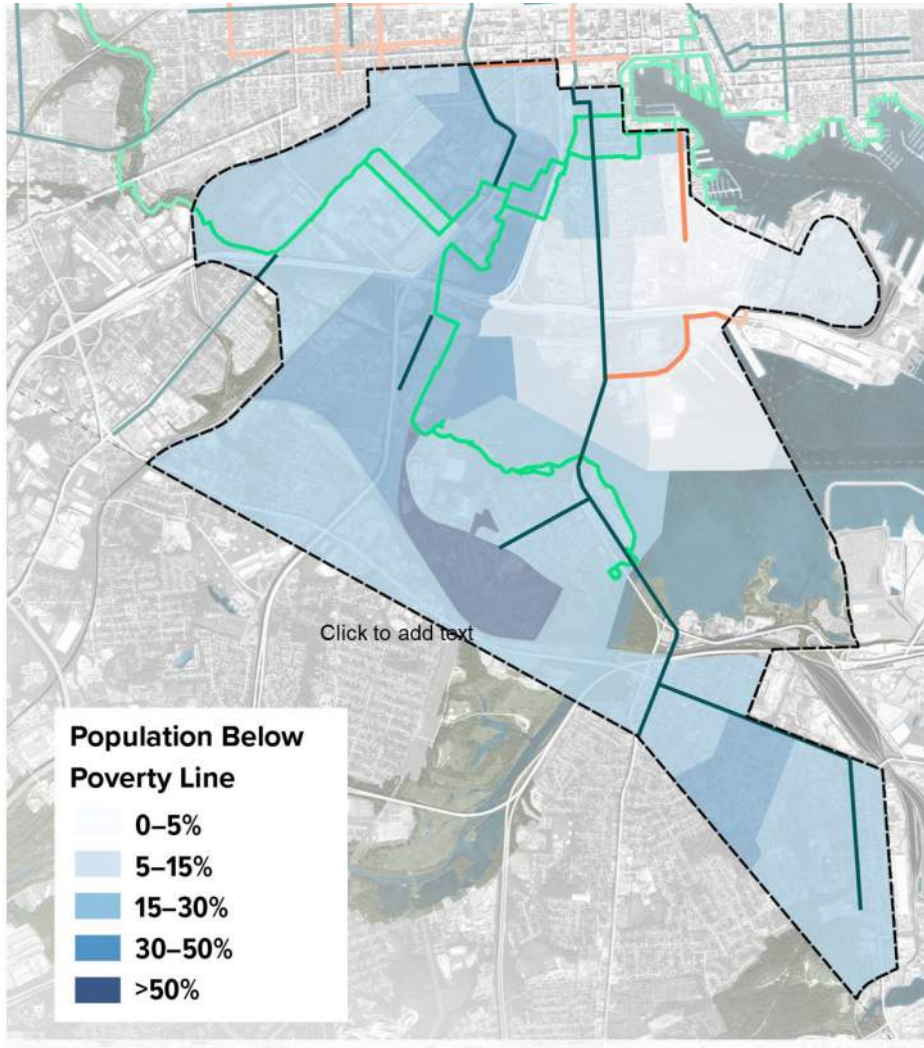


Existing Mobility and Connectivity

Study Area Bicycle and Pedestrian Network

The lack of connectivity in the bike and pedestrian networks reveal significant gaps in these modal networks, which prohibit and discourage trips by foot and on bike. The infrastructure condition of sidewalks, trails, and bike facilities are poor and uninviting for people to choose to walk or bike.





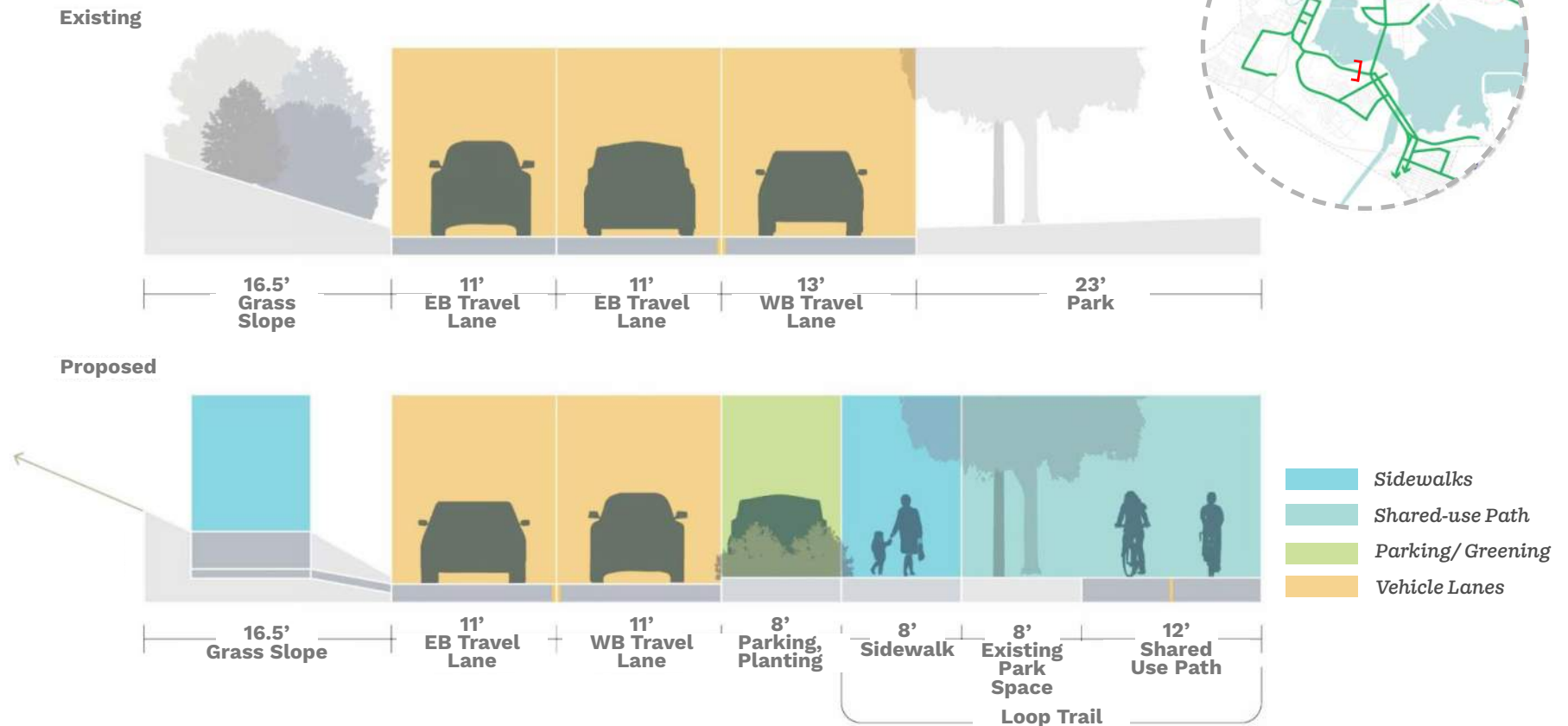
Complete Streets Analysis

Baltimore's Complete Streets Manual offers a new modal hierarchy that prioritizes pedestrians and transit over single-occupant vehicles and a new way of prioritizing capital projects through an equity lens. The following street sections study potential alternative alignments on key streets within

the study area. As stated in the Design Vision, all modifications to transportation infrastructure shown in the Plan are conceptual and require further traffic analysis, community engagement, and agency approval to move forward.

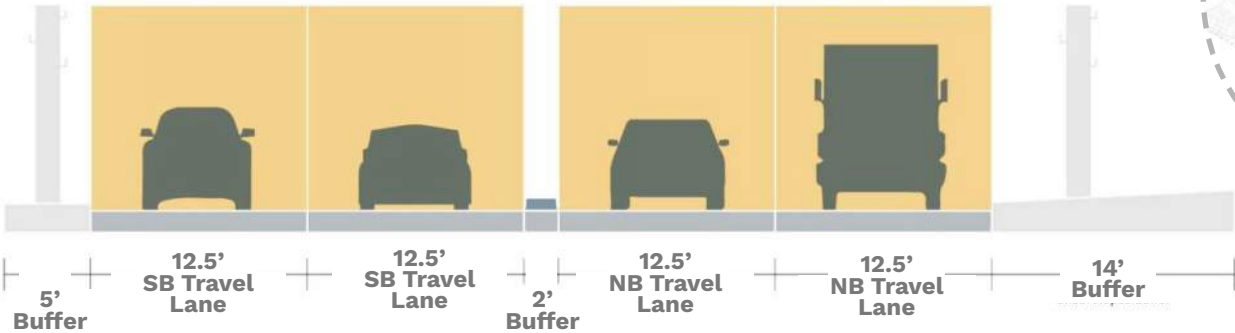
Waterview Avenue

Westbound in Cherry Hill, adjacent to Middle Branch Park

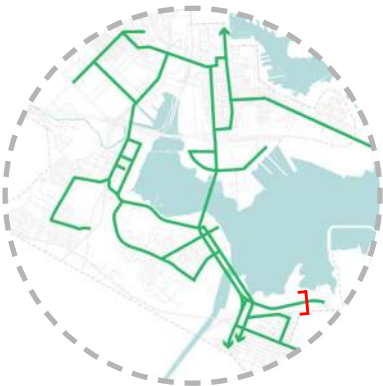
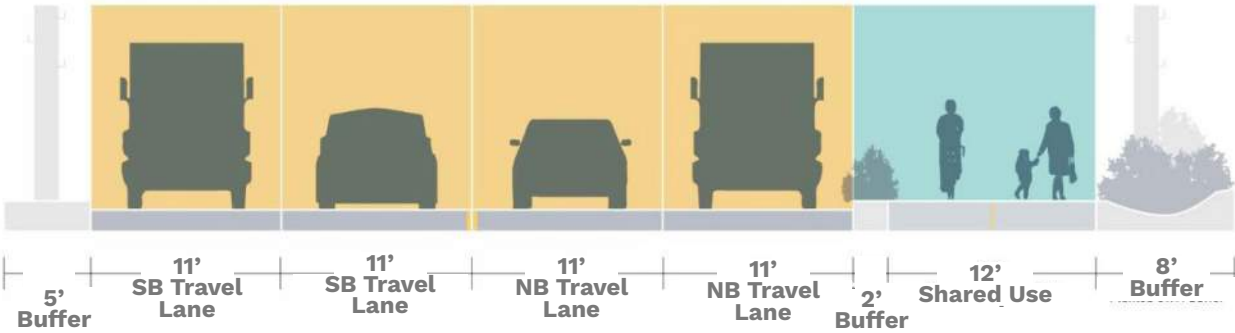


Frankfurst Avenue
View: Westbound in Brooklyn

Existing



Proposed





Chapter 3

FUNDING RESOURCES

The Plan provides initial direction around funding and revenue opportunities and strategies, that can be pursued by the future RMB management entity and other partners.

Based on the recommendations around management of the Middle Branch park-shed, the strategies listed herein assume that South Baltimore Gateway Partnership will initially take the lead on fundraising for RMB. SBGP will directly raise funds as well as collaborate with other partners to coordinate various fundraising efforts to support economic development, housing, recreational, and other programs in support of RMB goals.

In addition to the guidance provided in the Implementation Plan, this Resource Guide

provides background analysis, supplementary recommendations, case studies, and best practices used by other cities and non-profit organizations managing large urban parks across the country including:

- Catalogue of Existing revenue Sources
- Park-related Revenue Generation Opportunities
- Public Revenue Sources
- Private Funding Sources

Further guidance on funding can be found in the Project Brief.

Operating Budget and Funding Recommendations

Reimagine Middle Branch is fortunate to have local organizations in place with significant revenue streams. These include casino revenue that are directed to the City and the South Baltimore Gateway Partnership (SBGP), as well as funding via SB7 as a result of the Port Covington development. Both SBGP and SB7 have already set in motion numerous projects and stakeholder engagement processes, including this master planning process. As the management entity (initially incubated at SBGP) begins to raise additional funds, it will be important to have a comprehensive operating and maintenance budget, as well as capital budget, upon which to base fundraising projections and goals. The overall purpose of the funding and revenue-generating mechanism is to cover the costs of developing and maintaining a world class, inclusive, and equitable waterfront park-shed.

Core strategies moving forward to ensure success include:

- South Baltimore Gateway Partnership, SB7, the City and other funding partners will need to coordinate closely, establishing a regular meeting schedule to ensure a fully aligned and collaborative funding strategy.

- All partners should play to their strengths to maximize resources and potential for raising funds.
- Consider forming a Finance Committee to oversee the RMB budget and fund development strategies.
- Coordinate efforts to move the design of capital projects forward so that they are “shovel ready” to take advantage of anticipated unspent public funding, such as American Rescue Plan Act and Federal infrastructure funds.
- Consider setting an allocation of funding towards each of three categories of spending: 1. capital; 2. equity investments, and 3. operations and maintenance.

Review of Park-shed Operating and Capital Comparisons & Considerations

Recommended strategies for fundraising, revenue projections and capital expenses are informed from interviews held with the following entities:

- 11th Street Bridge Park (Washington, DC)
- Anacostia Waterfront (Washington, DC)

- Bartram’s Garden (Philadelphia)
- Delaware River Waterfront Corporation (Philadelphia)
- Highline Network (New York and other areas)
- Pittsburgh Riverlife (Pittsburgh)
- Schuylkill River Development Corporation (Philadelphia)

Table 1 to the right shows a comparative analysis of what two similar park management organizations spend on operating, maintenance, and capital projects and improvements, as listed in their annual budget documents:

When considering maintenance costs, the following factors were considered:

- SBGP (in its capacity of incubating the management entity) does not own any property, nor hold any ground leases in the park-shed, therefore direct responsibility is minimal and there would currently be no revenue coming to the management entity in the form of rental income.

- The City and other private property owners could earn revenue from user-fees, concessions, and leases.
- The City and private owners are expected to continue to provide some level of operations and ground maintenance so SBGP would not need to raise funds to cover all.
- Currently, it is anticipated that most programming will happen through third-party operators (as opposed to run by SBGP staff).
- Local weather conditions are generally temperate, however global warming could have an impact on sea levels and increase the level of maintenance costs.

Table 1: Table 1: Expenses for comparable park management organizations – Schuylkill River Development Corporation (SRDC) in Philadelphia and Riverlife in Pittsburgh

SRDC 2021			Riverlife 2020		
Type	Amount	%	Type	Amount	%
Projects	\$1,151,410	51%	Program implemen- tation	\$807,818	61%
Operating	\$903,067	40%	General and adminis- trative	\$313,813	24%
Maintenance	\$67,730	3%	Fundraising	\$202,608	15%
Liability	\$22,577	1%			
Events/Programs	\$112,883	5%			
Total	\$2,257,667	100%	Total	\$1,324,239	100%

Existing Revenue Sources

The Plan considered potential revenue sources that can be generated or raised from the following sources: program related income and user fees, philanthropic sources, corporate partnerships and sponsorships, public funding, and crowdsourcing. Value capture mechanisms were also considered. The review encompasses existing resources that are already available and could help support RMB, as well as projections for future sources of revenue.

Casino Revenue Funds

South Baltimore Gateway Partnership (SBGP) was established in 2016 to partner with the City of Baltimore in investing “Local Impact Grant” funding generated from casino revenue, back into the designated community (referred to as the SBGP “District”). To date, SBGP receives and controls 50% of such funds (the governing legislation requires that it control a minimum of 50%), while the City has controlled the remaining 50%. 100% of these funds must be invested in SBGP’s District, which encompasses nearly all of the geography in the Reimagine Middle Branch area, except for the two neighborhoods of Brooklyn and Curtis Bay. While SBGP is restricted from utilizing casino revenue

towards any area outside of its District, it is allowed to raise other sources of funding without these same restrictions.

Every four years, the Mayor and City Council approve the renewal of the SBGP authority. Given the success of SBGP so far, there is every reason to anticipate such funding will remain in place for the foreseeable future. According to its 2022 Q1 report, SBGP has invested \$15.3 million dollars in 331 projects across the District, “ranging from small community grants to large capital projects.” In 2021, SBGP received a \$7.3 million allocation of Local Impact Grant funding. According to City officials, the total anticipated 2022 allocation for SBGP is \$8 million (\$16 million total for City and SGBP).

The casino impact funds represent a significant source of revenue for RMB.

Already, SBGP’s investments are in line with future RMB plans. For example, SBGP recently raised approximately \$40 million in public funding for wetlands restoration, demonstrating the opportunity to raise matching funds from public and private sources. Other opportunities to leverage existing funding could include utilizing future

anticipated casino revenues to back bond issuances or other forms of debt financing. The following is a suggested breakdown of how such a \$10 million annual allocation could be distributed:

The Plan recommends SBGP and the City consider allocating some percentage of annual casino revenues towards the realization of the RMB plan. For example, SBGP and the City could each consider allocating \$5 million annually or \$10 million total towards RMB. Some of this funding should cover the operational and maintenance structure recommended to be incubated by SBGP, another portion should go towards capital expenditures, and yet another should be allocated towards equity investments.

- Capital Expenditures: The largest allocation should be made to capital budget expenditures, likely about 80% of the total budget.
- Equity Investments: At least 10% of the annual allocations be invested in a Displacement Preservation Trust Fund to support equitable economic development programming and help

to ensure residential and commercial affordability for residents and businesses.

- Operations and Maintenance: The remaining 10% could be dedicated to covering enhanced operations and maintenance across the park-shed.

SB7 Coalition Funds

The SB7 Coalition was formed in 2016 as a result of the Port Covington TIF. The Coalition includes Brooklyn, Cherry Hill, Curtis Bay, Lakeland, Mount Winans, and Westport. Importantly for RMB, SB7's territory includes the two neighborhoods that are not included in the SBGP District, creating an opportunity to fill some funding gaps in the RMB implementation process.

According to the Port Covington Community Benefits Agreement (CBA) and Memorandum of Understanding (MOU) for the TIF, the Developer of Port Covington will raise long-term funding towards a sustainable funding stream to be managed by a new entity (SB7). According to the CBA & MOU, it is anticipated that at least \$19 million will be raised towards SB7 over 20 years. Based on these projections, the Developer agreed to invest an initial \$10

million to launch the operations of SB7, with a schedule to provide the first \$5 million in the first five years and the second \$5 million over the second five years. The Developer commits to working collaboratively through the new entity to achieve a joint goal of raising an additional \$10 million for the new entity over the course of the subsequent five years.

SB7's strategic plan and committee structure is well aligned with the goals of RMB. Currently, strategic plan committees include: Public Safety, Economic Development, Education, Community Development, Transportation, and Quality of Life/Zero Waste. SB7 invested \$815,000 in its first grant cycle and the following is a breakdown of their remaining \$9 million in funds for the time-being:

- Macro Community Funding, \$2 million: These funds will be distributed to projects proposed or recommended by the authorized Strategic Plan Committees.
- Micro Community Funding, \$3 million: Micro grants are authorized to organizations within SB7, such as Cherry Hill CDC, Lakeland Community Association, and the Westport Neighbors

Association to develop or complete specific sustainable projects which improve or benefit the community.

- Investment Funds, \$4 million: SB7 is setting aside \$4M for future use, to be held in an investment portfolio in the interim, with the objective of yielding the highest annual return for the organization.

The Macro and Micro grants are very much aligned with the equity investment goals of the RMB plan. It would be ideal to have these funds support the equitable economic development priorities laid out in the plan, such as workforce development, commercial corridor and hub supports, and anti-displacement strategies.

The Plan recommends SB7 partner with SBGP and the City of Baltimore to determine whether an allocation of existing funds could support RMB priorities within SB7's geographic boundaries, particularly the two neighborhoods not included within the SBGP District. SB7 could create a separate committee for RMB funding or include RMB plan alignment as a criterion to be prioritized as part of any future funding.

Parks-Related Revenue Sources

The revenue make-up of a park management entity can vary widely depending on the amount of programming it runs, landholding and rental revenue opportunities, the status of capital projects, and more.

Below, three organizations are compared to illustrate the range of programming and revenue: 1. Delaware River Waterfront Corporation (DRWC); 2. Schuylkill River Development Corporation (SRDC); and 3. Riverlife in Pittsburgh.

- DRWC has significant program revenue as well as government contracts. DRWC prioritizes placemaking and programming and is able to earn income through rents, parking, and corporate sponsorships, among other sources.
- SRDC's programming is relatively minimal in scope and is carried out through third-party operators, resulting in little to no programming revenue. Most of all of the government funds raised by these entities are to support capital projects.

- Riverlife plays more of a coordinating and oversight role, limiting its programmatic role to supporting catalytic programs and projects, and does not charge fees, nor earn income through its programs. It has neither program revenue, nor grants for capital projects listed in its revenue streams.

The Middle Branch has four potential revenue sources for park-shed operations:

- Programming, user fees, and events
- Ground leases and subleases
- Paid parking
- Green Revenue

Table 2: Revenue Sources, 2019

	DRWC (Heavily Programmed)		SRDC (Lightly Pro-grammed)		Riverlife (Supports Program-ming)	
Source	Volume	%	Volume	%	Volume	%
Government Grants	\$9,813,910	38%	\$3,364,689	65%	\$0	0%
Contributions & Funding	\$1,436,735	6%	\$1,740,816	33%	\$904,674	100%
Program Revenue	\$9,485,993	37%	\$4,285	0.1%	\$0	0%
Investment Income	\$4,847, 423	19%	\$93,128	2%	\$1,613	0%
Other Revenue	\$49,029					
Total	\$25,633,090	100%	\$5,202,918	100%	\$906,287	100%

Source: IRS Form 990

Programming, User Fees and Events

Based on research of other park-shed management entities, most reported that live entertainment and recreational programming are not significant sources of revenue, if at all, given the expenses required with operations and maintenance. Further, many organizations in the Middle Branch area expressed a desire to host programming, therefore the management entity may play both a role of running its own programs as well as coordinating and championing programming by others. User fees through the form of space rentals for events or concessions may provide a greater potential for revenue because lower expenses tend to be required. Such opportunities, which would generally require site control, should be explored. Some programming options would be low-cost or free to residents and would not generate revenue for the management entity. In other cases, an entrance fee or ticket may be sold to cover costs and may generate income, although it is not likely to be significant. In the case of events that charge a fee, the management entity will also want to set aside free or nominal fee

tickets for community residents, which would reduce profit opportunities. Table 2 provides a more in depth comparison of these organization's revenue

Table 3 (on the following page) includes potential revenue generated by park-shed programming. Further details on program elements can be found in the Design Vision report.

Smith Cove



Parks-Related Revenue Sources

Table 3: Revenue Generation Estimates for Park-shed Program

Project	Description	Primary Operating Entity	Partner Entities	Low Estimate	High Estimate	Unit
Tree Nursery	Facilities include a growing area for 1000 trees + 6000 understory plants, an office + classroom building, and parking necessary for operations. 270,000 SF	RMB	BCRP, Baltimore Tree Trust, Blue Water Baltimore	\$75,000	\$200,000	Annual revenue
MBP Food Concession	2-4 vendors, shared kitchen, communal indoor-outdoor dining space; Community scale events, meetings, and presentations	RMB	BCRP	\$725,000	\$1,500,000	Annual revenue
MBP Event Pavilion	12,000 SF Structure (23,000 SF total space) ; Mid-scale gatherings and events Small-scale community events	RMB	BCRP	\$20,000	\$200,000	Annual revenue
MBP Event Lawn and Stage	Large event lawn and stage oriented toward the water; 90,000 SF Lawn / 3,700 SF Stage; Large-scale annual events, Mid-scale arts and culture series Small-scale community events	RMB	BCRP, YRI	\$5,000	\$10,000	Per Event
Seasonal Food and Beverage Pop-ups	Food and Beverage pop-ups occurring at different sites around the Middle Branch, operated by a food and beverage vendor with a portion of proceeds shared with the management entity	RMB	BCRP, F+B Vendor	\$175,000	\$250,000	Annual revenue
MBP Boat Rentals	Space in new boathouse designated for public canoe and kayak rentals 4,200 SF	RMB	BCRP	\$60,000	\$125,000	Annual Revenue
Swann Landing Boat Rentals	Canoe and Kayak storage and kiosk for public rentals 3,000 SF	RMB	BCRP	\$45,000	\$90,000	Annual Revenue
Totals				\$1,105,000	\$2,375,000	

Ground leases and sub-leases

Public property is often leased for a nominal amount in return for the maintenance and programming provided. It is unknown whether the RMB management entity will have any land or real estate holdings that could be leased on a short or long-term basis. Nonetheless, several development projects are being considered within the Plan that may become managed by the management entity through a ground lease or purchase. Depending on the arrangement, ground leases could represent a significant additional cost to the park-shed entity, therefore ground leases should be considered for uses that have the strong potential to bring in sufficient revenue to cover all costs and ideally generate some profit.

CSX Swing Bridge

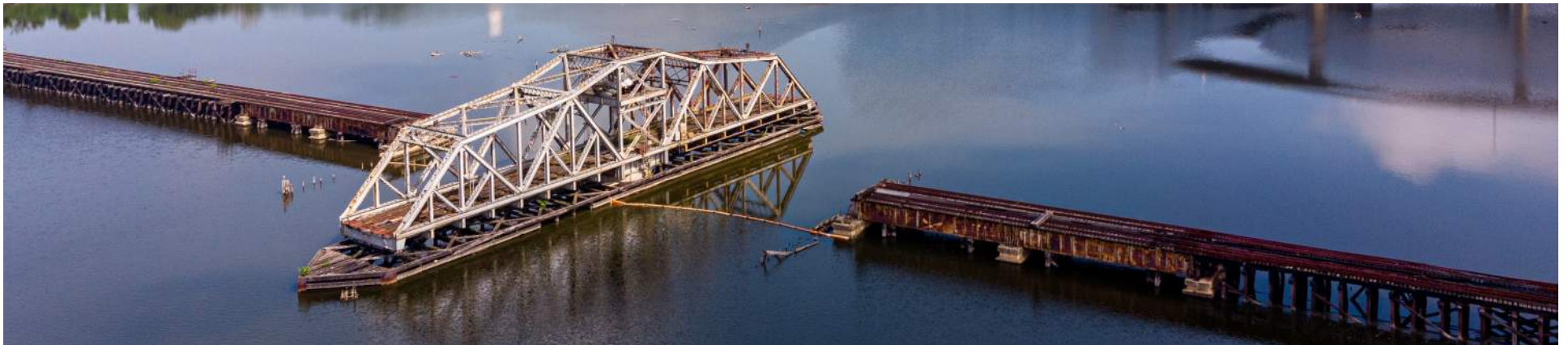
Current developments in the park-shed that may be programmed regularly could potentially benefit from a formal ground lease arrangement for operations and maintenance, including:

- A 270,000 square foot tree nursery
- A 6,000 square foot existing boat house
- An event lawn, pavilion and stage at Middle Branch Park
- The Middle Branch Marina, privately owned today

There are also other potential development sites within the study area, adjacent to the waterfront, including the New Era Academy building, publicly owned lots adjacent to Med-Star Hospital, and several TOD sites.

Paid Parking

Paid parking can generate revenue at a low operating cost. Currently, there are two vacant lots in front of MedStar Harbor Hospital, one of which has been identified as a location for overflow parking. The management entity may be able to lease the parking lot from the Parking Authority for a nominal amount in return for its upkeep. This ground lease utilized as a parking lot likely has strong revenue potential. Prior to any such arrangement, a traffic study should be conducted based on programming plans, to determine how much parking will be needed and in what locations.



Parks-Related Revenue Sources

Green Revenue

The study area's 11-miles of shoreline is in need of wetland restoration and biodiversity improvements. Given the Plan's strong commitment to restoring the natural habitat of the shoreline, there are opportunities for non-conventional revenue generation through mitigation banking programs. Notably, Separate Storm Sewer System (MS4) permits would allow for potential release of credits as wetlands are restored.

In addition to capitalizing on the environmental and water quality improvements generated by the Reimagine Middle Branch project through mitigation credits, there are opportunities to pursue funding targeted at Environmental Justice communities. Examples of these funds can be found in the funding matrix with a few highlighted below:

- State Environmental Justice Cooperative Agreement Program - The purpose of this cooperative agreement program is to support and/or create model state activities that lead to measurable environmental or public health results in

communities disproportionately burdened by environmental harms and risks. These models should leverage or utilize existing resources or assets of state agencies to develop key tools and processes that integrate environmental justice considerations into state governments and government programs.

- Green Streets, Green Jobs, Green Towns - The Chesapeake Bay Green Streets, Green Jobs, Green Towns (G3) Grant Program funded by the United States Environmental Protection Agency, Region III (EPA) and the Chesapeake Bay Trust was created to support design projects, financing strategies, and/or implementation of green street projects.
- Partners for Places Program - Partners for Places aims to enhance local capacity to build equitable and sustainable communities in the United States and Canada. These one-to-one matching awards support the planning and implementing of urban sustainability and green stormwater infrastructure projects.
- Nathan Cummings Foundation - "We focus on finding solutions to the two most challenging problems of our time – the

climate crisis and growing inequality – and aim to transform the systems and mindsets that hinder progress toward a more sustainable and equitable future for all people, particularly women and people of color. The Foundation's four focus areas together form an integrated framework to advance a healthy planet and healthy democracy."

Public Revenue Sources

Federal Funding

SBGP has already raised over \$30 million in Federal funding for wetlands restoration. In addition to this opportunity, there are myriad federal funding opportunities, some of which were newly announced under the current Administration, that could support elements of the RMB.

- The Bipartisan Infrastructure and Jobs Act will likely create opportunities for funding bridge physical improvements, increasing access for communities that were cut off through prior urban renewal projects, green infrastructure, and potentially other relevant infrastructure projects through the Department of Transportation and other departments.
- The Department of the Interior recently announced funding for wetland conservation and restoration. In addition, the Environmental Protection Administration has allocated funding for Chesapeake Bay based jurisdiction grants and loans under the Clean Water Act, which could help support some water quality efforts.
- The Transportation Alternatives (TA) Set-

Aside from the Surface Transportation Block Grant (STBG) Program provides funding for a variety of generally smaller-scale transportation projects such as pedestrian and bicycle facilities; construction of turnouts, overlooks, and viewing areas; community improvements such as historic preservation and vegetation management; environmental mitigation related to stormwater and habitat connectivity; recreational trails; safe routes to school projects; and vulnerable road user safety assessments.

- The Economic Development Administration solicits applications from applicants to provide investments that support construction, non-construction, planning, technical assistance, and revolving loan fund projects under EDA's Public Works program and Economic Adjustment Assistance programs. Grants and cooperative agreements made under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches to advance economic prosperity in distressed communities.

- Other potential Federal funding sources are listed in the Technical Appendix.

There will continue to be funding notices from standing programs, as well as opportunities to secure funding appropriations through elected officials, to support components of RMB.

State Funding

The State of Maryland has numerous programs that could potentially be a source of funding for the RMB. Below is a sampling of some programs that should be considered. The Community Parks and Playgrounds Program provides funding to focus on restoring existing and creating new park and green space systems in Maryland's cities and towns.

- Program Open Space – Local provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas.
- The Kim Lamphier Bikeways Network Program provides grant support for a wide range of bicycle network development activities. The program supports projects

Public Revenue Sources

that maximize bicycle access, fill missing links in the state’s bicycle network, and enhance last-mile connections to work, school, shopping, and transit.

- The Maryland Department of Natural Resources Center for Waterway Improvement and Infrastructure Program accepts grant applications from local governments seeking to build, enhance or rehabilitate public boating facilities or for dredging/navigation related projects.
- Other potential State funding sources are listed in the Technical Appendix.
- Legislative Bond Initiative requests for capital projects should follow the guidelines in this manual. Members of the General Assembly sponsor requests for capital funding from the State. Bond requests are handled as an amendment to the capital budget bill and recently a decision was made to remove the matching requirement. Support for such requests should be prioritized through coordination with designated State Legislators.

County Funding

The City of Baltimore is not located within the County of Baltimore; therefore, County

funding streams are not typically available to the City of Baltimore unless there is a broader benefit to the county, such as the Middle Branch Resiliency Initiative (MBRI). The County has contributed \$6.6M towards MBRI’s constructed wetland projects in the Middle Branch to date.

City Funding

The City of Baltimore has limited funding sources available, however a project of the size and scale of RMB should coordinate closely with all relevant city agencies to prioritize capital budget requests and secure general obligation bond funding.

The Plan recommends the creation of a Finance Committee to coordinate and prioritize funding requests. Such a committee should include the capital budget leadership staff from all relevant agencies to coordinate funding requests and elevate the importance of such funding to decision makers. Given city agencies lead on general obligation bond fund requests, the Finance Committee should prioritize such requests among its core activities.

The management entity and its partners should make every effort to leverage casino and SB7 funds to seek out matching funds for catalytic projects. While existing funding has the potential to deter the City from providing its limited resources to the area, there is also the potential to utilize existing funds to get projects shovel-ready, positioning capital projects for numerous opportunities. Further, the city can take advantage of the unrestricted funding to carry out model transformational initiatives that can be replicated in other parts of the city in the future.

The following are some of the City programs that should be considered:

- Community Catalyst grants support eligible organizations including community development corporations, neighborhood-based development organizations, umbrella organizations and other neighborhood-based organizations. Eligible projects support locally-driven revitalization initiatives and help advance neighborhood revitalization and transformation.
- The Creative Baltimore Fund is an annual

allocation from the City's general fund, administered by the Baltimore City Arts Council, a division of the Baltimore Office of Promotion & The Arts. This could potentially help support the African American Heritage District.

- Other City programs are listed in the funding spreadsheet.
- General Obligation Bond Funds are borrowed funds that are used for capital projects, including housing and neighborhood revitalization; school renovations and improvements; economic development; improvements to City parks, recreation centers, and other government facilities; and key City institutions and cultural attractions. Specific projects that are funded by the GO bonds are determined during the regular annual capital improvement program planning process.

Land value capture mechanisms

The potential for available land value capture mechanisms was considered as a potential source of dedicated funding for Reimagine Middle Branch. In coordination with the Client team and local stakeholders, available value

capture mechanisms, such as betterment contributions, special assessments, impact or linkage fees, and payment in lieu of taxes (PILOT) programs were reviewed and discussed. Through these initial discussions, tax increment financing (TIF) emerged as the preferred mechanism for its potential to meet project capital funding needs and equity investments.

Following those conversations, current development trends, existing land uses, TIFs (Tax Increment Financing), and agreements were reviewed. While the development environment may change as Reimagine Middle Branch advances, a TIF may be challenging for the following reasons:

- The current park-shed includes the existing Port Covington project TIF. Baltimore City Council previously approved \$534,795,000 for the Port Covington Development in 2016. The TIF package was slated to fund 40 acres of parks and plazas along with the construction of pedestrian bridges, piers, and trails along the Middle Branch.
- According to CoStar, the current development pipeline in the park-

shed is sparse, with new development concentrated in and around the existing Port Covington TIF. The park-shed currently has over 3M rentable square feet in the development pipeline, over half of which (over 1.6M SF) is located in Port Covington. In the southern neighborhoods (Westport, Lakeland, Cherry Hill, Brooklyn, and Curtis Bay) there is only one project in the pipeline, a 54k SF apartment building in Cherry Hill.

- Activating publicly owned development sites in the Southern Neighborhoods has proven challenging. The high prevalence of publicly owned land in the park-shed, specifically in neighborhoods like Cherry Hill, can be an opportunity for future public-private partnerships. However, there is uncertainty around future site control or willingness to pursue development opportunities.

Public Revenue Sources

Table 4: Current Development Pipeline, June 2022
RBA (SF) under construction or renovation

Neighborhood	Multi-family	Office	Retail	Sports & Entertainment	Total RBA	Developments
Carroll-Camden Industrial Area				145,000	145,000	2
Cherry Hill	54,000				54,000	1
Federal Hill	70,000				70,000	1
Locust Point Industrial Area	100,000				100,000	1
Port Covington	552,843	1,074,642	18,901		1,646,386	10
Ridgely's Delight	40,000		9,706		49,706	3
Sharp-Leadenhall	315,000	66,500			381,500	2
South Baltimore	338,000		37,725		375,725	4
Spring Garden Industrial Area		200,000			200,000	1
Washington Village/ Plgtown	23,000		3,000		26,000	2

Source: Co Star

TIF considerations moving forward

While a TIF may be challenging given the current market conditions, investments made through the RMB project add value to the park-shed. Initial conversations with community stakeholders did not prove to elicit significant pushback so long as the end goal of the TIF includes community investment and could be clearly distinguished from more traditional TIFs. To that end, considerations around a potential future TIF structure are listed below.

- Because of the large scale of the project and associated capital needs a TIF may not be a primary funding source, but would be supplementary, and can be employed if there is a shortfall on match capital or structured to provide gap financing for equity investments.
- Historically, in Maryland, TIFs are typically tied to a single project or development, known as a project-based TIF. The challenges above highlight the need for an area-based TIF approach that is intentional about the boundaries and vetted with the local community input. One benefit of TIF

areas is that they freeze the tax rates of current residents, insulating them from sharp increases in property taxes that can occur with public investments.

- The Maryland enabling legislation for TIFs primarily is limiting. TIF proceeds are allowed to go towards Infrastructure (including parks, roads, lighting, and utilities), government buildings, public parking garages, land acquisition, site removal, relocation, capital, and operating costs of infrastructure supporting Transit-Oriented Development (TOD), and affordable housing. In other cities, TIF proceeds may be used more flexibly on economic development initiatives such as health and wellbeing, property ownership, non-profit grants, or rental assistance, as examples. A discussion with a local legal expert may be necessary to better understand the TIF limits.

Vietnam Veterans Memorial Bridge



Private Funding

Philanthropy

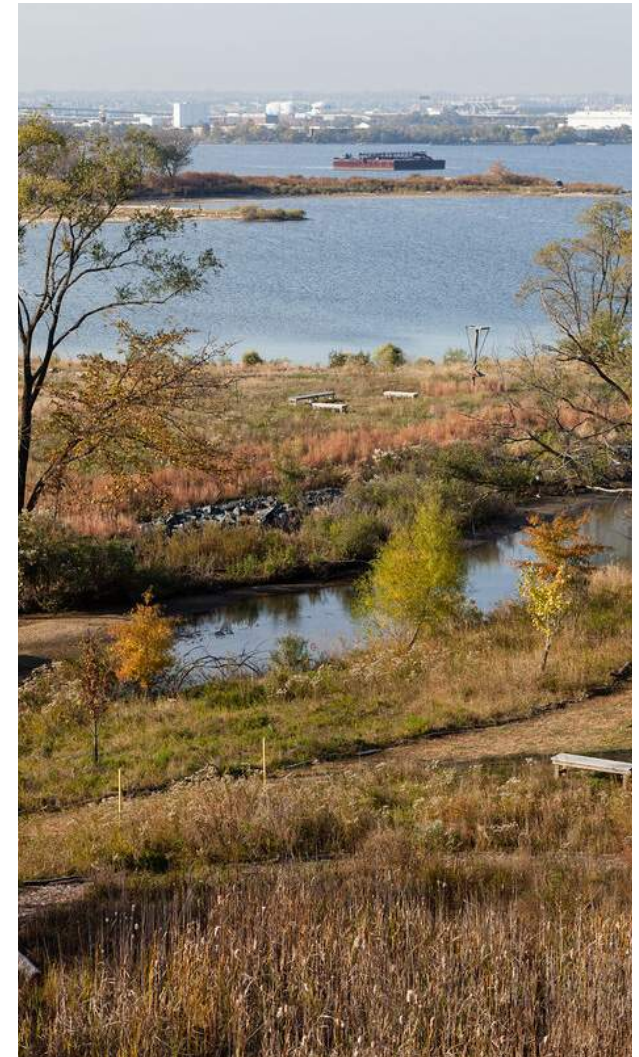
While funding amounts tend to be relatively modest, Baltimore is home to a myriad of philanthropic private foundations that could help to provide support to the management entity for public improvements, programming, economic development initiatives and operating support. Below are a few foundations that could be a good match:

- France-Merrick Foundation funding is aimed at increasing capacity of organizations to have a positive impact on lives and communities. The Foundation has six main areas of focus: civic and culture, community and economic development, conservation, education, health and human services and historic preservation. The Foundation has a particular focus on the Greater Baltimore area.
- The Lockhart Vaughan Foundation, Inc. was established in 1990. It directs its grants to 501 (C)(3) organizations in Baltimore, Maryland. Areas of focus are education, environment, and community development.
- BG&E Green grants support environmental stewardship with priorities such as: wetlands restoration, tree plantings and

maintenance to reduce CO2 emissions, neighborhood park clean-ups, creation of public green spaces, community gardens, urban forests, etc.

- The Campbell Foundation was established in 1998 to improve the conditions of America's largest and most ecologically diverse and productive estuary systems: the Chesapeake and Atlantic Coastal Bays.
- National foundations should be explored for funding opportunities, including the Annie E. Casey Foundation, Kresge Foundation, JP Morgan Chase, and the James L. Knight Foundation.
- Other sources of private funding are listed in the Funding matrix included in the Technical Appendices.

Masonville Cove



Corporate Sponsorships

Corporate sponsorships can be an effective way of raising unrestricted funds to support programs, events, festivals, races, and place-based attractions. Many of the waterfront organizations interviewed partner with local corporations to raise sponsorship of events or of the organization as a whole. Sponsors typically seek out event sponsorships and naming rights for public relations purposes and greater visibility. Reimagine Middle Branch has the potential to attract large audiences and therefore has the potential to attract a substantial number of corporate sponsorships. Potential corporate sponsors could include locally based businesses such as:

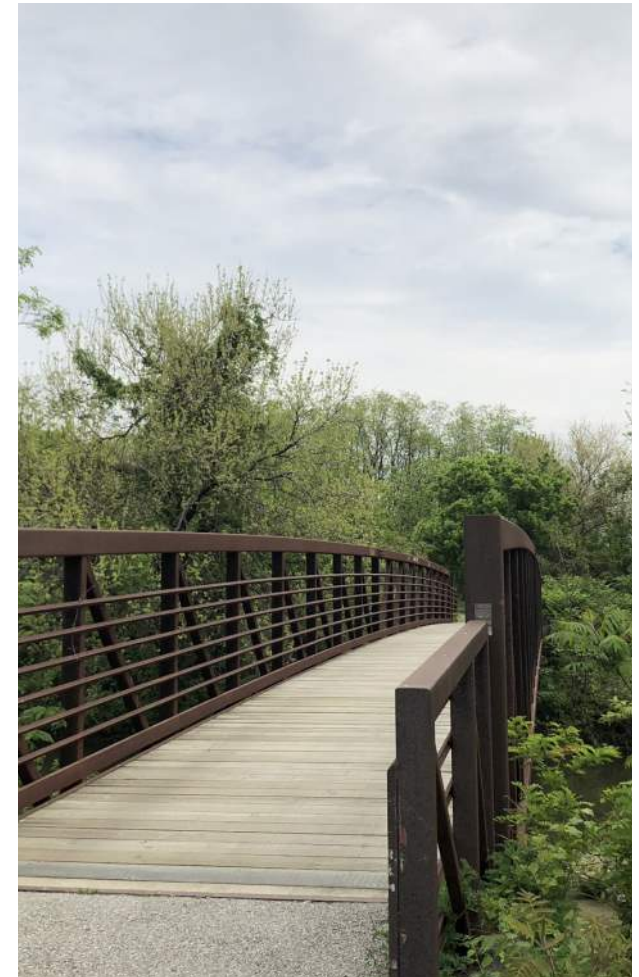
- Medstar Hospital
- Giant Food Market (taking over existing supermarket in the area)
- Five Below (opening in Locust Point)
- Under Armour
- Sherwyn Williams (manufactured locally)
- Industrial businesses in Carroll-Camden, etc.

Park Friends Groups

A Friends Group is a community-based volunteer group officially affiliated with the Baltimore City Department of Recreation and Parks (BCRP). These are community-led organizations that partner with the City and other relevant entities to enhance local parks. Friends Groups can help provide pro-bono services that would otherwise need to be paid for as well as assist with raising revenue. Typical Friends Group activities include:

- Park cleanup and beautification days;
- Fundraising events;
- Organizing recreational and educational programming;
- Advocating for park improvements;
- Publicizing important issues;
- Resource management.

Gwynns Falls Trail



Summary of Funding Recommendations

- SBGP and SB7 should explore possibilities to strengthen alignment between the two entities, especially related to RMB plans.
- Both entities should consider designating an allocation(s) of their funding sources towards RMB.
- SBGP, SB7, and designated entities within Brooklyn and Curtis Bay, should consider entering an MOU to ensure the continued inclusion of these two neighborhoods in future RMB plans, including designated SB7 funding allocation to cover such gaps.
- The City and SBGP should each consider allocating a pre-determined amount of casino funding towards RMB on an annual basis. Consider setting allocations for capital expenses, operating and maintenance and equity investments.
- The management entity should hire a full-time dedicated fund development staff member to monitor grant opportunities, build relationships with elected officials and funders, and oversee proposal development. This position should also ensure on-time, accountable reporting to funders.
- Develop an inclusive programming strategy that includes a model for ensuring break-even, nominal, or free entrance for community residents, a projected calendar of programming that identifies potential operators, expenses and revenue projections, and staffing/volunteer needs.
- Carefully consider programming models to determine and weigh the financial benefits and risks of serving as programming operator versus contracting with a third party.
- Analyze revenue-sharing opportunities through events (such as wedding rentals), such that the City, the management entity, and/or other partners can benefit from user fees and program revenue.
- Assess all opportunities in the park-shed where the management entity may enter into a ground lease or potential purchase agreement to generate revenue from any long or short-term sub-leases, development opportunities, and user fees.
- Conduct a market study for each site under consideration, including site restrictions, expenses, and potential revenue.
- Determine the appetite of stakeholders for utilizing lots as parking; understand key concerns.

- Conduct a traffic and parking study to determine parking needs and identify possible locations where a ground lease could be secured and parking revenue generated. Such a study should include a market study for electric vehicle infrastructure to prepare for future electrification of vehicles.
- Consider a "Pay-as-you-go" funding model where incremental tax revenues are not bonded and placed in a fund. The fund could support capital projects or community priorities like affordable housing.
- Engage a legal expert to understand the opportunities and limitations of applying an area-based TIF and/or non bonded TIF.
- Explore opportunities to apply innovative value capture models that promote equity and community investments, over time, as RMB evolves.
- Develop sponsorship guidelines with recommended ranges of funding to be eligible for naming rights and other related benefits.
- Have early conversations with local businesses to determine their interest in becoming a sponsor and what return on investment they would be seeking.

Swann Park



Funding Matrix

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Placemaking	Community Catalyst Grants	Eligible organizations include community development corporations, neighborhood-based development organizations, umbrella organizations and other neighborhood-based organizations. Eligible projects support locally-driven revitalization initiatives and help advance neighborhood revitalization and transformation.	City of Baltimore
Capital Projects: Various	One Maryland Tax Credit	The amount of income tax credit that a business will qualify for depends on the amount of capital investment it makes in the project and the number of new qualified jobs it creates in a 24 month period.	City of Baltimore
Events and Programming	Creative Baltimore Fund	The annual allocation from the City's general fund is administered by the Baltimore City Arts Council, a division of the Baltimore Office of Promotion & The Arts.	City of Baltimore
Capital Projects: Environmental Justice	Chesapeake Bay Grants	EPA provides financial assistance to the Bay jurisdictions through several grant and loan programs under the Clean Water Act. These programs include Section 117 (Chesapeake Bay), Section 319 (Nonpoint Source) and Subchapter VI (Clean Water State Revolving Fund). Bay jurisdictions include Delaware, Maryland, New York, Pennsylvania, Virginia, West Virginia and the District of Columbia.	Federal Agencies
Capital Projects: Placemaking	Our Town Program	Our Town is the National Endowment for the Arts' creative placemaking grants program. Through project- based funding, we support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.	Federal Agencies
Capital Projects: Sustainable Infrastructure	State Environmental Justice Cooperative Agreement Program	The purpose of this cooperative agreement program is to support and/ or create model state activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks. These models should leverage or utilize existing resources or assets of state agencies to develop key tools and processes that integrate environmental justice considerations into state governments and government programs.	Federal Agencies

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Transportation Infrastructure	Transportation Alternatives Program	The Transportation Alternatives (TA) Set-Aside from the Surface Transportation Block Grant (STBG) Program provides funding for a variety of generally smaller-scale transportation projects such as pedestrian and bicycle facilities; construction of turnouts, overlooks, and viewing areas; community improvements such as historic preservation and vegetation management; environmental mitigation related to stormwater and habitat connectivity; recreational trails; safe routes to school projects; and vulnerable road user safety assessments.	Federal Agencies
Capital Projects: Various	Community Development Block Grants	This collection of products will help grantees: create transformative impact in your community, improve the lives of residents, especially those with low- and moderate- income levels; develop strategies that bring partners and resources together; and implement your program effectively.	Federal Agencies
Development Finance	Baltimore Energy Initiative Loan Program	The mission of the Baltimore Energy Initiative Loan Program is to help building owners understand, finance and implement a range of energy measures to reduce energy waste in their buildings.	Private: Development
Operational Funding	Baltimore Community Lending	It supports the activity of a borrower who anticipates acquiring and rehabbing a series of properties. This is designed for developers (including non-profits) and individual investors with a vision to rehabilitate properties in low- and moderate-income neighborhoods of Baltimore City.	Private: Development
Capital Projects: Various	Calvert Foundation	Calvert has been a leader in Responsible Investing for decades. Our core focus on ESG research over this time has afforded us the opportunity to develop a sophisticated understanding of financial materiality and its impact on value creation over time.	Private: Development
Capital Projects: Environmental Justice	The Middendorf Foundation	The Foundation awards grants that align with our six areas of focus: Education, Healthcare, Social Services, Environment, Historic Preservation, the Arts and Culture. We also evaluate the impact of our grants and track each project's progress.	Private: Philanthropic

Funding Matrix

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Parks and Recreation	Outdoor Recreation Legacy Partnership Program	Do you have a park project that lacks funding in a community that currently doesn't have access to a local park? Is your community struggling to fund the redevelopment of an under-utilized and aging park? If you answered yes to either of these questions and you live in an urban area, you might be leaving money on the table, especially if you aren't applying for the Outdoor Recreation Legacy Partnership Program (ORLP) grants.	Private: Philanthropic
Capital Projects: Placemaking	Baltimore Children & Youth Fund	The Baltimore Children & Youth Fund (BCYF) is an innovative approach to community-driven grantmaking that has touched the lives of young people across the city. The Fund was launched in 2015 by Baltimore City Council President Bernard C. "Jack" Young and approved by voters in November 2016 with over 80 percent support.	Private: Philanthropic
Capital Projects: Placemaking	France-Merrick Foundation Grants	Applicants must have the financial stability to sustain the project for which funding is being sought. In addition, applicants are expected to demonstrate adequate administrative capacity, financial stability and program effectiveness, including the ability to describe evaluation criteria, methods and expected outcomes in their requests.	Private: Philanthropic
Capital Projects: Placemaking	Goldseker Foundation Grants	We seek opportunities to invest in the people, ideas, and institutions that promote the long-term economic and social progress of our city. The foundation remains a directly engaged and active partner with our grantees in their efforts to revive and sustain vibrant neighborhoods, strengthen and market great schools, and expand and improve the effectiveness of their programs.	Private: Philanthropic
Capital Projects: Placemaking	Lockhart Vaughan Foundation	The Lockhart Vaughan Foundation, Inc. was established in 1990. It directs its grants to Sec. 501 (C)(3) organizations in Baltimore, Maryland. Our areas of focus are education, environment, and community development. We have set ambitious goals and selected strategies to help achieve those goals.	Private: Philanthropic

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Placemaking	PNC Bank	The PNC Foundation's priority is to form partnerships with community-based nonprofit organizations in order to enhance educational opportunities, with an emphasis on early childhood education, and to promote the growth of communities through economic development initiatives.	Private: Philanthropic
Capital Projects: Sustainable Infrastructure	BG&E Green Grants	Grants for Environmental Focus Areas of: Conservation, Wetlands Restoration, Wildlife/Habitat Protection and Education, Workshops of Environmental Stewardship, Energy Efficiency, Recycling, Tree Plantings, Litter Reduction, Neighborhood Clean-Ups, Creation of Public Green Spaces, etc.	Private: Philanthropic
Capital Projects: Sustainable Infrastructure	Campbell Foundation	A family foundation that believes in strategic infusions of funding, we dedicate nearly 100% of our grant dollars to the environment. As citizens of the planet, we are compelled to participate in the protection of natural resources in the communities where we live."	Private: Philanthropic
Capital Projects: Sustainable Infrastructure	Green Streets, Green Jobs, Green Towns	The Chesapeake Bay Green Streets, Green Jobs, Green Towns (G3) Grant Program funded by the United States Environmental Protection Agency, Region III (EPA) and the Chesapeake Bay Trust was created to support design projects, financing strategies, and/or implementation of green street projects	Private: Philanthropic
Capital Projects: Sustainable Infrastructure	Partners for Places Program	Partners for Places aims to enhance local capacity to build equitable and sustainable communities in the United States and Canada. These one-to-one matching awards support the planning and implementing of urban sustainability and green stormwater infrastructure projects.	Private: Philanthropic
Capital Projects: Various	Abell Foundation Grants	The Foundation awards three types of grants: seed funding for start-ups and demonstration programs aimed at finding innovative solutions to recalcitrant problems; support for ongoing projects that provide much-needed services; and capital grants that support new construction, renovation, purchase of property, and/or capital equipment. Please note that the Foundation prefers not to fund ongoing operational expenses. It does not award grants to individuals, sponsorships, deficit financing, or travel.	Private: Philanthropic

Funding Matrix

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Various	Aegon Transamerica Grants	Grant dollars go to nonprofit organizations in the following categories: arts and culture; civic and community; education and financial literacy; health and wellness; human services; United Way.	Private: Philanthropic
Capital Projects: Various	Baltimore Community Foundation	BCF granted more than \$30 million to more than 1,500 nonprofits in 2020. Many grants come from donor-advised funds that are not open to requests for funding. However, some donors also give unrestricted gifts to BCF, or gifts restricted for a broad purpose such as education, arts, human services, or neighborhoods.	Private: Philanthropic
Capital Projects: Various	Enterprise Community Partners	Our mission is to make home and community places of pride, power and belonging.	Private: Philanthropic
Capital Projects: Various	Robert W. Deutsch Foundation	The Robert W. Deutsch Foundation invests in innovative people, projects, and ideas that improve the quality of life in Baltimore and beyond.	Private: Philanthropic
Capital Projects: Various	The Fund for Change	The Fund for Change partners with groups working to build a society that is democratic, egalitarian and participatory. The Fund supports groups that organize under-served individuals and communities and influence policy makers by advocating for social change. Most of its funding is in Baltimore, although Maryland and national groups are considered.	Private: Philanthropic
Events and Programming	Maryland Neighborhood Exchange	Aiming to foster tangible change while building interest in community wealth building among city stakeholders, our core strategies focus on a) catalyzing concrete projects designed to build community wealth, especially in neighborhoods that have experienced historical disinvestment, while b) promoting critical community wealth building strategies and models citywide.	Private: Philanthropic
Operational Funding	Baltimore Nonprofit Relief Fund	This one-time, \$5 million fund supports nonprofit organizations by reimbursing them for unplanned costs incurred since the start of the pandemic in March 2020. Through the Nonprofit Relief Fund, Baltimore City is one of a few places in the country prioritizing financial support for nonprofit organizations with federal CARES Act funding.	Private: Philanthropic

Provides Value For	Financial Mechanism	Description	Source of Funds
Operational Funding	South Baltimore Gateway Community Grants	We believe nobody understands what a community needs better than its residents and the people already at work there. That's why we offer Community Grants to community groups, nonprofits, schools, churches, and other neighborhood anchors. Grants come in three levels, and are accepted twice per year.	Private: Philanthropic
Operational Funding	T. Rowe Price Foundation Grants	Our funding primarily supports organizations in Baltimore as well as in Colorado Springs, San Francisco and New York that have an approved nonprofit status [Internal Revenue Service 501(c)(3) sections 509(a)(1), 509(a)(2) and qualifying 509(a)(3) supporting organizations] or that are fiscally sponsored by a 501(c)(3) public charity.	Private: Philanthropic
Operational Funding	The John J. Leidy Foundation	The John J. Leidy Foundation has been supporting Maryland's nonprofits for more than 50 years. On this site you will be able to find out about who we are, our guidelines, our application procedures, and our recent grantees.	Private: Philanthropic
Operational Funding	The Zanvyl and Isabelle Krieger Fund	The Fund's philosophy is that a healthy city is made up of families and individuals who have the personal and financial stability to reach their goals and to raise their children. To that end, the Fund supports efforts to increase opportunities for those with the least wealth.	Private: Philanthropic
Capital Projects: Various	Annie E. Casey Foundation	As a private philanthropy based in Baltimore and working across the country, we make grants that help federal agencies, states, counties, cities and neighborhoods create more innovative, cost-effective responses to challenges facing children and young people: poverty, unnecessary disconnection from family and communities with limited access to opportunity.	Private: Philanthropic
Capital Projects: Various	Kresge Foundation	The Kresge Foundation is a private, national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development, nationally and in Detroit, Memphis and New Orleans. In collaboration with our partners, we help create pathways for people with low incomes to improve their life circumstances and join the economic mainstream.	Private: Philanthropic

Funding Matrix

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Various	JP Morgan Chase Foundation	J.P. Morgan assists clients with philanthropic interests who are looking to give back to their communities, foster a charitable legacy and make a difference in the world. In this role, we provide grantmaking and administrative services for the charitable trusts and foundations for which J.P. Morgan serves as a trustee or agent. Areas of focus include animal welfare, arts and culture, civic activities, community development, education, environment, health and medical research, human and social services, international and religious causes. The geographic scope includes communities throughout the United States. Each foundation has its own mission and set of guidelines.	Private: Philanthropic
Capital Projects: Placemaking	James L. Knight Foundation	Knight Foundation is a national foundation with strong local roots. We invest in journalism, in the arts, and in the success of cities where brothers John S. and James L. Knight once published newspapers. Our goal is to foster informed and engaged communities, which we believe are essential for a healthy democracy.	Private: Philanthropic
Capital Projects: Sustainable Infrastructure	Nathan Cummings Foundation	We focus on finding solutions to the two most challenging problems of our time – the climate crisis and growing inequality – and aim to transform the systems and mindsets that hinder progress toward a more sustainable and equitable future for all people, particularly women and people of color. The Foundation's four focus areas together form an integrated framework to advance a healthy planet and healthy democracy.	Private: Philanthropic
Capital Projects: Various	Libra Foundation	Founded in 2002, The Libra Foundation supports frontline organizations building a world where communities of color thrive. The Foundation partners with groups working towards justice and equity that center the voices and experiences of those disproportionately harmed by systemic oppression.	Private: Philanthropic
Capital Projects: Various	Hewlett Foundation	The William and Flora Hewlett Foundation is a nonpartisan, private charitable foundation that advances ideas and supports institutions to promote a better world.	Private: Philanthropic

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Various	Chorus Foundation	The Chorus Foundation works for a just transition to a regenerative economy in the United States. We support communities on the front lines of the old, extractive economy to build new bases of political, economic, and cultural power for systemic change.	Private: Philanthropic
Capital Projects: Various	Meyer Foundation	We support organizations that are building power to achieve a racially and economically just Greater Washington region.	Private: Philanthropic
Capital Projects: Various	Bank of America	We have countless strong nonprofit alliances around the country, which include grants and sponsorships to local organizations that help improve financial lives and entire communities. Some areas we concentrate on are workforce development and education, basic needs like food and housing, and community development. We focus both on programs that address immediate needs as well as on ones that offer longer-term solutions that give people the tools to achieve economic mobility.	Private: Sponsorship
Capital Projects: Various	CareFirst BlueCross BlueShield	Every community is different. But no matter where people live, their health is affected by access to care, education, food and stable income. CareFirst BlueCross BlueShield (CareFirst) invests in solutions that can have a meaningful impact on the social determinants of health (SDOH) to minimize disparities, reduce healthcare costs and advance equity.	Private: Sponsorship
Capital Projects: Various	Constellation	Constellation has a strong track record of powering communities by making an impact across a range of fronts in the communities we serve and where our employees live and work. Our employees have shown incredible leadership in giving back, and we are committed to encouraging this culture. In 2020 alone, Constellation contributed \$5.6 million to 709 organizations, and our employees donated an additional \$5.2 million and committed 52,885 volunteer hours across 34 states.	Private: Sponsorship

Funding Matrix

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Various	United Way of Central Maryland	Our programs promote equity, create opportunity, and improve lives and communities. We take on the toughest challenges facing our neighbors and the neighborhoods they call home. Our programs increase access to basic needs: housing, health, employment, and education.	Private: Sponsorship
Capital Projects: Various	Venable Foundation	Established in 1983, the Venable Foundation, Inc. promotes the health and well-being of the communities where our clients and professionals work and live.	Private: Sponsorship
Development Finance	Seawall Development	Seawall believes in re-imagining the real estate development industry so that the built environment empowers communities, unites our cities, and helps launch powerful ideas.	Private: Sponsorship
Operational Funding	M&T Bank	The M&T Charitable Foundation strives to strengthen our communities by providing support for a diverse range of civic, cultural, health and human service organizations through grants, employee volunteerism and in-kind services.	Private: Philanthropic
Capital Projects: Parks and Recreation	Community Parks and Playgrounds Program	The Community Parks and Playgrounds Program provides funding to focus on restoring existing and creating new park and green space systems in Maryland's cities and towns.	State of Maryland
Capital Projects: Parks and Recreation	Program Open Space	Program Open Space – Local provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas.	State of Maryland
Capital Projects: Placemaking	Baltimore Regional Neighborhood Initiative	Community Development Organizations with an approved strategic neighborhood revitalization plan may apply for Baltimore Regional Neighborhood Initiative funding for projects located in Sustainable Community Areas in Baltimore City and inner beltway of Baltimore and Anne Arundel counties.	State of Maryland
Operational Funding	Maryland Nonprofit Recovery Initiative	Funding is being offered through four funding applications administered by the Maryland Department of Housing and Community Development (DHCD) or the Maryland Department of Commerce (Commerce).	State of Maryland

Provides Value For	Financial Mechanism	Description	Source of Funds
Capital Projects: Transportation Infrastructure	Bikeways Network Program	The Kim Lamphier Bikeways Network Program provides grant support for a wide range of bicycle network development activities. The program supports projects that maximize bicycle access, fill missing links in the state's bicycle network, and enhance last-mile connections to work, school, shopping and transit.	State of Maryland
Operational Funding	Maryland Strong Economic Recovery Initiative: Entertainment Venues	Eligible applicants are the state's nonprofit and for-profit live music and performance venues as well as independently-owned local movie theaters. Eligible organizations are those that can document their contribution to the economic development and now economic recovery of Maryland communities through employment, visitor driven events, programs and performances.	State of Maryland
Operational Funding	Maryland Strong Economic Recovery Initiative: Tourism Nonprofits	Eligible applicants are the state's nonprofit and tourism producing organizations, such as museums, cultural attractions, zoos, aquariums whose mission and work substantially contributes to the economic development and now economic recovery of Maryland communities through visitor driven events and programs.	State of Maryland
Capital Projects: Boating	Boating Infrastructure Grant Program	Funds available through this state-federal partnership have the specific purpose of addressing unmet public transient (up to 15 days) dockage needs of recreational vessels 26' or larger. These transient vessels generally require a minimum depth of 6' mean low water.	State of Maryland
Capital Projects: Boating	Waterway Improvements Fund	The Maryland Department of Natural Resources Center for Waterway Improvement and Infrastructure Program accepts grant applications from local governments seeking to build, enhance or rehabilitate public boating facilities or for dredging/navigation related projects.	State of Maryland
Capital Projects: Various	Maryland Community Parks and Playgrounds Program	The Community Parks and Playgrounds Program provides funding to focus on restoring existing and creating new park and green space systems in Maryland's cities and towns.	State of Maryland

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A close-up, low-angle shot of a dense field of tall, green grass. The grass blades are long and thin, with some showing signs of being cut or broken. The lighting is bright, creating a vibrant green color. The text "REIMAGINE MIDDLE BRANCH" is overlaid in white, bold, sans-serif capital letters at the bottom center of the image.

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