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**CHECKLIST & TABLE OF CONTENTS**

**APPLICANT:** City of Baltimore

**NAME OF SUSTAINABLE COMMUNITY:** Baltimore City Sustainable Communities Revitalization Area

**Please review the checklist of attachments and furnish all of the attachments that are applicable. Contents of the notebook should be tabbed and organized as follows:**

- TAB #1 Applicant Information**
- TAB #2 Sustainable Community Baseline Information - In addition to hard copies of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. Maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, wolters@mdhousing.org.**
- TAB #3 Local Capacity to Implement Plans & Projects: Attach Sustainable Communities Workgroup roster noted in Section III**
- TAB #4 Sustainable Community Plan**
- TAB #5 Progress Measures**
- TAB #6 Local Support Resolution**
- TAB #7 Signed Sustainable Community Application Disclosure Authorization and Certification**

**All documents on this checklist are mandatory.  
Failure to provide the requested document will automatically deny your application.**



## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

Through this section, applicants will demonstrate that trends and conditions in homeownership, property values, employment, commercial and residential vacancy, community facilities and infrastructure, natural resources, the local business and residential districts show a need for new or continued revitalization reinvestment. Demographic data and trends provided by Applicants should support the choice of the proposed Sustainable Community Area boundary and help form a basis for needs and opportunities to be addressed through the initiatives and projects described in the Sustainable Community Action Plan (Section IV).

POINTS IN THIS SECTION WILL BE AWARDED BASED ON THE SC AREA'S NEED FOR REINVESTMENT AS EVIDENCED BY THOROUGH DESCRIPTIONS OF CURRENT CONDITIONS OR TRENDS (and will not be based upon current or planned revitalization activities which will be covered in Section IV).

### **A. Proposed Sustainable Community Area (s):**

**County:** Baltimore City

**Name of Sustainable Community:** Baltimore City Sustainable Communities Revitalization Area

**Include boundary descriptions and a map of the Sustainable Community. In addition to hard copies of the of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. If possible, maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, [Wolters@MdHousing.org](mailto:Wolters@MdHousing.org)**

The proposed Sustainable Communities Area reflects a combination of: main commercial corridors in Middle Markets (from the Housing Market Typology) and Main Street program areas; Healthy Neighborhoods Program areas; proposed TOD district areas around existing and planned transit stations in the draft Baltimore zoning code and State designated TOD areas; BRAC areas; existing Arts and Entertainment District areas; identified City redevelopment areas; and, emerging markets near areas of strengths as identified by the Vacants to Value program.

(Attachment 2)  
See map and attachments

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**II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

Approximate number of acres within the SC Area: \_\_\_\_\_

Existing federal, state or local designations (check all that apply):

- Community Legacy Area
- Designated Neighborhood
- Main Street
- Maple Street
- Local Historic District
- National Register Historic District
- A & E District
- State Enterprise Zone Special Taxing District
- BRAC
- State Designated TOD

Other(s): Maryland Heritage Area \_\_\_\_\_

## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

### **Prior Revitalization Investments & Smart Growth:**

**(a) List and describe any significant State and local smart growth or revitalization related program investments (for instance, Community Legacy or SC Rehab Tax Credit) that have been invested in the Area since the launching of Maryland's Smart Growth initiative and programs in 1997 (including Housing investment). What impact have these investments made in the community? (Answer Space 4,000 characters)**

Baltimore City utilizes a variety of local, state and federal incentives to support its redevelopment programs and initiatives. Examples of these programs include: Enterprise Zones, State designated Transit Oriented Development (TOD) zones, Main Streets, Local and National Historic Districts, a Base Realignment and Closure (BRAC) investment zone, the Westport Waterfront, and Community Legacy (CL).

#### Community Legacy Program

Since 2002, Baltimore City has received a total of \$14,273,096 in Community Legacy funds which has leveraged a total investment of \$165,050,517 and represents 105 awards.

The Highlandtown neighborhood is just one example of an area receiving targeted Community Legacy funding to support local smart growth and revitalization efforts. Between 2002 and 2007, the Southeast Baltimore Community Development Corporation (SECDC) received eight Community Legacy grants totaling \$1.1 million. These grants were used to: acquire, renovate and sell derelict alley houses; design and rehabilitate commercial facades; and, provide incentives for business start-ups, relocation, or expansion. As a result of Community Legacy funding and other intervention strategies, the Highlandtown Main Street and its surrounding neighborhood has experienced increases in property values, rising homeownership rates and significant declines in crime rates.

Operation Reach Out Southwest (OROSW) homeownership and home improvement program is another successful smart growth project receiving Community Legacy funds. OROSW and the Bon Secours Foundation received four Community Legacy grants totaling approximately \$350,000 to fund homeownership and home improvement grants for lower-income households in Southwest Baltimore. They also received two Neighborhood Business Works awards totaling \$275,000 that were used to fund the expansion of a commercial printing company in a designated Enterprise Zone, and to provide educational and computer skills training to adults and youth at the local Community Technical Center.

#### Brownfield Clean Up Program

Baltimore City contains an estimated 2,500 brownfield sites where contamination – and its corresponding regulatory, financing and liability hurdles – have impeded new investment. Using federal, state and local funds, the Baltimore Brownfields Initiative has successfully completed more than 40 brownfield projects since 1997, leading to more than \$500 million in new investment and 7,000 new or retained jobs. One nationally recognized success story is the American Can Company in Canton, a mixed-use office/retail center that has attracted approximately 700 jobs to the city. It is now home to the national headquarters of DAP, a leading manufacturer of caulks, sealants, adhesives, and other general patch and repair products, and the Emerging Technology Center (ETC), a technology incubator funded in part by the US EDA. The program has also been featured by the U.S. Environmental Protection Agency as a smart growth case study.

## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

**(b) Describe any existing barriers to Smart Growth that may affect your jurisdiction or the proposed SC Area. For instance, does your area have higher development fees than outer “cornfields”?**

*(Answer Space 4,000 characters)*

Baltimore City is already densely developed but nonetheless includes the capacity to attract new residents. The Baltimore Sustainability Plan (2009) and The Baltimore Housing Consolidated Plan (2010-15) identify several barriers in the city that challenge the successful application of smart growth principles, including the following:

1. Vacant properties: The City has an estimated 16,000 vacant and boarded up buildings, which are not in productive use or contributing to the city's tax base. Many of these properties are targets of illegal dumping, litter and vandalism. In spite of these challenges, many of the City's vacant properties are located and in close proximity to schools, transit and job opportunities.
2. Brownfields: The City has a rich industrial history, and correspondingly, an estimated 2,500 brownfield sites. Polluted brownfields are often located in what would otherwise be desirable, center-city development sites, that require extensive environmental remediation before new development is possible.
3. Poor air and water quality: The City has high levels of ozone and small particulate matter pollution, three times the state average of Code Orange poor air quality days, and high rates of adolescents with asthma. Meanwhile, most of the city's waterways are polluted and neither fishable nor swimmable.
4. Poor storm water infrastructure: The Baltimore Sustainability Plan calls for the creation of a storm water utility to fund maintenance and improvement of storm water infrastructure. Currently, this infrastructure is in substandard condition leading to flooding, trash in waterways, storm water system overflows, and ultimately, pollution of our streams, harbor and waterways.
5. Limited transit system infrastructure: One third of the city's population does not have access to a car. These working-class and low-income households experience high annual transportation costs for low-quality transit services and less transportation choice. The city's existing transportation infrastructure is overloaded, and in dire need of maintenance and repair.
6. Housing Affordability: While Baltimore offers both sufficient subsidized and affordable market rate housing in comparison to the region, households in the City still have a housing cost-burden. Roughly 47.6% of renters are either moderately or severely cost-burdened, meaning these households pay more than 30% of their income for housing costs. In addition, 38.9% live in units where the rents “match” their incomes and 13.5% live in units that cost less than they can afford. The situation is different for owners. Approximately 32% are paying more than 30% of their income for housing. Another 38.5% of owners have housing expenditures that “match” their incomes, and 29.8% are paying less than they likely can afford.

## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

### **B. Community Conditions: Strengths and Weaknesses**

**(1) Describe the strengths and weaknesses in the proposed Area's existing built environment. For example, what is the condition of housing? Are there underutilized historic buildings and cultural places? What is the condition and availability of community parks and recreational assets? Are there transportation assets? What is the current condition of community infrastructure such as roads and lighting? (Answer Space 4,000 characters)**

#### Housing Market and Conditions

The row house is a dominant housing type in Baltimore as compared to the surrounding region. Over half of the proposed SC area's housing units are row houses built well before 1960, and some as early as the 1800s. Row houses are a strength for Baltimore's housing stock, with lower overall maintenance costs and greater affordability when compared to detached housing types located along the northern section of the City. Disadvantages of this housing type include small lots, and the corresponding lack of privacy and front lawns. Meanwhile, apartments, both high-rise and garden style, account for 34% of the area's housing stock.

This mix of single-family attached structures and multi-family housing units presents both strengths and weaknesses for the housing market, which can be described as "middle market" according to the 2011 Baltimore City Housing Market Typology. In this market, housing prices are above the city's median sales price of \$65,000 with strong ownership rates and low vacancies. Homes are in fair to good physical condition; however, deferred maintenance and lack of investment in new systems and improvements are common. This market also shows slightly increased foreclosure rates when compared to more competitive markets.

#### Historic Amenities and Assets

Baltimore's historic structures are also a significant asset. Much of the proposed SC area falls within a local or national register historic district where local, state, and federal historic rehabilitation tax credits provide incentives for the private sector to target redevelopment projects, and help to strengthen and maintain neighborhoods. In addition, most areas in the SC boundary are eligible for Local Landmark and National Register designation, but these structures may be in need of rehabilitation.

#### Transit Options and Roadway Improvements

The SC area is served by a comprehensive bus system, a small light rail network and one subway line. In addition, the 14-mile Red Line light rail project traversing East and West Baltimore is in the planning stage, and will provide opportunities for Transit Oriented Development (TOD) at transit stations along the proposed route. The SC area already includes three state-designated TOD sites at Westport, Reisterstown Road and State Center. The adoption of the new draft zoning code will create additional TOD zoning districts to regulate and incentivize development near existing transit stations.

The Department of Transportation (DOT) oversees the condition and maintenance of all roadways within the City of Baltimore, which are deteriorating with age and costing a significant amount of money to repair. According to DOT's Pavement Management project, residential street conditions varied from excellent (repaved in the past five years) to poor (repaved more than 20 years ago). However, the City remains innovative with tracking and information systems to assess the conditions of its local roadways. DOT has a GIS-based management system that monitors physical roadway conditions, and utilizes this system to schedule needed improvements. On average, DOT resurfaces over 180 lane miles each year. All roadway resurfacing projects also include ADA ramp upgrades, bicycle-friendly storm gate, sidewalk upgrades and LED pedestrian lighting, where applicable. The City is also eligible for federal and state funding for resurfacing and other roadway improvements.

#### Parkland and Recreation

The SC area includes 596 acres of park land, and 18 active recreation centers. The majority of these centers were constructed between the late 1960s and early 1970s, when the city's population was about 50% larger than its current population size. Today, more than 40 years later, many centers are in need of substantial capital repairs and are obsolete for recreational demands, which have changed significantly over the last five decades.

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## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

**(2) Describe the Area's land use/zoning make-up (residential, commercial, industrial, and mixed-use). Is the current land use or zoning conducive to revitalization investment? (Answer Space 4,000 characters)**

The Sustainable Communities area includes a mix of residential, commercial, industrial and open space zones, although the SC area is comprised of mostly residential properties (76.2%), with a smaller share of commercial corridors (16.4%), open space zones (10.5%), and an even smaller portion of industrial land (7.4%).

Baltimore City is in the process of rewriting the zoning code. This initiative called TransForm Baltimore, will replace the current Baltimore City Zoning Code which was enacted in 1971. The new zoning code allows for a more streamlined and understandable regulatory document and process, which creates new tools to support and guide City investments, and preserve the unique character of Baltimore City.

The new zoning code will be supportive of mixed-used infill development, and proposes the establishment of Transit Oriented Development (TOD) Districts. The TODs are intended to promote new, well-integrated residential and commercial development around transit stations, and ensure higher density for new development. The TOD districts will also encourage pedestrian-friendly environments, decrease heavy reliance on motor vehicles, increase transit use, and encourage a mix of buildings and activities.

## II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

**3) Describe strengths and weaknesses in basic features of community quality-of-life. For instance, is crime an issue for this SC Area? What is the condition and quality of educational choices available to the community? Are artistic, cultural, or community resources, events or facilities within or accessible to residents in the proposed SC Area? (Answer Space 4,000 characters)**

Baltimore is a post-industrial city with a declining tax base and high rates of poverty, addiction and incarceration. Baltimore's artistic, cultural and community resources are its primary strength related to quality-of-life, while education and crime pose its two central challenges.

### Arts and Entertainment Districts

The SC area is home to three arts and entertainment districts: Station North, Highlandtown and the recently approved Bromo Tower. Station North is marked by a combination of artistic commercial venues, such as theaters and museums, as well as formerly abandoned warehouses that have been converted into loft-style live/work spaces for artists. Highlandtown, the largest designated arts and entertainment area in the state, is characterized by a collection of retail and industrial spaces, along with affordable housing and a convenient location, easily accessible from major highways, adjacent neighborhoods and Downtown. The newly designated Bromo Tower will help revitalize 117 acres of Downtown's Westside by filling vacant store fronts and making the area more attractive to theaters, galleries, artists' housing and other artistic and cultural activities.

### Education

The Baltimore City Public School System (BCPSS) serves approximately 80,000 students annually in 200 public schools. These schools consist of a variety of school types including traditional charter, innovation, transformation, and selective admission elementary, middle and high schools. The system is challenged by both the poor condition of school facilities and poor performance on standardized tests, particularly when compared to schools in surrounding counties with higher than national averages.

Nevertheless, City schools have experienced improvements in student performance over the past several years. From 2005 to 2010, the number of students who withdrew before completion of high school declined by 6.2%, while the number of students who completed high school increased by nearly 5%. From 2004 to 2009, state test scores rose in both math and reading for 3rd, 5th, and 8th grades, with the greatest improvements in 8th grade reading. Recent key reform initiatives include giving schools greater autonomy over resources and programmatic decisions; improving student achievement in STEM subjects; creating more school options for students and families; and strengthening opportunities for professional development and advancement for teachers.

While BCPSS administrators must focus more on the quality of school facilities and education, Baltimore's colleges and universities have a very different perspective. Baltimore City Community College and several universities located in the SC area are well-equipped to tailor curriculums to a wider audience and provide state of the art facilities with private, state and local resources. In addition, these institutions serve as anchors for adjacent redevelopment initiatives and projects to spur private investment.

### Crime Rates

Although the City's violent crime rate has decreased in the past several years, incidents of violent crime and public safety remain a challenge. According to an analysis of Baltimore City Police Department data by the Baltimore Neighborhood Indicators Alliance (BNIA), Baltimore's reported violent crime rate decreased from 26.19 per 1000 residents in 2000 to 15.6 per 1,000 residents in 2010. The incidence of violent crime is higher within the SC area compared to the rest of the City. Nevertheless, according to the June 11, 2012 article in the Baltimore Sun, for the first time in years, Baltimore falls out of the top five murder rate cities. Baltimore maintains a number of programs to address crime hotspots - the Mayor's Office of Criminal Justice works hand in hand with neighborhoods, organizations, and agencies to implement crime prevention efforts, including Citizens on Patrol programs, block watches, and anti-crime vigils.

## II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

### C. Natural Resources and Environmental Impact: Strengths and Weaknesses

**(1) Describe the strengths and weaknesses of the community's "natural environment." in or near the Sustainable Community Area. What is the current condition of key natural resources - lands, air, water, watersheds, tree canopy, other? If the community is located in a coastal zone, what risks might the community be subject to associated with climate induced sea level rise? (Answer Space 4,000 characters)**

**Strengths:** Baltimore is the largest seaport in the Mid-Atlantic region, and is situated closer to Midwestern markets than any other major seaport on the East Coast. Currently the port has diverse cargo operations, with major roll-on roll-off facilities, as well as bulk handling capability. Baltimore's waterfront location and the redeveloped and expanding Inner Harbor, also add value to nearby residential and mixed-use neighborhoods. In addition to major waterway, the City also contains urban trails, parks, stream valleys, riparian trees and woody plants, and well maintained green space. To some, an eight percent rate of vacant and abandoned homes may be seen as a disadvantage, the City accepts these challenges as an opportunity to encourage green infrastructure (i.e. urban farms) as best management practices for storm water management.

**Weaknesses:** The Baltimore region does not currently meet federal standards for 8-hour ground-level ozone and fine particulate matter (or fine soot). The Baltimore/Washington D.C./Northern Virginia region was ranked 12th for short-term particle pollution and 11th for ozone pollution by the American Lung Association. In addition, Baltimore is ranked among the top 25 most polluted jurisdictions for short-term particle pollution, by their 2011 State of the Air report.

Baltimore has thousands of stormwater outfall pipes that drain water from our streets and private properties. Many contain sewer leakage and other pollutants and chemicals. Trash also washes from streets into these stormwater pipes, ultimately reaching Baltimore's streams and Harbor.

The Department of Justice, the Environmental Protection Agency and the State of Maryland on April 26, 2002, announced a joint settlement with the City of Baltimore that addresses continuing hazards posed by hundreds of illegal wastewater discharges of raw sewage from Baltimore's wastewater collection system.

Baltimore-area waters have long been contaminated with untreated discharges from sewer overflows of bacteria, pathogens and other harmful pollutants which can seriously degrade water quality, kill aquatic life and threaten public health. Baltimore has agreed to undertake a comprehensive, system-wide program that will bring the city into long-term compliance with the Clean Water Act.

Baltimore has agreed to complete the construction work associated with increasing the capacity of its collection system and eliminating physical overflow structures by June 2007 and complete an extensive sewer upgrade by 2016. Complete implementation of this system-wide program will cost approximately \$940 million over the 14-year life of the agreement.

The City's Forest Conservation program is a key program for ensuring that developments in Baltimore preserve existing trees or plant new ones. In 2010, approximately 1,624 trees and 800 shrubs were planted under this program.

Coastal zones and floodplain management is also a priority for the City. Baltimore is part of Maryland's 16 coastal zones. The City's Floodplain Management Program coordinates flood prevention initiatives with other agencies, and educates the public about floodplain management. The Department of Planning has overall responsibility for floodplain management in the City. The Department assists in the management of floodplain zones with a community program to provide corrective and preventive measures to reduce future flood damage. These measures generally include zoning, subdivisions, building requirements, and special-purpose floodplain ordinances.

## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

**(2) Describe the strengths and weaknesses of any current efforts to reduce the community's "carbon footprint" or impact on the environment. Is recycling (commercial or residential) available to minimize waste? Are there current efforts to encourage the purchase and availability of fresh local food and other local products and services to the community? Describe any current energy or water conservation efforts that may be underway. If the community has not implemented one of the above initiatives, has the community identified a need or interest to pursue these or other efforts to reduce environmental impact, for instance through the new Sustainable Maryland Certified initiative? (Answer Space 4,000 characters)**

Public transit is used as an avenue to improve quality of life, reduce environmental impacts, and connect residents to employment, and other city-wide amenities. In January of 2011, the City introduced the Charm City Circulator (CCC) a shuttle system with four routes: 1) the Green Route, which runs from City Hall to Fells Point and Johns Hopkins medical campus; 2) the Purple Route, which runs from Penn Station to Federal Hill; 3) the Orange Route, which runs from Hollins Market to Harbor East, and the Blue Route which connects downtown to Locust Point and Fort McHenry. The free Circulator has a fleet of 21 Hybrid Electric buses, helping to decrease city-wide dependence on individual vehicles and improve air quality.

In 2009, Baltimore City introduced the One PLUS ONE program for city residents to recycle over 50,000,000 pounds of material. During the period of July 2009 – July 2010, the number of households recycling in Baltimore increased by 50%.

In 2010, over 27,000 tons of curbside recycling was collected and over 351,000 tons of curbside trash was collected. This represents a 28.71% increase in the volume of recycling since 2009, and a 35.84% increase in the diversion rate, which is the percentage of waste materials diverted from traditional disposal such as landfilling or incineration to be recycled, composted, or re-used.

In 2010, food waste was identified by Baltimore businesses and institutions as a resource to be recycled as compost. Locally-owned, green sector businesses such as the Waste Neutral Group were created to meet this growing demand. Waste Neutral Group recycled over 1,820,000 pounds of food waste in 2010.

The Baltimore Food Policy Initiative (BFPI) is an intergovernmental collaboration with the Baltimore Office of Sustainability, Department of Planning, and the Health Department. BFPI includes the Food Policy Taskforce, a Policy Director, and advisory committee (Food PAC). BFPI embraces greening strategies to address multiple priority outcomes such as increasing access to healthy foods, providing viable healthy food retail in food deserts and reducing urban blight.

Johns Hopkins University researchers studied the scope of the food desert problem and where good food options are most urgently needed. The study reveals that more than a third of Baltimore neighborhoods don't have ready access to healthy foods, leaving one in five residents to rely on high-fat, high-calorie meals from corner stores and carryout restaurants. The City and other groups have developed programs to encourage access to healthy foods, including a Virtual Supermarket program which provides for online ordering of food and delivery at select public housing and library sites, and the promotion of local farmers markets to city residents who may not be aware of healthy food options.

## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

**(3) Describe the strengths and weaknesses of the jurisdiction's current stormwater management practices and how these may affect the proposed SC Area. Is redevelopment and retrofitting of infrastructure an issue or opportunity in this SC Area? Stormwater runoff is a significant source of pollution to Maryland's streams and the Chesapeake Bay. Buildings constructed before 1985 have little or no stormwater controls, and development between 1985 and 2010 have some controls. Updated stormwater regulations passed by Maryland's General Assembly in 2010 require that development and redevelopment projects utilize stringent stormwater controls. Sustainable Community Areas may have opportunities for redevelopment practices that can reduce stormwater flows. (Answer Space 4,000 characters)**

Storm water run-off is a significant source of pollution to streams and the Chesapeake Bay. Buildings constructed before 1985 have little or no stormwater controls, and development between 1985 and 2010 provide limited controls. Updated storm water regulations passed by Maryland's General Assembly in 2010 require that development and redevelopment projects utilize stringent storm water controls. Understanding these regulations, the SC Area presents opportunities for redevelopment practices to reduce storm water flows. Currently, Baltimore City's Department of Public Works (DPW) is engaged in the following activities to address storm water challenges:

- DPW adopted new legislation (Ordinance 10-277), to address the Maryland Stormwater Management (SWM) Act of 2007. The legislation included the emergency regulations, as well as major stakeholder concerns.
- DPW updated the City's SWM Design Guidelines, with input from major stakeholders. Issuance of the updated guidelines is pending Maryland Department of the Environment (MDE) approval, final stakeholder agreement, and the DPW Director's approval (anticipated in June 2012).
- DPW received a grant from the National Fish and Wildlife Foundation to develop a SWM Offset Bank which will encourage the installation and maintenance of water quality Best Management Practices (BMP) on private property—transitioning BMPs from a regulatory hindrance to a land development commodity. The Home Builders Association of Maryland will be a partner, and the program will be in place by July 2013.
- DPW is working with MDE to facilitate/expedite plans review for projects whose sole purpose is environmental restoration (including impervious area removal projects). It is anticipated that the greening plans review policy will be in place by December 2012.
- The City allows for a fee-in-lieu of on-site water quality control measures.
- Current City zoning and building codes support the promotion of Environmental Site Design – such as the re-use of harvested rainwater for gray water and the use of permeable pavement systems in parking areas.

## II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

### **D. Economic Conditions & Access to Opportunity: Strengths and Weaknesses**

**(1) Describe the jurisdiction's current economic strengths and weaknesses. For example, are there distinct economic drivers in the area or region that will affect access to job opportunities and the progress of the SC Plan? What are the main barriers to the Area's economic competitiveness? What is the current level of broadband access available to serve residents, businesses and public facilities? What efforts are currently in place to increase worker skills and employment? Describe trends in employment rates and business formation.**

*(Answer Space 4,000 characters)*

Baltimore's 2008 Comprehensive Economic Development Strategy (CEDS) conducted a SWOT analysis which identified the following strengths and weaknesses:

#### Strengths:

- Affordable housing
- Cultural & urban amenities
- Strategic location for commuters
- Strategic location for businesses with access to national population centers
- Proximity & presence of federal institutions & facilities
- Growth in Educational & Health related employment
- Concentrations of high wage industries & employment
- Full range of higher education options
- Strong transportation networks
- Access to public transportation
- Utility infrastructure with excess capacity

#### Weaknesses:

- High property tax rates
- Incomplete transit system
- Crime & Safety issues
- High poverty rates
- Declining shares of regional jobs
- Aging infrastructure
- Low educational attainment levels
- Mismatched education/skill levels & available jobs
- Low labor force participation/high unemployment
- Perceived & real deficiencies in public schools
- High paying jobs in the City held by commuters paying taxes elsewhere

The CEDS also identified 6 goals, which align with the SC Action Plan:

- Improve rapid & reliable transit to link neighborhoods, job centers, educational & cultural destinations;
- Prepare youth & adults for the job market at all levels with quality education & training;
- Improve ability to match needs of employers with a growing & appropriately skilled pool of job candidates;
- Enhance public & technology infrastructure to support participation in the global economy;
- Promote & enhance cultural, entertainment & nightlife opportunities; and
- Increase the City's tax base.

These goals have resulted in the implementation of programs, to expand the City's fiber optic network, expand the Charm City Circulator, plan for the future Red Line, support Arts & Entertainment Districts and Main Streets, and improve workforce development.

Baltimore's labor market has been significantly impacted by the recent economic downturn, with average unemployment of 10.8% in 2010. Baltimore's unemployment has been trending 2 points above the national average, and three points above the state's unemployment rate. Baltimore also lost approximately 30,000 jobs from 2000 to 2010.

The Mayor's Office of Employment Development (MOED) identified 8 growth sectors on which to focus our efforts: Health Care/Social Assistance; Bioscience; Business Services; Computer, Internet, Data and Software Related Services; Hospitality and Tourism; Construction; Port Occupations; and, Sustainable Energy/Environmental Services. These mirror the 2010 Talent Pipeline Study's target sectors and our existing CEDS.

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The City is working hard to expand residents' access to employment through a variety of initiatives, including promoting entrepreneurship, job training, business retention and expansion, and efforts to connect local residents to employment opportunities on major transportation projects, including the Red Line. A regional approach to transit is also necessary, given Baltimore's shrinking share of total jobs within the State of Maryland. Baltimore's share of total jobs has declined, from over 16% in 2000 to 13% in 2010. As a result, more and more residents are leaving the City for jobs in surrounding counties.

New TOD zoning, the proposed Red Line, new MARC stations, expanded options for homeownership and affordable rentals, are all being proposed to encourage TOD investments and living closer to work. These efforts will make it easier for residents to gain access to jobs and economic opportunity.

In 2010 our analysis identified approximately 100 free wifi hotspots in Baltimore. In addition, the City is part of the One Maryland Broadband Network (OMBN), a planned 1,294-mile fiber optic network that will improve data speeds and link 1,006 government facilities and "anchor institutions" throughout the state.

## II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

**(2) Describe the jurisdiction's housing market and access to affordable workforce housing. What are the trends in residential construction (rental and homeownership), homeownership rate, foreclosure rate and, property values. Describe how and whether your jurisdiction's prevailing housing costs - both homeownership and rental - are affordable to households below 120% AMI, 80% AMI and 50% AMI. What efforts are in place currently to house individuals, families and the disabled at or below the AMI levels described above? (Answer Space 4,000 characters)**

The Baltimore housing market, which began to stabilize and grow between 2000 and 2007, has been fairly stagnant since the housing bubble burst in 2008, with some neighborhoods remaining stable and others losing significant value since the market peaked. The SC area encompasses some of Baltimore's middle market neighborhoods that still have market strength, but these same neighborhoods also experienced population losses and an increase in foreclosures from 2000-2010.

In addition to the 2011 Housing Market Typology (described previously), a 2011 study called Baltimore Metro Area Analysis of Impediments to Fair Housing Choice, by Miller, Lonergan & Assoc. for Baltimore Housing, made the following conclusions and observations about Baltimore's housing market and affordability:

- The median owner-occupied housing value in Baltimore increased 65.2% between 1990 and 2008, while the inflation adjusted median household income fell by 6.4%.
- It is becoming more expensive to rent an apartment in the City of Baltimore. Between 2000 and 2008, the number of units renting for less than \$1,000 a month declined by more than 39,000 (-33.6%) while units renting for \$1,000 per month or more increased by more than 27,600 (+50.7%). The decrease represents both physical loss of units from the inventory and cases in which demand for units has caused an increase in monthly rental rates.
- Minimum wage workers and single-wage-earning households cannot afford a housing unit renting for the HUD fair market rent in the City of Baltimore. This situation forces these individuals to double up with others or lease less expensive, substandard units. Minorities and female headed households are disproportionately impacted due to their lower incomes.
- While an excess of supply in the City has depressed housing values, and the City remains the lowest-priced area of the region in which to purchase a home, there is a large disparity in markets among City neighborhoods.
- The persistence of mortgage default and foreclosure in the City reflects the continuing struggle of cost burdened households to maintain housing and build wealth. Minority households in Baltimore are more likely to have lower household incomes and have been targeted by subprime lenders.

The HUD 2012 area median income (AMI) is \$85,600 for the 7-county Baltimore region, while the City's median family income is just \$39,115, slightly below the 50% AMI for a family of four. A household at 100% of regional AMI, would have little problem finding an affordable rental unit at \$2,140 or 30% of their income. A household with the City's median income, however, would have a difficult time finding a high quality rental for under \$980 (30% of income) per month. As noted above, the number of housing units that rent for under \$1,000 per month has been declining significantly in the City of Baltimore over the past decade.

The Housing Authority of Baltimore City (HABC) provides federally-funded public housing programs and related services for Baltimore's low-income residents. HABC is the fifth largest public housing authority in the country, with an annual budget of approximately \$300 million. The Agency currently serves over 20,000 residents in more than 10,000 housing units. HABC's portfolio includes 28 family developments, 17 mixed population buildings, 2 senior buildings and scattered sites throughout the City. Baltimore's Housing Choice Voucher program provides an additional 12,000 families with rental housing subsidies each year.

The City also has a strong network of CDCs that are working hard to address affordable housing issues.

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## **II. SUSTAINABLE COMMUNITY BASELINE INFORMATION**

**(3) Describe the SC Area's demographic trends (with respect to age, race, household size, household income, educational attainment, or other relevant factors). (Answer Space 4,000 characters)**

The following facts are based on data analysis from the 2010 Census and the 2006-2010 American Community Survey 5 Year Estimates:

The population of the SC area is 258,000 according to the 2010 Census. This means approximately 42% of Baltimore's citizens are living in the SC area.

In the SC area, approximately 21% of the population is white, 73% is African American, 3% is Asian, and 2% are two or more races. These percentages remain virtually the same since 2000.

One in 25 people living in the SC area identify themselves as being Hispanic. This number has more than doubled since 2000 for the SC area.

In the SC area, 21% of the population is under the age of 18. This percentage has dropped slightly since 2000 when 25% of the SC area population was under 18.

About 11% of the population is over the age of 65. This is approximately the same percentage of seniors as in 2000.

The average household size in the SC area is 2.50 persons per household. This is slightly smaller than the average household size in 2000 which was 2.56 persons per household.

From 2000 to 2010, the SC area lost 9% of its population.

The median household income for the SC area is \$35,000 in 2010 dollars. This is slightly lower than Baltimore's median household income of \$39,400.

Nearly 31% of the people living in the SC area have a high school diploma. This is slightly higher than Baltimore City's population in which 29% of the population has a high school diploma. Approximately 1 in 4 people living in the SC area have a post-secondary degree. This is less than the amount in Baltimore City overall in which 1 in 3 people have a post-secondary degree.

The poverty rate for the SC area is 24.4% which is slightly higher than Baltimore City's rate of 21.3%.

### **III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS**

#### **A. Organizational Structure:**

**Describe the Applicant's organizational structure. Specifically, which organizations are members in the Sustainable Communities Workgroup and who are the respective staff? Who are the leaders, and how will the Workgroup advisor or staff manage implementation of the SC Area Plan? (Answer Space 4,000 characters)**

The City assembled a work group to craft the SC Action Plan.

Work group members (listed below) included representation from City and State agencies, funders, nonprofit and community based organizations:

- Lynette Boswell, Department of Planning, Lead (Facilitator)
- Cheryl Casciani, Sustainability Commission, Member
- Laurie Feinberg, Department of Planning, Member
- Stacy Freed, Baltimore Housing, Lead (Facilitator)
- Mel Freeman, Citizens Planning and Housing Association, Member
- Robert Freeman, Department of Planning, Staff
- Beth Harber, Abell Foundation, Member
- Seema Iyer, BNIA, Member
- Jill Lemke, Department of Planning, Staff
- Carmen Morosan, Department of Planning, Staff
- Theo Ngongang/Nate Evans, Department of Transportation, Member
- Nick Rudolph/Donna Langley, Baltimore Development Corporation, Member
- Larysa Salamacha, Baltimore Development Corporation, Member
- Ann Sherrill, Baltimore Neighborhood Collaborative, Member
- Colin Tarbert, Mayor's Office, Member

In this Action Plan, the Work group will support targeted resources in middle market and emerging redevelopment areas and commercial corridors, to leverage public and private resources while supporting citywide revenue, planning and development goals.

The overall goals and focus of this Plan includes:

- Enhancing the City's economic competitiveness, inclusiveness and workforce development;
- Building upon existing strengths, assets and amenities;
- Supporting transportation efficiency and access;
- Promoting access to affordable housing; and
- Leveraging and coordinating policies and investments.

To achieve these goals, the Baltimore SC Workgroup identified six targeted strategies, as follows:

**Strategy #1: Support Main Streets and commercial areas by targeting investments in Middle Market Neighborhoods**  
Proposed Geography: Commercial corridors in Middle Market neighborhoods (per 2011 HMT) and Baltimore Main Street program areas.

Revitalization Goal: Enhance economic competitiveness by improving the City's ability to attract new and expanded businesses, by providing quality services and products that are regionally competitive.

**Strategy #2: Healthy Neighborhoods**

Proposed Geography: Healthy Neighborhoods Program areas

Revitalization Goal: Value Communities and Neighborhoods by building upon existing strengths, assets and amenities.

**Strategy #3: Target investment along major transit routes**

Proposed Geography: Proposed TOD district boundaries in TransForm Baltimore's DRAFT zoning code with anticipated redevelopment opportunities, including BRAC areas and State designated TODs.

Revitalization Goals: Support transportation efficiency to improve air quality; promote access to employment opportunities; increase connections to transit.

**Strategy #4: Target investment in Arts and Entertainment districts**

Proposed Geography: Highlandtown, Station North and Bromo Tower

Revitalization Goals: Support and build upon existing cultural assets and strengths; enhance economic competitiveness.

Strategy #5: Investment in anchor institutions and major redevelopment areas

Proposed Geography: Redevelopment areas: See attached maps.

Revitalization Goals: Support existing economic and business development around anchor institutions; promote access to quality affordable housing developments; increase housing choices through redevelopment of quality mixed-income housing; and, utilize targeted code enforcement to encourage existing owners to maintain and occupy properties.

Strategy #6: Target greening strategies in distressed areas near strong housing markets.

Proposed Geography: Distressed housing markets adjacent to areas of strength (HMT: Middle Market and Middle Market Stressed).

Revitalization Goals: Enhance communities and remove blighted and unsafe structures to promote market-based efforts; and target demolition in areas as future holding strategies or to provide spaces for urban agriculture.

### **III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS**

#### **B.Organizational Experience:**

**Describe the Applicant organization's past experience in administering revitalization plans and projects. Describe the roles of the members of the Sustainable Communities Workgroup, including their experience in implementing revitalization initiatives. What are the strengths and challenges of the capacity of these groups with respect to implementation of the SC Plan? (Answer Space 4,000 characters)**

At an initial meeting of City agencies multiple criteria was suggested as the basis for creating the Baltimore SC workgroup. These included:

- Members should not have received Community Legacy Funds within the last 3 years and should not represent organizations that would be seeking funds through a Sustainable Communities designation;
- Members should represent broad constituencies to the extent possible;
- Members will be discouraged from advocating for a particular interest group, but rather will be asked to think broadly about the citywide implications of their recommendations;
- Decisions of the workgroup are advisory, and may be subject to review and revision by agencies and the Mayor's Office; and
- Additional criteria, such as the length of time a non-city representative can serve on the Workgroup will be decided at a later date.
- Planning staff should be represented to assist with research, data collection and GIS mapping in preparation of the grant.
- Lead roles would consist of individuals to facilitate the planning process and manage the designation process.

Lynette Boswell is the Division Chief of Research for the Baltimore City Department of Planning. She oversees research initiatives in economic development, housing, public health, transportation and environmental planning.

Colin Tarbert serves as Deputy Director for the Mayor's Office of Economic and Neighborhood Development. He oversees the coordination of multiple City agencies including the Baltimore Development Corporation, Department of Housing and Community Development, Department of Planning and Department of Recreation and Parks. Mr. Tarbert also serves on the City's Planning Commission.

Beth Harber is the Senior Program Officer, Community Development at the Abell Foundation which provides support to nonprofit organizations that address a wide range of community needs in the areas of education, health and human services, workforce development, community development and criminal justice.

Ann Sherrill is the Director of the Baltimore Neighborhood Collaborative (BNC). BNC serves as a forum for local and national foundations, banks, corporate giving programs, and state and local governments to work together to develop joint strategies, pool and align funds for grants, advance policies to strengthen local communities, and attract new support for community development.

Stacy Freed is the Director of Planning and Programs at Baltimore City Department of Housing and Community Development and oversees a wide range of housing and community development activities.

Mel Freeman is the Executive Director of Citizens Planning and Housing Association (CPHA), which is a 70 year old non-profit whose mission is to bring about a healthy, inclusive Baltimore by bringing together people and neighborhoods to create innovative solutions to challenging community wide problems while empowering citizens with information and the skills for advocacy and organizing.

Cheryl Casciani is the Director of Programs at the Baltimore Community Foundation (BCF). BCF has been a local funder of neighborhood revitalization efforts for over 20 years, and created the Healthy Neighborhoods Initiative (HNI) in 2000.

Nick Rudolph is Baltimore Main Streets (BMS) coordinator, and works with 12 City neighborhood commercial districts to assist community members, merchants, property owners and other stakeholders to implement revitalization plans.

Nate Evans is Bicycle and Pedestrian Planner at the Baltimore City Department of Transportation. In implementing the Bicycle Master Plan, Nate works with city agencies and neighborhoods to address issues and adjust policies to make walking & biking safer and more convenient to all citizens, visitors & commuters in Baltimore.

Seema D. Iyer, PhD is Associate Director of the Jacob France Institute at the University of Baltimore. She oversees the Baltimore Neighborhood Indicators Alliance program.

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### **III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS**

#### **C. Public Input:**

**How did residents and other stakeholders in the community provide input to Action Plan described below in Section IV? (Answer Space 4,000 characters)**

Baltimore City provided a two-week public comment period for the proposed Sustainable Community Action Plan. The comment period was publicized through the Department of Planning's May edition of its e-Newsletter that goes to over 3,000 local stakeholders and individuals, including every community association registered through the City of Baltimore Community Association Directory. Also, The Mayor's Office, through its Neighborhood Newsletter, publicized the comment period as did, several of the Steering Committee's member organizations.

During the public comment period, a total of three written comments were received that, in general focused on increasing the population, open space and transit connections. The comments were reviewed with the SC Work Group. Revisions to the plan were made, where appropriate.

## **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

The Sustainable Community Action Plan (SC Plan or Plan) is meant to be a multi-year investment strategy - a strategic set of revitalization initiatives and projects that local partners believe will increase the economic vitality and livability of their community, increased prosperity for local households and improved health of the surrounding environment. The Plan should be flexible enough to be updated regularly and renewed every five years as the community envisions new goals. The priority initiatives and projects in the SC Plan should improve the livability of community places -- residential, commercial, or other public or private properties - and create new work, retail, recreational and housing opportunities for residents. These projects should also reduce the environmental impact of the community through water and energy resource conservation and management strategies. In this way, the Plan can be a road map for local stakeholders as well as State agencies to work together to create a more a sustainable and livable community.

### **A. Supporting existing communities & reducing environmental impacts.**

**(1) A community's approach to Smart Growth generally includes two inter-related areas of focus: encouraging reinvestment and growth in existing communities; and, discouraging growth that degrades natural resources, and farms and rural landscapes. Broadly describe your jurisdiction's Smart Growth approach and any significant accomplishments made over the last decade or so. (Answer Space 4,000 characters)**

Baltimore boasts significant cultural, institutional, transportation and financial resources and serves as the epicenter of Smart Growth success in Maryland. Though the city is challenged with a growing number of vacant properties and ongoing population decline, it has managed to support the redevelopment and growth of existing communities and commercial districts. As listed in Strategies 1, 2, 5 and 6, this approach focuses development in areas with available land and infrastructure, and provides programs that assist homeowners maintain their investments. Smart Growth efforts also allow households to live near their work, improve green spaces, and assist communities to protect and preserve the character of their neighborhoods, while minimizing disturbance of the City's natural resource base.

Examples of the City's success made over the last decade:

- Adaptive reuse and LEED certification. Miller's Court is an example of innovative, adaptive re-use of a vacant historic building. It provides affordable workforce housing for teachers and serves as an incubator space for education-related businesses and non-profits. The property is LEED Gold certified and is located near the headquarters of the Baltimore City Public Schools and the Johns Hopkins University School of Education, where many Teach for America participants earn master's degrees while working in the City school system.
- Historic Preservation. American Brewery, built in 1887, is an example of the successful rehabilitation of a formerly vacant historic structure. Located in East Baltimore, the building was once one of the largest breweries in Maryland, and is listed on the National Register of Historic Places. After a long period of abandonment, the brewery has since become the home for Humanim, a Columbia, MD based non-profit. Humanim was a key player in securing \$22.5 million to renovate the American Brewery Complex into its new headquarters.
- Live Near Your Work Program. Johns Hopkins University's (JHU) Live Near Your Work program is the longest running and most successful employer-assisted home-buying program in the state. In 1997, the Johns Hopkins Hospital, one of the City's largest employers, partnered with the State to offer cash grants ranging from \$2,500 to \$17,000 to help employees buy homes in targeted areas around JHU's Homewood and medical campuses. There has been a clear shift in the quality of life near Hopkins' institutions due to this partnership and investments in surrounding neighborhoods.
- Healthy Neighborhoods and Greening. The Patterson Park neighborhood is an example of a successful Healthy Neighborhood partnership. To develop and implement an alley greening plan, residents raised more than \$14,000, and partnered with community organizations such as Community Greens, University of Maryland Law School, Hogan & Hartson Law Firm, Patterson Park Neighborhood Association, the Mayor's Office, and the Neighborhood Design Center. This was also made possible by a City Charter Amendment.
- The Baltimore Sustainability Plan articulates 29 goals and 131 strategies to improve Baltimore in the categories of Cleanliness, Pollution Prevention, Resource Conservation, Greening, Transportation, Education & Awareness, and the Green Economy. Designed as a resource to help guide actions and decisions in ways that benefit people, the economy, and the environment, the plan was developed in 2008 through a public process engaging more than 1,000 citizens, and was formally adopted by the City Council in 2009. Implementation is overseen by a 21-member Commission on Sustainability, and an Annual Report is produced to track progress.
- TransForm Baltimore is a city-wide effort led by the Department of Planning to develop a new zoning code that

includes tools to support and guide city investment, protect neighborhood character and guide private development in a cohesive manner. It is expected to be approved by the City Council by late 2012.

#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(2) Describe any major investments in community infrastructure -water, stormwater, sewer, sidewalk, lighting, etc. -- that must be undertaken in order to improve the readiness or competitiveness of the proposed SC Area for private investment and compliance (if applicable) with TMDL regulations. Addressing the stormwater during redevelopment can reduce the pollution entering our streams and contribution to the restoration of the Chesapeake Bay. Investments in infrastructure, generally, can be an important catalyst for new private investment in the community. (Answer Space 4,000 characters)**

Baltimore City has committed resources to improve the physical infrastructure of the community to encourage private investment. In the proposed SC area, the following initiatives are being used to spur private investment and redevelopment:

Current projects, policies and initiatives:

1. Strategy 3: Investments along Transit Routes

- The Green Streets Project. Belair-Edison Neighborhoods, Inc. (BENI) has developed a comprehensive strategy for “green infrastructure” improvements to the corridor based on Chesapeake Bay Trust’s “Green Streets-Green Jobs-Green Town” program to include: creation of linear tree pits along the northeast and southwest sections of Belair Road; creation of bio-retention areas on the 3100 block of Erdman Ave and the southwest corner of Erdman Avenue and Edison Highway; and, conversion of the Mayfield-Erdman Alley into a “Blue Alley.”

2. Strategy 6: Greening strategies and targeted demolition in distressed areas

- Stormwater Management Initiatives. The Department of Public Works (DPW) will rehab sanitary sewers, and repair wastewater facility systems to comply with TMDL regulations. DPW is upgrading the water treatment plant at Montebello, which should be completed by May 2012. With stringent new stormwater management requirements developed by the State, the Department of Transportation (DOT) is required to mitigate impervious areas to decrease run-off and improve water quality. DOT is working with DPW to provide more permeable areas within the public rights of way, both with on-going projects and through other community initiatives.

- The Growing Green Initiative (GGI) – the GGI uses vacant land as a ‘raw asset’ for the future. Vacant land in weak market communities provide an opportunity to strategically incorporate high-performance green spaces such as parks, green storm water infrastructure, agriculture, and community spaces into the fabric of economic redevelopment. The GGI has five key elements: systems-based green storm water management; community managed open spaces; parks and open spaces; urban agriculture; and urban forestry. The Department of Planning is co-chairing a committee to develop the details of the initiative. The GGI is a key component of the Federal Urban Waters program.

- DOT Resurfacing and Lighting: DOT has committed funds to resurfacing at least 200 lane miles of city streets, and upgrade street lights with energy efficient LED replacements. To date, DOT has completed 2 miles of road resurfacing for bike lanes in Southeast Baltimore.

- Vacants to Value Program: The Department of Housing and Community Development (DHCD) strategy to rehabilitate more than 1,000 vacant buildings and leverage more than \$70 million in private investment. Strategy 6 targets blight in areas that far exceeds development demand for housing for the foreseeable future. The focus of Baltimore Housing in these areas will be to maintain, clear and hold-or “land bank” vacant property for future use. This includes targeted demolition, boarding and cleaning, and creative interim uses including creating community green space where demand for new housing doesn't yet exist.

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

**(3) Describe policies, initiatives or projects that the community will undertake or expand in order to reduce the SC Area's impact on the environment. Examples include but are not limited to: conservation or management of stormwater through retrofitting of streets and by-ways (Green Streets, rain gardens, etc.); retrofitting of facilities and homes for energy conservation; implementation of "green" building codes and mixed-use zoning; recycling of waste; clean-ups of watersheds; and, encouragement of "Buy Local" approaches that benefit local suppliers and food producers. A comprehensive menu of such actions may be found through the nonprofit Sustainable Maryland Certified initiative. (Answer Space 4,000 characters)**

Led by the Baltimore Office of Sustainability, the City is committed to reducing the SC Area's environmental impact by maximizing the reuse and recycling of materials, implementing green building standards, promoting environmental education, and improving local food systems.

Current projects, policies and initiatives:

1. Strategy #6: Greening strategies and targeted demolition in distressed areas

- **City-wide Efforts:** Baltimore will recycle more waste and reduce the environmental and monetary costs of landfill maintenance. The City will reduce the level of trash in our watersheds through proven operational systems such as street sweeping, and new technologies such as trash interceptors. Reduction of chemical and nutrient pollutants will occur through greening initiatives such as tree plantings, vegetating vacant lots, installing green roofs and building bio-retention facilities. The Departments of Planning and General Services will work to reduce energy consumption in city-owned buildings
- **Green Schools Challenge:** The Green Schools Challenge supports environmental leadership by creating "Green Teams" of students and teachers at City public schools. The program provides each Green Team with a \$1,000 grant to plan and implement projects in the categories of Sustainability, Energy, and Healthy Food. Green Teams also get additional support from the Baltimore Energy Challenge for energy conservation projects.
- **Blue Water Baltimore Clean Water Communities:** Based on the Clean Water Community Initiative (CWCI), Blue Water Baltimore brings together non-profits, foundations and city agencies to educate residents and encourage actions and collaborations to work toward cleaner waterways and healthier communities. CWCI activities include installing rain barrels, planting rain gardens and removing unwanted pavement.
- **Baltimore Neighborhood Energy Challenge & Community Energy Savers Grant:** The Baltimore Neighborhood Energy Challenge has the goal of reducing the energy use in the city by 15% by 2015 through neighborhood-level engagement. Started by the Baltimore Office of Sustainability and housed at the non-profit Civic Works, the program has worked in 20 neighborhoods so far, and has branched out to include a Baltimore Business Energy Challenge (focused on Baltimore's Main Street neighborhoods) and the School Energy Hubs program (focused on school-community partnerships). Also, through the Community Energy Savers Grant Program, the City granted \$1,000,000 to local non-profits for energy-saving retrofits and programs in 2011.
- **Buy Local Baltimore:** BDC is working with the Mayor's Office on a Buy Local Baltimore initiative designed to encourage area residents to patronize local independent businesses in an effort to improve the quality of life in Baltimore neighborhoods and enhance economic vitality throughout the region. Preliminary activities include monthly visits by the Mayor to commercial districts and highlighting local businesses in the Mayor's e-newsletters.
- **Homegrown Baltimore:** "Grow Local, Buy Local, Eat Local" is a City program to promote urban agriculture, led by the Mayor and supported by the Baltimore Office of Sustainability, Baltimore Housing, and other public and private partners. Homegrown Baltimore focuses on updating policies to support local food production, distribution, and consumption. It offers 1+ acre parcels of vacant land that are suitable for farming, but have no short-to-mid-term development plans, to experienced growers identified through a Request for Qualifications process.
- **Baltimore BNote:** The BNote is a local currency created in 2011 by the Baltimore Green Currency Association, a non-profit seeking to encourage local buying. Anyone can "purchase" \$11 in BNotes for \$10, which can then be spent at over 150 independent Baltimore businesses at an equivalent of \$1 each, giving participants a built in 10% discount. Currently, there are approximately 22,000 BNotes.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)**

The Sustainable Communities initiative will utilize an extensive network of public agencies, private organizations, anchor institutions, businesses, community development corporations, umbrella organizations and others who contribute various resources and expertise toward the common goals of creating a strong, vital and sustainable city. These agencies and organizations include:

- Office of Sustainability
- Blue Water Baltimore
- Department of General Services
- Department of Planning
- Homegrown Baltimore
- Baltimore Housing
- BNote Baltimore

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

### **B. Valuing communities and neighborhoods -- building upon assets and building in amenities:**

**(1) What are the key assets that exist in the community upon which the Plan's projects and initiatives will build? Assets may include physical assets such as parks and historic structures and also civic and economic assets such as employers, educational institutions, and cultural organizations and activities. (Answer Space 4,000 characters)**

Baltimore will build upon its existing strengths and assets by targeting investments in historic and cultural amenities, competitive economic sectors, parks and open spaces, education and our extensive location-based assets. These investment priorities are reflected in the six strategies around which the Baltimore Sustainable Community initiative was designed.

- Historic and cultural amenities are located throughout Baltimore, offering a rich variety of experiences for tourists and residents alike. Historic sites include the Museum of Maryland African-American History, Fort McHenry, the B&O Railroad Museum and the Edgar Allen Poe House. Baltimore's arts amenities scene includes regional art galleries (such as the Baltimore Museum of Art and the Walters Art Museum), community art events, international festivals, and Artscape, America's largest free arts festival. Baltimore is also home to performance venues such as the Hippodrome Theater, Meyerhoff Symphony Hall, and Center Stage.
- Health, education and bioscience industries are key economic drivers, representing 42% of the city's total employment. Major industry employers include Johns Hopkins University and Medical Institutions, the University of Maryland and University of Maryland Medical Center, the Social Security Administration, Veterans Administration, and several other universities and hospitals. These industries also add to Baltimore's economic vibrancy by attracting employees, students and clients nationally and internationally.
- Parks and open spaces are located throughout the City, and are convenient to large concentrations of population. The City's parks and natural resource system includes over 6,000 acres of land on over 400 different properties ranging in size from the 700-acre Leakin Park to small neighborhood pocket parks that are less than an acre. Connecting many parks and the Inner Harbor is a growing network of greenway trails that includes the Gwynns Falls, Herring Run and Jones Falls Trails.
- Educational opportunities are an important amenity and top priority for families looking to invest in a particular neighborhood. Four Baltimore City public high schools are among the top ten ranked schools in the state. Recent philanthropic partnerships, namely the Goldseker Foundation's Neighborhood School Partnership, have invested in joint neighborhood and school improvement strategies that improve the quality of schools and increase enrollment and academic quality. Meanwhile, colleges and universities are involved in anchor-based development strategies to invest in and revitalize the neighborhoods surrounding their campuses, for example, the Johns Hopkins' "Homewood Community Partnership Initiative."
- Baltimore's location along the Eastern Seaboard and within the Mid-Atlantic region creates a regional advantage in manufacturing, warehousing, shipping, port-related and distribution activities. The City is accessible by multiple major interstate highways, and is served by a major international airport, an extensive freight rail network, MARC commuter rail and Amtrak passenger rail services.

Current projects, policies and initiatives:

1. Strategy #1: Support Commercial areas
  - Maritime Industrial Zoning tools to protect the Port of Baltimore and related industries;
2. Strategy #3: Target investment along major transit routes
  - Creation of new tools through TransForm Baltimore, the zoning code rewrite, to promote TOD, high-density mixed use, and entertainment options, including the C-1-E Neighborhood Business and Entertainment Zoning District;
3. Strategy #4: Target investment in Arts and Entertainment
  - Support for the Station North, Highlandtown and Bromo Tower Arts and Entertainment Districts;
  - Restoration and reuse of historic landmarks, such as the Senator Theater, and Broadway Market;
  - Promotion of new national events such as the Baltimore Grand Prix IndyCar Racing Event and Sailabration 2012.

#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(2) What policies, initiatives or projects will reuse or enhance the historical assets, traditional business districts/Main Streets and cultural resources of the community? What actions will reinforce your community's authentic "sense of place" and historic character? (Answer Space 4,000 characters)**

The U.S. Census showed that within the last decade young professionals are moving back to urban centers in record numbers. For Baltimore, young households are choosing Baltimore neighborhoods regardless of the location of their job within the region, and generally desire row houses, condominiums, and historic areas due to their unique blend of access to cultural amenities, retail and transit connections.

Baltimore's historic and heritage tourism/cultural industry provides place-based opportunities that range from expansive world-renowned attractions to smaller, locally celebrated activities. These amenities fall within three broad areas:

- Visual arts-based attractions such as museums, galleries, art studios and architecture-related events;
- Performing arts-based attractions such as theater, cinema, music and dance; and
- Historic/cultural-based products such as history museums, libraries, literary events, bus and walking tours, and redevelopment and preservation of historic districts.

Projects and initiatives to support these amenities, increase the City's sense of place and create experiences that attract visitors from around the region, all contributing to the expansion of Baltimore's cultural sector. This will provide additional opportunities to preserve and enhance the historic character of neighborhoods, and spur private investment in historic areas through investments in residential, commercial, and mixed use development.

Current projects, policies and initiatives:

Strategy #1: Support Commercial areas

- Baltimore Mainstreets benefit retail and upper-story redevelopment efforts.

Strategy #4: Target investment in Arts and Entertainment

- Property Tax Credits for Historic Restoration and Rehabilitation in both national and local CHAP historic districts;

National and local designation and protection of historic landmarks;

- Events such as the Baltimore Farmers Market, Artscape, War of 1812 Bicentennial Celebration;
- One Percent for Art Ordinance;
- Residential redevelopment projects in historic districts (e.g. Fells Point and Jones Falls Valley); and
- Inclusion of design standards in the new draft Zoning Code.

#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(3) Describe policies, initiatives or projects that will increase community access to green spaces, parks and other amenities? A community can gain social and physical benefits from access to a healthy natural environment. The inclusion of complete streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, or reusing a vacant lot for a new community park or playground. (Answer Space 4,000 characters)**

Baltimore's natural resource amenities include parks and open spaces, recreation centers, and natural habitats such as forests, streams and estuaries. The City's parks and natural resource system includes over 6,000 acres of land on over 400 different properties ranging in size from a 700-acre forest in Leakin Park to small sub-acre lots throughout the city. Baltimore's most famous natural resource is the Inner Harbor, an international tourist destination. The city's parks, natural resources, stream valleys, and open spaces offer great diversity. Residents play tennis in Druid Hill Park, hike in the forests of Cylburn Arboretum or navigate the Inner Harbor in a paddle boat.

Current projects, policies and initiatives:

1. Strategy #3: Target investment along major transit routes
  - Expansion of the greenway trails and on-street bike network system to build connections between various parks and population centers, including the Inner Harbor, and
  - Complete Streets planning by DOT.
  
2. Strategy #6: Greening strategies and targeted demolition in distressed areas
  - Community Open Space Preservation Project (e.g. Pigtown Horseshoe Pit, Duncan Street Miracle Garden);
  - Adopt-a-Lot program;
  - Creation of an Open Space Zoning District in new Zoning Code;
  - TreeBaltimore, and initiative to double Baltimore's tree canopy;
  - Baltimore City Critical Area Management Program;
  - Installation of Floating Wetland Islands and Jones Falls Trail;
  - Vacants to Value and Power in Dirt;
  - The Growing Green Initiative;
  - Playground safety updates underway through Recreation & Parks;

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)**

- The Baltimore City Departments of Housing, Recreation and Parks, Transportation, and Planning with the Commission for Historic and Architectural Preservation (CHAP) and the Baltimore Sustainability Commission are key community groups and stakeholders that will implement of the initiatives and projects noted in this section.
- Other partners will include local, state and federal governments: local educational institutions (both public and private), hospitals and other major employers, community and neighborhood associations, small business owners, non-profit arts and cultural organizations, sports organizations, and others.

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

### C. Enhancing economic competitiveness

**(1) What economic development policies, initiatives or projects will improve the economy through investments in small businesses and other key employment sectors? What economic development and business incentives will you build upon or implement as part of the SC Plan? Examples could include but are not limited to: green-taping for expedited project application review; permitting and inspection; job training; business tax credits; and, revolving loan funds. (Answer Space 4,000 characters)**

The City of Baltimore seeks to enhance economic competitiveness and access to economic opportunity for the Sustainable Community areas through the promotion of Baltimore's strengths and regional assets. In addition, Strategy 1 specifically addresses economic development within the SC areas by targeting investments in the Baltimore Main Street areas and commercial corridors in Middle Market neighborhoods. The assets and amenities in these areas help to strengthen the city's economy and are reinforced by Baltimore City's 2006 Comprehensive Plan, Live, Earn, Play, Learn and the Comprehensive Economic Development Strategy.

Planning Strategies: The Baltimore Development Corporation (BDC), the Baltimore Planning Department, Baltimore Workforce Investment Board (BWIB), and the Mayor's Office of Employment Development (MOED) all work in collaboration to plan and implement a variety of economic development policies, initiatives and projects through various plans and programs. These plans and programs provide a strategic roadmap to direct economic and workforce development initiatives. The following plans contain specific strategies that impact Baltimore's economic development policies, initiatives and projects:

- Live, Earn, Plan Learn: The City of Baltimore Comprehensive Plan
- Baltimore Sustainability Plan (particularly the section on the green economy)
- Comprehensive Economic Development Strategy (CEDS) (to be updated in 2012)

Economic Development Programs and Benefits for businesses: BDC, Baltimore's economic development organization, manages the following programs (among others) to help improve the economy through investments in small businesses and our key employment sectors:

- Baltimore Main Streets: Provides support and public resources to 10 designated neighborhood business districts, all of which are included in the Sustainable Community area. Program strategies are designed to address local needs and opportunities, encourage public-private partnerships to leverage private investment, build confidence in the commercial real estate market, and spur economic activity in distressed areas.
- Enterprise Zone (EZ) Income Tax Credits: This program offers one- or three-year tax credits for wages paid to new employees. The general credit is a one-time \$1,000 credit per new worker. For economically disadvantaged employees, the credit increases to a total of \$6,000 per worker distributed over three years. When located in an EZ Focus Area, the general credit is a one-time \$1,500 credit per new worker.
- Revolving Loan/Working Capital Loan Funds (RLF/WC and MILA/RLF): These resources are used by businesses for acquisition and improvement of land, equipment, renovation, demolition, site preparation and new construction. The funds may also be used for working capital with restrictions. The funds may not be used for relocation from a surplus area or investment activities and are not available to applicants with an outstanding RLF loan, or to applicants who have received accumulated assistance from the RLF of \$150,000 within the previous five-years.
- BDC Façade Improvement Grants (FIG): This program offers up to \$3,000 in matching grants and, in certain cases, design assistance to merchants and property owners in designated commercial revitalization districts in order to improve the appearance of individual building facades, signs and awnings, as well as the overall look of the retail district. Improvements must be to areas visible from the public way and are reviewed by community review boards.

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

**(2) What workforce development policies, initiatives or projects will increase access to jobs and economic opportunity for residents in the SC Area? Do you have a goal for job creation? Are green jobs an opportunity in the jurisdiction or SC Area? (Answer Space 4,000 characters)**

The City's Comprehensive Master Plan and CEDS provide a framework to guide development in Baltimore. Strategies from these plans focus on workforce development managed by BWIB.

BWIB engages partners and stakeholders in a process of building unified strategies for common goals to develop a city-wide workforce pipeline. These partners include MOED and the Greater Baltimore Committee (GBC), with each playing a key role in setting city-wide priorities to attract and retain businesses in the city. Priorities related to workforce development include:

- Building the City's future workforce by working to address low performance scores of high school students, and improve career education and work-based learning opportunities for youth.
- Increasing the city's labor participation rate by expanding education and training opportunities, particularly for individuals facing various barriers to employment.
- Building better connections between and among businesses, educational institutions, and the public workforce system by addressing workforce needs in target industry sectors; educating employers about new laws and regulations impacting the current and future workforce; aligning educational programs with the needs of the 21st century workforce; and improving student preparation for learning, to facilitate overall achievement, at all education levels and within the workforce.
- Fostering collaboration and engagement between workforce entities through enhanced collaboration among regional workforce investment areas (WIA's), and developing and promoting efficient regional transportation systems.
- Research and data collection to promote BWIB's overall priorities and provide substantive information to improve decision-making for a more competitive business environment.

In addition, through Public Policy Committee, BWIB will continue to address legislative and administrative barriers to employment for diverse populations of job seekers. This will include implementation of recommendations in the recently released Talent Pipeline Development Study. Priorities adopted by the BWIB include:

- Training of low-wage workers and job seekers with adult literacy and workplace literacy training.
- Increased resources for training incarcerated individuals and ex-offenders.
- Additional resources for connecting youth, particularly those most in need of assistance, to education and workforce training, enhancing the pipeline of qualified job seekers.

Projects and Initiatives to Address Workforce Needs (Strategy #1: Support commercial areas):

- **Employ Baltimore:** A Mayoral initiative to match businesses that receive City contracts to qualified Baltimore residents who meet their workforce needs. The initiative seeks to ensure that City expenditures contribute to local employment. It will also meet business development needs by saving time and money in the recruitment process, offering customized training resources that build worker pipelines for hard-to-fill job vacancies, and providing access to tax credit programs that support investment.
- **Target sectors:** The City's targeted economic sectors include the following: bio-science; business services and real estate; construction; technology; health care and social services; hospitality and tourism; and port related transportation and distribution. The Baltimore Office of Sustainability and the Baltimore Sustainability Plan (April, 2011) also includes economic development strategies for the green economy and training for green jobs.
- **Baltimore Integration Partnership:** Supports initiatives to reconnect low-income residents to the regional economy through physical and human capital development. BIP includes the following:
  - Funding for implementation of the Central Baltimore Partnership Strategic Plan
  - Support for Red Line Corridor Development
  - Enhanced EBDI workforce training
  - Project development and lending to support new construction and rehabilitation.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(3) Describe whether the Sustainable Community will be impacted by the Base Re-alignment and Closure (BRAC) activities in Maryland. If impacted, how do the initiatives and projects in your Plan complement BRAC-related growth? (If not applicable, all ten points will be assessed based on answers to questions 1, 2, and 4) (Answer Space 4,000 characters)**

The Sustainable Community areas have been impacted by Maryland's BRAC activities, particularly through city-wide efforts to market stable housing markets near transit and MARC stations to households relocating to the Baltimore region. Baltimore is well situated between both Aberdeen Proving Ground and Fort Meade which allows it to capitalize on this strategic location by providing access to one or more federal facilities. The City has partnered with Live Baltimore to market City neighborhoods to relocating families, and has proposals for improvements to MARC services, a new MARC station at Johns Hopkins Bayview Medical Center, and revitalization efforts in neighborhoods surrounding the West Baltimore and Penn Station MARC stops.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)**

The following community groups and stakeholders will be key to the implementation of our economic and employment development priorities:

- Baltimore Development Corporation
- Mayor's Office of Employment Development
- Baltimore Workforce Investment Board
- Emerging Technology Centers
- Baltimore City Community College
- Baltimore Main Streets
- Baltimore Office of Sustainability
- Job Opportunities Task Force
- Baltimore Metropolitan Council
- Live Baltimore

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

### **D. Promoting access to quality affordable housing.**

**(1) What housing policies, initiatives or projects will expand housing choices - rental and homeownership -- for people of a range of ages, incomes, and also for disabled individuals? How will these actions address the current housing conditions and needs noted in Section II? (Answer Space 4,000 characters)**

The City is committed to providing a diversity of housing choices for all residents and to advancing efforts that integrate housing, transportation, education and sustainability. A toolkit of strategies (including regulatory requirements, incentives, planning initiatives and public-private partnerships) guides the City's neighborhood investment decisions, provides a framework for equitable housing and works to reduce the disparities that have defined the city over the past 50 years. In addition, the City will continue to implement its 2006 Comprehensive Plan which calls for the expansion of housing choices and the creation of at least 300 additional housing units each year. This number may increase given a new focus on growing the City by 10,000 households by 2020.

Current projects, policies and initiatives:

1. Strategy #2: Healthy Neighborhoods

- Healthy Neighborhoods, Inc. (HNI) assists strong but undervalued neighborhoods encourage homeowner purchase and investment, market their communities, create high standards for property improvements, and forge strong connections among neighbors. HNI offers below market rate financing for housing purchase, rehabilitation, and refinance to home buyers and owners through a loan pool initiated in 2006. The first loan pool provided financing to 239 homeowners, and a second pool of \$23 million was created in 2012. A \$26 million federal grant enables the purchase, renovation and sale of foreclosed or abandoned properties. As a result, more than \$100 million has been invested in these neighborhoods to-date.
- Foreclosure prevention and mitigation initiatives build the capacity of nonprofit community development organizations to provide financial, pre-purchase, default and delinquency, and reverse equity housing counseling; reclaim and rehabilitate vacant REO properties; and provide outreach and marketing to assist homeowners and renters at risk of foreclosure.
- The City has an Inclusionary Housing Law that seeks to ensure low and moderate-income families benefit from market-rate housing in rapidly gentrifying and high opportunity neighborhoods.
- An Analysis to Fair Housing Impediments study at both the City and regional level provides specific recommendations to eliminating barriers to housing.
- HUD's Neighborhood Stabilization Program is being used to broaden the residential base of the City's middle market and emerging neighborhoods and protect erosion of the tax base and neighborhood fabric by providing funds to acquire and rehabilitate vacant and foreclosed properties.
- Vacants to Value is a six-pronged approach to reducing the City's inventory of vacant properties.

2. Strategy #3: Target investment along major transit routes

- HCD's Notice of Funding Availability (NOFA) links funding support to a project's proximity to transportation, employment centers and other amenities and services.
- A HUD-sponsored Choice Neighborhoods Planning Grant seeks to remove barriers between neighborhoods in Central West Baltimore and to create a comprehensive implementation strategy that addresses education, employment and transportation issues.
- The Red Line is a proposed 14-mile, \$2.2 billion east-west transit initiative designed to connect the Hopkins Bayview campus with the Social Security Administration while serving as an organizing framework for stakeholders.

3. Strategy #5: Investment around anchor institutions and major redevelopment areas.

- The City has identified eight major redevelopment areas: EBDI, Oliver, Johnston Square, Barclay, Uplands, North Avenue, Park Heights and O'Donnell Heights where catalytic housing developments are combined with major transit initiatives, institutional expansion, or commercial redevelopments to create comprehensive neighborhood transformations.
- Rehabilitation of scattered-site units by the Housing Authority of Baltimore City in areas designated for new development and that are in close proximity to transit and

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

**(2) Will these housing initiatives or projects increase access to transit or community walkability and/or decrease transportation costs? In other words, will the housing investments result in more people living near work or town centers, or able to more conveniently reach work, school, shopping and/or recreation?** *(Answer Space 4,000 characters)*

Baltimore is known for its recognition of the nexus between housing, transportation, lifestyle and economic sustainability. The city's core was designed before the prevalence of automobiles, and at other points in history, relied on transit and walking as the principle means to move people around the city. As a result, land use patterns are dense and well-distributed with ample sidewalks and the capacity to support high quality transit services. Many trips Baltimore citizens make are short enough for walking or biking.

The residential component ("Live") of the City's 2006 Comprehensive Plan calls for improving transportation access, accessibility and choice for all city residents, as well as identifying a set of policies that allow for and encourage increased development near existing and proposed transit stations in order to enhance the safety and sense of place in neighborhoods and promote a broad range of mixed-income housing choices. For example, the City's comprehensive rezoning effort has led to the creation of TOD station area zones, and agencies are coordinating land acquisition in a way that encourages intensified development near transit.

Similarly, the 2010 Sustainability Plan calls for capitalizing on Baltimore's existing transportation network and targeting improvements to meet the needs of residents in a sustainable way. It specifically calls for improving public transit services, including realizing the Red Line Transit project; improving public infrastructure for cyclists and pedestrians; facilitating shared-vehicle and bicycle usage; measuring and improving transportation equity; and increasing transportation funding for sustainable modes of travel. This will meet the needs and desires of our current and future residents who are attracted to walkable, car-free communities with a mix of housing types and character.

Current projects, policies and initiatives:

1. Strategy #3: Target investment along major transit routes
  - HCD's Notice of Funding Availability (NOFA) links funding support to a project's proximity to transportation, employment centers and other amenities and services.
  - The Red Line is a proposed 14-mile, \$2.2 billion east-west transit initiative designed to connect the Hopkins Bayview campus with the Social Security Administration while serving as an organizing framework for stakeholders.
  - University efforts such as Hopkins Live Near Your Work grant and NSP assistance spurred development along on Calvert Street; a new shuttle stop at the Fitzgerald apartments, and a market-rate apartment building that is also within walking distance of Penn Station.
  
2. Strategy #5: Investment around anchor institutions and major redevelopment areas.
  - A HUD-sponsored Choice Neighborhoods Planning Grant seeks to remove barriers between neighborhoods in Central West Baltimore and to create a comprehensive implementation strategy that addresses education, employment and transportation issues.
  - Uplands's Poppleton Coops is a major redevelopment initiative of 234 units of affordable housing located near the proposed Red Line corridor, I-95, major bus routes, commercial amenities and employment centers.
  - The North Avenue Gateway is located along North Avenue, one of the City's major transit corridors.
  - A multi-phased investment is underway in Johnston Square to support efforts to increase walkability and promote greater access to transit.
  - The City's Vacants to Value strategy redirects development to areas of strength by working with committed, capitalized developers to effectively leverage whole block solutions. For example, the 200 block of North Duncan Street is being redeveloped and sold as homeownership in a joint venture between a local for-profit developer and a CDC. The block is adjacent to market-rate construction with a starting price of \$230,000 and is within walking distance of the Hopkins Medical Campus, the subway and multiple bus lines.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(3) What is your goal for of number of units to be created of affordable workforce housing, rental and homeownership? What populations (by income or special needs) will benefit from this increased access to affordable housing? (Answer Space 4,000 characters)**

The Baltimore Housing Consolidated Plan (2010-2015) identifies specific goals for the creation of affordable workforce housing, rental and homeownership units by 2015, for the following populations:

- **Low-income Persons:** Baltimore Housing will provide 1,634 units of affordable rental housing for extremely-, very- and low-income renters, and to assist 1,591 extremely-, very- and low-income households become homeowners (this does not include some 370 Special Needs renters who will be assisted). This objective will be reached using a wide variety of resources including those made available through: HOME, Public Housing, CDBG, Low-Income Housing Tax Credits, City Bond Funds, Neighborhood Stabilization 1 and 2 and State of Maryland Housing Programs. The primary form of assistance will be a development subsidy for new construction and rehabilitation. Almost all of these units will be affordable for a minimum of 20 years.
- **Homeless Persons:** Baltimore Housing will lease 200 units for "vulnerable homeless persons" using housing choice vouchers, and acquire and develop 25 permanent supportive housing projects for homeless households.
- **Persons with Disabilities:** Using HOME and other funds, Baltimore Housing will create 107 units of "Uniform Federal Accessibility Standards (UFAS) Housing with Long Periods of Affordability," 153 Units of "UFAS Compliant Public Housing," and 2 units of "Partially UFAS Compliant Public Housing." It will also assist 30 disabled householders to become homeowners through mortgage assistance.
- **Persons Living with HIV/AIDS:** Baltimore Housing will use HOPWA funds to lease 686 rental units for persons living with HIV/AIDS, and to create 25 units of permanent supportive housing.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)**

In addition to City and State housing agencies, key public-sector partners include DOT, DPW, Planning, BDC and the Department of Housing and Urban Development (HUD). Foundations and other funders are also playing an increasing role in aligning and leveraging housing and community development efforts and workforce development through initiatives such as the Living Cities' Integrative Initiative and the HUD Regional Sustainable Communities program; it is anticipated that the groundwork laid through these efforts will continue as the lessons learned can be applied citywide.

Strong public-private partnerships based on ongoing collaboration are and will continue to be critical to the success of the City's neighborhood revitalization initiatives. The City's Housing Department works with local and nationally-based for- and not-for-profit developers as well as the Baltimore City Committee of the Asset Building Community Development (ABCD) network, the Baltimore Integrated Partnership, financial intermediaries such as The Reinvestment Fund and Baltimore Community Lending. Agency leadership is represented on a number of boards of directors including EBDI, Central Baltimore Partnership, Healthy Neighborhoods, Park Heights Renaissance, and the West Side Initiative.

## IV. SUSTAINABLE COMMUNITY ACTION PLAN

### **E. Support transportation efficiency and access.**

**(1) What policies, strategies and projects are envisioned to strengthen the transportation network that affects the proposed SC Area? How will these initiatives support transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing and transportation land uses? (Answer Space 4,000 characters)**

Strategy #3 targets investment along major transit routes which supports the goal in the City's Comprehensive Master Plan to improve transportation access and choice.

Current projects, policies and initiatives to support the SC Plan to improve transportation efficiency and encourage walking, bicycling, and the use of public transportation:

1. Strategy #3: Target investment along major transit routes
  - Bicycle Network Strategy: Bicycle facility improvements include over 100 miles of bike facilities installed by the Department of Transportation (DOT) including bike lanes, signed routes and bicycle boulevards. The nearly completed Guilford Avenue bicycle boulevard is the city's first such bicycle improvement. Additional improvements include: resurfacing, reconstructions and maintenance upgrades. The city boasts nearly 40 miles of off-road trails as part of the Gwynns Falls Trail, Jones Falls Trail, Herring Run Trail and Waterfront Promenade. DOT also installs free bike racks to interested property owners totaling over 350 bike racks in the past 5 years. As a result of the investments, the city has increased bicycle commuting by 40% over the past 2 years.
  - Strategic Transportation Safety Plan: Over the past 3 years, traffic safety has ranked higher in citizen concern than property crime. Recognizing this trend, the DOT is developing a Strategic Transportation Safety Plan that aims to improve travelling conditions for all road users, especially pedestrians.
  - Complete Streets Master Plan: The Plan follows the passage of the City Council Complete Streets resolution. It evaluates the city's roadway system and land uses and makes recommendations to accommodate diverse roadway users in a safe environment.
  - ADA Transition Plan: As a result of new ADA standards developed for Baltimore City, DOT is developing an ADA Transition Plan to create an accessible environment for people of all ages and abilities by targeting sidewalk and street crossing improvements.
  - Art in the Public Right of Way: Over the past 2 years, DOT has been working with community groups to oversee art projects in the public right of way. DOT approves community plans such as creatively decorated crosswalks and intersections in Highlandtown, Hamilton, Middle East and soon in Reservoir Hill.
  - Red Line Transit: The City has been working with the Maryland Transit Administration (MTA) to plan the Red Line rail transit corridor stretching east to west across the city. The project is currently in the preliminary design phase. As part of this process, in 2008, the City initiated the Red Line Community Compact, a landmark agreement between the City of Baltimore, the MTA and numerous local non-profit organizations to maximize the benefits of the project for the community. Addressing the goals of the Community Compact, the Station Area Advisory Committees (SAACs) were established in September 2010 to involve communities along the Red Line corridor in the station visioning and planning process.
  - Ridesharing: DOT provides free ridesharing services to increase carpooling and decrease commuting congestion.
  - Charm City Circulator: Launched in 2009, this free transit service provides 4 interconnected routes through central Baltimore. The Orange Line services an east-west route between Harbor East and Hollins Market. The Purple Line provides a north-south route between Penn Station and Federal Hill, and soon to be extended north to Charles Village. The Green Line provides a circular route between downtown, Harbor East and Johns Hopkins Medical Campus. The Star Spangled Route connects downtown with Locust Point businesses, the new McHenry Row development and Fort McHenry.
  - Charm City Bikeshare: Charm City Bikeshare is scheduled to launch in September 2012, and will provide public access bikes for short-distance trips. The initial phase of the program will focus on central and south Baltimore with 25 stations and

#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(2) If applicable, describe the SC Area's connection or proximity to transportation centers (e.g. Metro, MARC, and light rail stations) and describe opportunities for Transit - Oriented Development (TOD). Will Plan strategies and projects contribute to jobs/housing balance or otherwise provide a mix of land uses that can be expected to reduce reliance on single-occupancy automobiles? (If transit or TOD is not applicable in your community, all points in this section will be based on questions 1 and 3) (Answer Space 4,000 characters)**

Baltimore's Comprehensive Master Plan provides a TOD strategy which supports economic efficacy and growth, expands transportation choices, guides future development into compact mixed-use activity centers near transit stations, and identifies efforts to enhance the character, safety and sense of place in neighborhoods near transit stops.

The proposed SC boundaries are designed for continued support of the City's efforts to address long-standing patterns of disinvestment and segregation by focusing on areas and programs where efforts are already underway to better connect development, workforce and transportation initiatives. These efforts are further supported by the following policies, projects and initiatives.

Current projects, policies and initiatives to support the SC Plan:

- The Baltimore Integrative Initiative: A 3-year pilot funded through Living Cities focusing on 4 areas: connecting development financing to job creation and wealth; building a pipeline of skilled workers in neighborhoods near anchor institutions, development or transit initiatives; and, working with anchor institutions to modify existing procurement policies to encourage greater participation by local and minority-owned businesses and to strengthen employment opportunities for local residents. This effort will promote a job/housing balance in affected areas.
- Multiple transit options: There is an extensive bus system that covers the proposed SC area. In addition, the area is also served by the subway and Light Rail. There are eleven Light Rail stops that serve the proposed SC area including Penn Station and Camden Yards that connect to the MARC trains as well as twelve proposed Red Line stops. Proposed stops will link to workplace sites.
- Ongoing efforts to encourage sidewalk improvements around TOD stations: City agencies are working to improve the pedestrian environment around TOD stations. These efforts will increase the land value around the stations, increase transit ridership, and attract employers and residential development.
- Development around State designated TOD projects within the SC area: Westport Waterfront, State Center and Reisterstown Road are currently State designated TOD sites. The projects are in various stages of development, but proposed plans for each of these station areas call for mixed-used development, including residential, retail and office which will improve the pedestrian environment, increase the supply of affordable housing, and raise land values around transit stations, provide automobile congestion relief, and increase transit ridership.
- Additional Stations identified for TOD designation: The following stations have been identified for designation and submission to the Maryland Department of Transportation (MDOT):
  - o Penn Station, Lexington Market, Cold Spring Lane and Mechanic Theatre, all within the SC area.
  - o TOD planning processes for the following existing and future transit stops: West Baltimore MARC station based on the station master plan; and, Highlandtown/Greektown, future Red Line station.
- Baltimore's HUD Sustainable Communities grant: This regional level effort will be used to develop a Regional Plan for Sustainable Development that will cohesively link housing, transportation and workforce investments. By formalizing regional housing and workforce development strategies in a way that connects them to each other and to our Long Range Transportation Plan, the City's local governments and non-profit partners will be able to form new, outcome –based partnerships that maximize the ability to leverage regional resources. The process will include extensive community engagement and education, citizen leadership development, real world demonstration projects, and the establishment of regional housing and workforce development plans.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(3) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)**

The following groups and stakeholders will be key to implementing the transportation projects and policies outlined above:

Baltimore City Department of Transportation  
Baltimore City Department of Planning  
Baltimore City Housing  
Maryland Transit Administration  
Maryland Department of Transportation  
Baltimore Development Corporation  
Central Maryland Transportation Alliance  
Red Line Station Area Advisory Committees  
Baltimore Metropolitan Council  
Bike Maryland  
Mayor's Bicycle Advisory Committee  
Downtown Baltimore Family Alliance  
Bikemore

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## **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

### **F. Coordinating and Leveraging Policies and Investment**

**(1) What specific steps will the Sustainable Community Workgroup take to coordinate policies and funding streams to remove barriers to investment and maximize and increase funding in the proposed Sustainable Community Area? (Answer Space 4,000 characters)**

The City and its partners have been working over the past several years to address and remove barriers to investment in the areas of housing, transportation, workforce development and regional planning efforts.

- **Workforce Development:** By financing catalytic projects that create both people and place-benefits, the Baltimore Integration Partnership is simultaneously supporting job creation with new services and amenities while providing equity-building opportunities and improving conditions in low-income communities. Strategies are being tested in three communities, all of which are included in the SC boundaries: EBDI, Central Baltimore and the West Baltimore MARC station area with the intent of creating best practices that can be utilized citywide.
- **Regional Planning and Transportation Efforts:** Demonstration projects designed through the HUD Regional Plan for Sustainable Development will also focus on several communities that are part of the SC boundaries, particularly those where transit-employment connections can be strengthened.
- **Housing:** Through its Vacants to Value initiative, Baltimore Housing is removing barriers to investment by: reducing the time required to dispose of properties; creating green space, side yards, and urban agriculture uses in areas no longer suitable for development, where less density is required, or where the market is not supporting development; and, targeting areas near development initiatives for aggressive code enforcement that can lead to receivership in the event a property owner does not comply with the law.

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#### **IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(2) How is the proposed Sustainable Community Plan consistent with other existing community or comprehensive plans? (Answer Space 4,000 characters)**

Baltimore is divided into eleven geographically defined planning districts covered by 9 community planners. Each planning district contains a host of small-area plans and on-going planning processes, including Strategic Neighborhood Action Plans, urban renewal plans, community-based planning initiatives, transit-oriented development plans, corridor plans, and Critical Area management plans. These plans are developed by district planners working closely with private citizens, neighborhood/community based organizations, and non-profits to ensure that sound planning principles are being applied and various factors are considered, such as land use, environmental planning, and transportation planning. In a review of the various plans that overlap with the SC boundaries, all six strategies were consistent with existing and active plans in the districts.

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**IV. SUSTAINABLE COMMUNITY ACTION PLAN**

**(3) How will the Plan help leverage and/or sustain more private sector investments?** *(Answer Space 4,000 characters)*

As part of its criteria for identifying Sustainable Community areas, the SC Workgroup considered development efforts either underway or that would be underway within the five-year period. To further refine this selection process, Workgroup members identified projects or initiatives under each of the strategies that would likely be submitted in future SC applications as well as community and planning organizations areas with a successful track record of funding and completing projects under existing State programs.

## V. PROGRESS MEASURES

### **For the Plan parts of section IV (A through F):**

#### **(1) List the specific outcomes that the Plan seeks to produce. (Answer Space 4,000 characters)**

Strategy #1: Support Main Streets and commercial areas by targeting investments in Middle Market Neighborhoods.

Specific Outcomes:

- Increase active commercial retail space in Main Street districts and commercial corridors through a combination of loan programs, marketing incentives, and new partnerships between business owners, institutions and nonprofit organizations;
- Strengthen the connection between development, employment and local business growth through financial assistance.

Strategy #2: Target Healthy Neighborhoods

Specific Outcomes:

- Realize increased tax revenue in middle market neighborhoods by promoting new housing opportunities and attracting new residents.

Strategy #3: Target investment along major transit routes.

Specific Outcomes:

- Improve safety and provide pedestrian friendly environments; Improve citywide livability and economic prosperity by creating a jobs/housing balance with transportation options; and, move Baltimore residents more efficiently.

Strategy #4: Target investment in arts and entertainment districts.

Specific Outcomes:

- Improve property values and increase investments in existing arts and entertainment districts.

Strategy #5: Investment in anchor institutions and major redevelopment areas.

Specific Outcomes:

- Create opportunities for development and attract new investors by focusing on strategic blight elimination near transit corridors, anchor institutions and adjacent to current development initiatives.

Strategy #6: Facilitate investment in emerging markets near areas of strength.

Specific Outcomes:

- Increase open space for holding strategies or greening efforts.

All Strategies.

Specific Outcomes:

- Enhance Community Development Finance Institution (CDFI) fund and other non-traditional lenders' capacity to increase overall investment and, specifically to improve the housing/jobs/transportation connection.
- Reduce impervious surfaces and other negative environmental impacts by integrating "green" components into all funding requests.
- Develop best practices that can be applied on a citywide and regional basis, with an emphasis on those that promote social and economic integration; Create neighborhoods and communities that provide basic services and amenities within walking distance while providing transit and accessibility to regional goods, services and jobs.

## V. PROGRESS MEASURES

**(2) And, list the specific benchmarks that will be used to measure progress toward these outcomes. (Answer Space 4,000 characters)**

Strategy #1: Support Main Streets and commercial areas by targeting investments in Middle Market Neighborhoods.

Benchmarks:

- Permits, loans and other financing instruments that integrate development and workforce opportunities
- New businesses that open and are able to stay open
- New loan funds that can be replicated citywide
- Commercial permits over \$5000
- # of properties that utilize Sustainable Communities (formerly historic) tax credits

Strategy #2: Target Healthy Neighborhoods

Benchmarks:

- Residential Permits over \$5000
- Median Sales Price
- Median Days on Market
- Number of units sold that are mortgaged based vs. cash-based
- Number of units sold
- Number of vacant units
- Occupancy rate (Postal Service "No Stat" data, available via HUD at the Census Tract level)
- Foreclosure rate
- Affordability Index

Strategy #3: Target investment along major transit routes.

Benchmarks:

- Miles of bicycle lanes
- Reduction in TMDL Loads
- # of green roofs, swales, etc.
- Reduction in rate of clogged storm drains (311 calls)

Strategy #4: Target investment in arts and entertainment districts.

Benchmarks:

- Permits Loans and other financing instruments that integrate development and workforce opportunities
- New businesses that open and are able to stay open
- # of properties that utilize Sustainable Communities (formerly historic) tax credits

Strategy #5: Investment in anchor institutions and major redevelopment areas.

Benchmarks:

- # of new open spaces and urban agriculture spaces
- Reduction in vacant properties

Strategy #6: Facilitate investment in emerging markets near areas of strength.

Benchmarks:

- Property tax increases
- # of new open spaces and urban agriculture spaces
- Reduction in vacant properties

**REPLACE THIS PAGE WITH**  
**LOCAL GOVERNMENT SUPPORT**  
**RESOLUTIONS**

**SUSTAINABLE COMMUNITY APPLICATION  
DISCLOSURE AUTHORIZATION AND CERTIFICATION**

The undersigned authorizes the Department of Housing and Community Development (the “Department”) to make such inquiries as necessary, including, but not limited to, credit inquiries, in order to verify the accuracy of the statements made by the applicant and to determine the creditworthiness of the applicant.

In accordance with Executive Order 01.01.1983.18, the Department advises you that certain personal information is necessary to determine your eligibility for financial assistance. Availability of this information for public inspection is governed by Maryland’s Access to Public Records Act, State Government Article, Section 10-611 et seq. of the Annotated Code of Maryland (the “Act”). This information will be disclosed to appropriate staff of the Department or to public officials for purposes directly connected with administration of this financial assistance program for which its use is intended. Such information may be shared with State, federal or local government agencies, which have a financial role in the project. You have the right to inspect, amend, or correct personal records in accordance with the Act.

The Department intends to make available to the public certain information regarding projects recommended for funding in the Sustainable Community Plan. The information available to the public will include the information in this application, as may be supplemented or amended. This information may be confidential under the Act. If you consider this information confidential and do not want it made available to the public, please indicate that in writing and attach the same to this application.

You agree that not attaching an objection constitutes your consent to the information being made available to the public and a waiver of any rights you may have regarding this information under the Act.

**I have read and understand the above paragraph. Applicant’s Initials:** \_\_\_\_\_

Anyone who knowingly makes, or causes to be made, any false statement or report relative to this financial assistance application, for the purposes of influencing the action of the Department on such application, is subject to immediate cancellation of financial assistance and other penalties authorized by law.

The undersigned hereby certifies that the Sustainable Communities Plan or Project(s) proposed in this Application can be accomplished and further certifies that the information set herein and in any attachment in support hereof is true, correct, and complete to the best of his/her knowledge and belief.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Date