

Extracts from
LiveEarnPlayLearn: The City of Baltimore Comprehensive Master Plan –
A Business Plan for a World Class City 2007 – 2012,
as adopted by the Mayor and City Council of Baltimore on October 22, 2006

p. 62 The City of Baltimore Comprehensive Master Plan: Adopted June 15, 2006

LIVE

A. The Industry

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

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

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

B. Customers

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As a result of increasingly concentrated poverty within the City, the City has a substantial population that relies on Baltimore's stock of affordable housing and human services.

Having a stable middle class population in the City will raise the quality of life for all residents and perception of the City as a viable place to live and raise children.

The proportion of City residents over 60 has grown to comprise 17 percent of the population. Even more prominently, 38 percent of the City's homeowners are over the age of 60. This may cause a need for new construction or adaptation

of existing properties to accommodate the physical challenges rowhouses present to seniors due to their multistory layouts.

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

1. Employment Mobility

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

2. Regional Affordability

Potential residents who are attracted by Baltimore's affordability and location within the region but who work elsewhere also desire housing choice in stable neighborhoods. **Access, using both transit and private automobiles, to regional destinations including Washington, DC and suburban employment centers is crucial to attracting these potential residents.**

3. City Choice

Potential residents who are attracted by urban amenities and an urban lifestyle will seek housing in key City neighborhoods. This group generally desires row-houses, condominiums, and high quality historic homes unique to the City. These customers are focused on the City's top-tier neighborhoods near the waterfront and in historic single-family neighborhoods with access to cultural amenities, upscale retail opportunities and **transit connections.**

C. Market Size and Trends

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D. Location

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

E. Competition

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

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A. Products and Services

Specific Products and Services Sold

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

The core product offered for living in Baltimore is the housing unit. Beyond the housing unit, another core product for living in Baltimore is the neighborhoods in which the housing units are located. **The quality of these neighborhoods is enhanced by the amenities that are available within or near each neighborhood.** Strong neighborhood retail strengthens the neighborhood's identity and makes the area more usable. **Similarly, access to transportation makes a neighborhood much more easily connected to the city.** Lastly, for several neighborhoods, location near major attractions visited by residents throughout the City and region can make an area especially attractive and place a premium on housing values.

Baltimore offers a range of services that can enhance the housing market through incentives to encourage investment where it might not otherwise occur. **Baltimore's services for living also include a number of programs to intervene in the housing market to improve living conditions for residents with special**

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

B. Competitive Advantage

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

C. Customer Perceptions

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

In the area of price, Baltimore offers the consumer great value both in terms of low housing prices and reduced transportation costs.

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

D. Comparative Analysis

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

LIVE

Goals, Objectives and Strategies

Like many other urban areas across the United States, in the past 40 years the

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

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

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

Goal 3: Improve transportation access and choice for City residents

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

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LIVE

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Objective 1: Expand Housing Choices for all Residents

- Develop and implement City- wide inclusionary housing plan
- **Ensure that at least 300 more housing units per year are affordable to seniors, disabled, low- and fixed income households**

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

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

- **Develop design guidelines to respond to the unique character of Baltimore City**
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- **Update building code to promote sustainable or high performance buildings through incentives and regulations**

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Objective 2: Streamline and Strengthen the Development Process

- **Modernize zoning codes to meet current needs**

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

Main Streets

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

Goal 3: Improve Transportation Access and Choice for City Residents

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

- **Create a City-wide pedestrian plan**
- **Implement Bicycle Master Plan to create a complete bikeway system**
- Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system
- **Create traffic- calming policies and procedures**
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Objective 2: Facilitate Movement throughout the Region

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

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Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Objective 1: Expand Housing Choices for all Residents

Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Develop and implement Citywide Inclusionary housing plan

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Increased number of rental and homeownership units affordable to households earning 30%–120% of AMI (\$21,656-\$86,625 for a 4-person household in 2005)

Planning, Housing, Finance, BDC, NPOs

Year 1-6

General Funds

Increase housing opportunities for low- and moderate-income households,
Increase mixed-income neighborhoods

The City will develop an inclusionary housing plan to foster and retain a quality mix of affordable, accessible and visitable housing choices and mixed-income neighborhoods throughout Baltimore. For large development projects in the City, including those made

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

Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, homeless, and low-income households

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Increased number of rental and homeownership units affordable to households earning 0%–80% of AMI (less than \$57,750 for a 4-person household in 2005)

Housing, Planning, NPOs
Years 1-6
General Funds, Federal Funds, State Funds

Increase housing opportunities for seniors, people with disabilities, low- and fixed-income households

This Plan sets forth a goal to increase its housing stock by 1,500 new or rehabilitated units per year over the next 6 years. The City, private and not-for-profit developers all contribute to this increase already through markets and funds available to development.

Primarily through the on-going efforts of Baltimore Housing, available grants and loans will be actively pursued to ensure that at least 20% or 300 new or rehabilitated units are affordable to the growing and existing senior, people with disabilities, low income and/or homeless citizens of the City. This is also an integral part of the strategy for eliminating homelessness in the City.

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

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

Develop design guidelines to respond to the unique character of Baltimore City

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Increased number of plans using design guidelines

Planning, Housing
Years 2-6
General funds
More predictable and transparent design review process

Current design guidelines are inefficient and outdated. Different types of design guidelines are necessary for different types of buildings and areas throughout the City.

Update building code to promote sustainable or high performance buildings through incentives and regulations

- Updated building codes to include sustainable performance regulations and incentives

Planning, Housing, DPW, BCPSS, BDC

Years 2-4

General funds

Increase in sustainable development, decreased demand on City infrastructure

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

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Objective 2: Streamline and Strengthen the Development Process

Modernize zoning codes to meet current needs

- Decreased number of zoning variances
Planning, BMZA, Housing, Law, MCC
Years 2-3
General funds
More predictable and transparent development process

Current zoning policies are not flexible enough to accommodate current and future development (See Chapter IX for Future Zoning Recommendations). Existing zoning segregates uses, especially in commercial and industrial zoned areas. Flexibility should be the key factor to consider when revising the zoning code. To assist the development process, general building design and streetscape/landscape guidelines need to be adopted for the City as a whole.

****Design standards for residential and mixed-use areas should produce more consistent development patterns that also meet ADA requirements than those that have been developed to date.** These patterns should reflect and respect historic patterns in Baltimore while providing flexibility for contemporary development and design solutions.** There should be transparency in the design review process.

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

Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers

- • Reduced number of car trips, increased mass transit ridership, increased pedestrian activity

Planning/BMZA/ Housing/Law/ Mayor and City Council/Transportation

Years 2-4

General funds

Increased development and property values near transit stations

Baltimore will focus on implementing a set of related policies that allow for and encourage increased development near existing and proposed transit stations in the City (See Appendix D). **One of the broad objectives of TOD is to enhance the character, safety and sense of place in neighborhoods near transit stations, and promote a broad range of housing choices.** In order to pursue these objectives, land use strategies are necessary including a TOD station area zone district, a coordinated land acquisition plan that reflects economic development goals, and regulatory incentives that encourage intensified development near transit.

Provide preferential capital funding for TOD projects

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Increased development in TOD areas

All city agencies Years 2-4

General Funds, GO Bonds, federal and state funds, other

Increased tax base and density

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

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Create mixed-use with residential zoning category

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Decreased number of variances for mixed-use and fewer URP's,

Increased mixed-use in neighborhood centers

Planning/BMZA/ Housing/Law/ Mayor and City Council

Years 2-4

General funds

Increased tax base and density

Many of the City's older neighborhoods were developed at a time when mixed-use development was the norm. However, most of the City's current zoning districts are single use, effectively zoning out the development of new mixed-use areas. Within the existing code, "Business" and "Office-Residential" zoning districts permit a mixture of uses, but they are not designed to produce residential areas with core neighborhood services. **Mixed-use with residential zoning would allow the preservation and replication of the best of Baltimore City's historic neighborhoods and facilitate the creation of new models of mixed-use development to accommodate modern ways of living and working in an urban environment. Such zoning would allow mixed-use development by right,** avoiding the time-consuming urban renewal and planned unit development processes that today are used to achieve mixed-use development in many areas of the City (See Chapter IX for Future Zoning Recommendations).

Ensure all residents are within 1.5 miles of quality groceries and neighborhood services

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Increased number of grocery stores and neighborhood services

Health, BDC, Planning

Years 1-6

General funds

Greater access to quality foods and services, Better public health

It is imperative that every city resident has access to and is aware of quality, fresh food and daily services. For many years, residents have not had easy, proximate access to quality food, in particular. Since 2000, the city has attracted at least 19 supermarkets and grocery stores through the City's Grocery Store Initiative. The city needs to market itself to show that it already has the demographics and density to support these businesses. Residents will also be made aware of healthy food options and other neighborhood services in the area.

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Goal 3: Improve Transportation Access and Choice for City Residents

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

Create a Citywide pedestrian plan

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Increased pedestrian level of service, decreased pedestrian-involved accidents

Transportation, DPW, Planning

Years 1-6

Federal, DOT, GO Bonds, General funds, MVR

Improved environment for walkability,

Connectivity between destinations, **Increased pedestrian safety,** Improved public health

This element will be an integral part of the comprehensive transportation plan. **In order to ensure pedestrian safety and overall walkability within and among the City's neighborhoods, the City will develop a pedestrian plan to target sidewalk, crosswalk, lighting and signal improvements and deploy modern and accessible pedestrian safety technologies near and between neighborhood centers, schools, business and transit areas. This strategy will provide safer trips for residents and tourists in our neighborhoods and business centers. This will improve connections between schools, transit areas and neighborhoods. Enhancing pedestrian facilities around transit stops would also make use of public transportation more attractive and viable.**

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Implement Bicycle Master Plan to create a complete bikeway system

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Increased number of bike lane miles, Increased bike use

Planning, Transportation, Rec & Parks

Years 1-3

GO Bonds, General funds, MVR

Less air pollution alert days, Improved public health

This element will be an integral part of the comprehensive transportation plan. **Create dedicated bikeways for safety and mobility by incorporating bicycle-friendly elements in all major renovations and new construction as outlined in the Bicycle Master Plan.**

Ensuring connectivity of the bikeways in accordance with the Bicycle Master Plan will let more people use bikeways for commuting, errands or recreation. This would create alternatives to vehicular trips, which create air pollution, cause congestion and threaten pedestrian safety.

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Create traffic calming policies and procedures

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Increased traffic calming measures, speed reduction in residential areas

Planning, Transportation

Years 1-6

GO Bonds, General funds, MVR

Reduced accidents; Increased real estate values; Decreased impacts from traffic

Speed humps, bump-outs, and other traffic-calming devices will reduce the speed and impact of traffic, improving the quality and safety of City neighborhoods and the urban environment. The policy will spell out what traffic calming measures are available, where they are appropriate, and how they can be requested. Some measures, notably speed humps and rumble strips, are done in-house. Other measures such as islands and “chokers” are capital improvements. A traffic-calming program will be initiated with CIP funds.

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Objective 2: Facilitate Movement throughout the Region

Create a regional authority to manage public transit and paratransit services throughout the metropolitan area

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Creation of regional board, increased ridership

MTA, BRTB, MDOT, Transportation, Mayor’s Office, Maryland General Assembly, Governor’s Office

Years 2-6

General funds

Better and more responsive transit services

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

Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments

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Increased number of Passenger Rail Lines in the region, Increase in “transit mode share” (share of all trips made via public transportation) for people who either live or work in the City, Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City

MTA, BMC, MDOT, Transportation, Housing, Planning

Years 1-6

FTA New Starts, MVR, CTP, MDOT and MTA

Transit Investments boost local economy and enhance competitiveness in attracting new business.

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

Create intermodal transit hubs in areas of low automobile ownership

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Increased transit ridership

MTA, Planning, Housing, Transportation

Years 1-6

GO Bonds, General funds, MVR

Improved transportation accessibility and employability

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

Establish a development mitigation program to reduce congestion effects of new development.

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Creation of Traffic Reduction Ordinance

Planning/ Transportation/ BDC/ Finance/Housing/ MCC

Year 1

General funds

Reduced impact on congestion of new development

Strengthen traffic impact study (TIS) requirements and explore development impact fees to ensure that new development in the City's congested neighborhoods is adequately supported by transportation infrastructure and services.

EARN

Market Analysis

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

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

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

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

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

A. The Industry

Baltimore's economy has changed dramatically in recent decades. The City once could rely on a robust manufacturing sector as the major source of employment for residents. However, the global and national economies have greatly transformed since the 1970s, and the domestic manufacturing sector has declined considerably. To succeed in transitioning to the new and emergent economy, the City must continue to diversify and re-tool its economic engines.

B. Customers

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

Employers

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

Employees

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

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

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

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

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

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Baltimore's Labor Force

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

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

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E. Competition

1. National and International - Baltimore's main competitors at the larger geographic scale are the other East Coast ports
2. Regional - At the regional level, Baltimore competes with many other metropolitan areas of similar size in the mid-Atlantic Region, stretching from Norfolk to New York City.
3. Local - Within the Baltimore-Washington region, Baltimore's position has shrunk from being the major economic engine to being a node in a complex web of regional economic actors in which suburban edge cities are often able to attract major sources of employment away from traditional downtown settings. The high levels of population and employment growth in these areas has led to increased development cost, making the city competitive with these suburban employment centers. **The City also often offers superior transportation options for employers and employees and access to urban amenities not available in suburban and outlying areas.**

Conclusion

The City of Baltimore offers unique opportunities for employers to run successful businesses and employees to earn a comfortable income. Baltimore's emerging and

established industries have access to business-friendly transportation options, a vital and vibrant port, and a concentrated population with many of the skills necessary for serving these industries, and a local government ready and willing to foster partnerships that grow industry.

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Products and Services

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

A. Products and Services Offered

Products

The core physical products pertaining to how Baltimore EARNS are land and labor. Baltimore has ample land that is - or could be made - developable for newer and more productive uses in the new economy.

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

Services

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

The City has considerable business development and property tax incentive tools at its disposal, from which to help recruit and build businesses, invest in residents and ensure growth.

Creating education and job training programs to prepare or cross-train residents for jobs, particularly to meet needs in the port and growth industries, is essential. It is important that these opportunities in training and education be planned to ensure employees can achieve upward mobility in their fields.

There are several formal educational institutions and other job training venues within the City that allow workers to receive new or additional training in a wide variety of skills. This provides a continuous supply of trained workers and the improvement-in-place of current workers. Aside from the general market that Baltimore enjoys, there are several specific incentives available to help Baltimore

compete successfully for new businesses and jobs.

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

B. Competitive Advantage

....

C. Customer Perceptions

....

The City of Baltimore provides numerous tools to businesses and jobseekers to enhance employment through the Mayor's Office of Employment Development (MOED) and the Baltimore Workforce Investment Board (BWIB).

While many municipalities and states, including Maryland, provide some degree of service with respect to matching employers with potential employees, MOED and BWIB are particularly notable for offering the **"Employer Toolkit,"** which **connects employers with more than 500 services available through over 200 public and nonprofit agencies. MOED also provides additional services such as customized training, employee pre-screening, and assistance in helping large employers support employees affected by mass layoffs.**

D. Comparative Analysis

....

Baltimore is well-served by freight and passenger rail lines, making it competitive with regional competitors along the Northeast and Southeast corridors.

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

transit stations.

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

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Earn

Goals, Objectives, and Strategies

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

Goal 1: Strengthen Identified Growth Sectors

Goal 2: Improve Labor Force Participation Rate among City Residents

Goal 3: **Improve Access to Jobs** and Transportation Linkages Between Businesses

These three goals and their subsequent objectives and strategies are the framework by which the City can utilize its capital budget, land use controls, and policy to guide economic development and transportation to support the City's workforce.

By linking a highly qualified trained workforce with a diverse range of specialized private firms, nonprofit organizations and public agencies, Baltimore will become a leading source of innovation, productivity and global competitiveness. Endorsing policy decisions in conjunction with strategically placed Capital Improvement dollars favorable to the six growth sectors as well as port-related industries will help facilitate growth of local businesses as well as

help the City be competitive in attracting new businesses and their employees.

This plan will poise the City to take advantage of our assets and capitalize on our federal and state appropriations and local investment.

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EARN Goals, Objectives and Strategies

Goal 1: Strengthen Identified Growth Sectors

Objective 1: Retain and Attract Businesses in all Growth Sectors

-
- **Work with growth sector employers to identify training needs**
-

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1: Align Employers with Job Seekers and Training Resources

- **Create a Strategic Plan for MOED that links employers to job seekers**
- Monitor and enforce First Source Hiring program.
- Expand outreach to encourage use of One-Stop Employment Centers
-
- Give preference for City-subsidized contracts to contractors with active apprenticeship Programs

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

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

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

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

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

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

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

....

Work with growth sector employers to identify training needs

•••

Recommendations on how City can support internal and external organizations
to most effectively utilize training resources

BWIB, MOED, BDC, Planning, Housing

Years 1-6

General Funds, Grants, Leveraged MOED budget

Stronger training programs, better equipped workforce,

Improved workforce, increased tax base, reduced dependency on social subsidies

Focusing training resources on preparation for employment in the six identified growth sectors as well as port-related industries will assist in providing a workforce that is qualified and enticing to growth sector businesses looking to expand or relocate.

....

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

Create a mechanism to adopt health care facility master plans to provide institutions with
predictability in the development review process

••

Increased number of approved master plans, improved speed of development review,
predictability in the development review process

Hospital and Health Care Facilities, Planning, Planning Commission

Years 2-3

Hospitals, General Fund

Improved relations between neighborhoods and Hospital institutions in terms of facility
expansion.

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

**** Amend the zoning code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers**

••

Compliance with ADA

Planning, BMZA, MCC

Year 1

General Fund

Facilities will be able to locate with reduced time and expenses required, encouraging the growth of this portion of the healthcare sector.

This change will bring our Zoning Code into compliance with the Americans with Disabilities Act (ADA), which will reduce liability for the City due to legal challenges. **

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

....

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Create a Strategic Convention Center Area Master Plan.

••

Adoption of plan

Planning, Transportation, BDC, MTA, BACVA, Convention Center

Year 3

General Funds

Expanded Job, Profit and Revenue Potential for the City

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

Install environmental and aesthetic improvements around tourist areas

•

Increased number and quality of lights, Increased pedestrian activity in tourist areas

Planning, BACVA, BDC, Downtown Partnership, Transportation

Years 2-4

General Funds, GO Bonds, Hotel Tax

Increased Hotel Tax Revenues.

Improved perception of City of Baltimore by visitors

This will be an integral part of the City's pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). By improving the lighting and aesthetic environment around the City's tourist areas,

we can successfully combat perceived safety issues. Hospitable areas will attract more visitors to the City, encourage exploration of City attractions and surroundings, and foster longer stays.

....

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1: Align Employers with Job Seekers and Training Resources

Create a Strategic Plan for MOED that links employers to job seekers

-

Increased workforce participation rate.

MOED, BWIB, BDC, Housing, BCPSS, BCCC, Planning, and other training programs.

Years 2-3

General Funds

Higher per capita income in the city, fewer recipients of social assistance

By creating a strategic plan for MOED services, the city will be able to better manage all City-funded workforce development programs, increase and improve workforce development training opportunities, particularly apprenticeship programs, for targeted sectors. By making Baltimore City attractive to these businesses, the City can capture its share of the predicted employment growth in the greater Baltimore region.

....

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Monitor and enforce First Source Hiring program.

-

Increased rate of use of Baltimore residents in the local workforce.

All city agencies

Years 1-6

General funds, also tie to contract money for indiv. projects

Involves more City residents in the local workforce.

Reduction in City funding exported from City, more successful businesses and higher tax base

Monitoring First Source Hiring by contractors for City-funded development will help ensure that City dollars employ City residents.

By enacting legislation or issuing an executive order for a reporting mechanism that links the program payout to compliance, the City can ensure that City dollars contribute to the local economy and improve the lives of employable Baltimoreans.

Currently, the program is operated on a voluntary compliance basis, and there is no way of enforcing local labor use pledges once money is awarded. By incorporating a better method of review and ensuring compliance, the investments for the use of local labor will go to those companies and projects that actually use local labor – not just those that make a promise to do so.

Funding for MOED will need to be increased to meet this new requirement.

Expand outreach to encourage use of One-Stop Employment Centers

-

Increased number of residents using One-Stop Centers

BWIB/MOED

Years 2-5

General Funds, Foundation support
Increased labor force participation rate, decreased unemployment rate,
increased tax base, reduced dependency on social subsidies.

Increase outreach to communities with high rates of unemployment and/or low rates of labor force participation in order to remind City residents that resources are available and encourage them to use available assistance to become more employable and/or gain employment. Offer a mix of programs available at each site by transferring oversight and coordination of all City funded employment and improvement programs to MOED. Provide sufficient funding and staffing levels to ensure provision of adequate service and coordination.

....

Give preference for City-subsidized contracts to contractors with active apprenticeship programs

- Increased number of apprenticeship programs, increasingly skilled workforce
All city agencies
Years 1-6
No direct cost
Wider range of training opportunities,
Higher number of City residents qualified to work “good jobs”

Giving preference to contractors with active apprenticeship programs will help support the expansion and utilization of apprenticeship programs, encourage the use of training opportunities, and, in the long run, provide more City residents with opportunities to work professional jobs that pay much more than minimum wage.

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

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

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

Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Expand the number of participants in the Commuter Choice program throughout the Baltimore Region

- Increased number of employees and employers who participate in the Commuter Choice Program
Baltimore Metropolitan Council, Maryland Transit Administration, Transportation
Years 1-6
General Funds
Cost savings to employers and employees, less congestion

Federal law states that employers can provide up to \$100 per month per employee in tax free benefits to reward transit ridership. The Commuter Choice program allows employers and employees to benefit from these tax savings through payroll deduction for transit passes. In 2005, the MTA estimates that roughly 300 companies and over 1,200 employees were

participating in the program. **It is in the City's best interest to work with public and private partners to expand transit and paratransit ridership, provide cost savings to residents, and bolster our competitiveness for further transit funding.**

Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments

••

Increased number of Passenger Rail Lines in the region,
Increase in "transit mode share" (share of all trips made via public transportation)
for people who either live or work in the City,

Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City

MTA, BMC, MDOT, Transportation, Housing, Planning

Years 1-6

General Funds

Cost savings to employers and employees, less congestion

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

Implement Transportation Demand Management (TDM) strategies with large employers and institutions

•

Reduced or managed traffic, increased car- and vanpooling, increased bus ridership, adoption of a traffic reduction ordinance, creation of transportation management associations

BDC, BMC Transportation, MTA, Planning

Years 2-4

General Funds

Cost savings to all city residents and developers through more efficient use of road and parking resources.

A full Transportation Demand Management (TDM) Program will include an aggressive publicity campaign, partnerships with large employers and alternatives to single-occupancy vehicles, including **promoting employer-subsidized transit passes**. Alternative parking requirements will be encouraged to help reduce the demand for single automobile use. Other TDM strategies, such as a traffic reduction ordinance to minimize single occupancy vehicles will be studied. In addition, alternative parking policies at parking facilities will be promoted to help reduce the demand for single automobile uses, including preferential parking for carpool vehicles.

Implement Bicycle Master Plan

••

Increased number of bike lanes and bike racks at employment centers.

Planning, Transportation, DPW, Private Partners.

Years 1-3

MVR, Federal Grants, General Funds

Improved Air Quality, Cost savings to City, employers and employees in terms of auto use, parking infrastructure, etc. Land use efficiencies that can translate into enhanced property values.

Recognizing the health, quality of life, and cost saving benefits of bicycle ridership, the City has developed a Bicycle Master Plan that will heighten the safety and attractiveness of bicycling to work as a commuting option for City residents. Implementation of the Bicycle Master Plan provides a platform from which to encourage bicycling as a viable commuting option.

....

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

Restore and increase on-street parking in mixed-use and business districts

• •

Increased on-street, high-turnover parking,

Increased storefront occupancy

Transportation/Planning, Parking Authority

Years 1-6

GO Bonds, General Funds, MVR

Greater accessibility to neighborhood businesses and retail

Expanding use of the new short-term, high-turnover meter parking technologies in mixed-use and neighborhood business centers will give merchants more customer traffic and improve their trade. In appropriate areas curb lanes, now used for through traffic, can be restored to on-street parking and increase angled parking conversions where appropriate. **This also creates an important psychological barrier between pedestrians and moving vehicles, increasing pedestrians' sense of safety while shopping or walking in the area.**

Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore MARC)

• • •

Increased number of jobs within ½ mile radius of transit stations,

Improved pedestrian access to stations

BDC, MDOT, Housing, Planning, BMZA, Law/, MCC, Transportation

Years 2-4

General Funds

Increased development and property values near transit stations

In order to increase non-automobile accessibility to City businesses, the City will create zoning changes and develop incentive programs to promote Transit-Oriented Development around transit hubs. This approach has been demonstrated to improve land use efficiencies and property values in most cases across the United States. Transit-supportive land use strategies can be expected to yield return on investment for the City in terms of: reduced development and service costs, consumer transportation cost savings, and support for economic activities such as the key growth sector of tourism. **High quality transit service would help provide cost savings and efficiencies to businesses and consumers, which would in turn increase productivity, expenditures on local goods, local business activity and employment. The City has already been pursuing projects and partnerships to bolster awareness and use of land near existing transit stations. Pilot projects being pursued with public and private partners at State Center, for example, will in turn be used to better**

market the City's transit assets for potential development and infill. By building principles of Transit-Oriented Development into RFPs and RFQs for publicly owned property, and into the site plan and design review, City agencies will help developers achieve better products that support ridership and augment profitability.

....

Capture share of regional growth in defense-related industries due to BRAC

••

Increased defense-related industries, Increased rate of employment
BDC, MCC, Planning

Years 2-6

General Funds

Stronger overall economy, Greater employment base

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

PLAY

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Market Analysis

....

D. Location

Historic and cultural attractions are located throughout Baltimore City, with many concentrated in the Baltimore City Heritage Area (BCHA).

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

....

PLAY

Products and Services

Successful cities offer high quality, life-enhancing environments. Cities understand that strengthening and diversifying historic/cultural amenities, entertainment, and natural resources are critical to improving the City's vitality. These amenities play a critical role in lowering the "barrier to entry" for newcomers, especially where these amenities intersect to create a unique sense of place. Baltimore offers unparalleled, diverse visitor experiences that are the foundation of a successful, healthy city. Every Baltimore resident and visitor participates in Baltimore's historic/cultural, entertainment, and natural resource amenities in one form or another. From watching a football game at a corner pub, shopping on a main street, or attending an opening at the Baltimore Museum of Art, opportunities abound for everyone.

....

.... As the City is redeveloped in the next decade, some acquisition will be important both for protection of Baltimore's natural resources and for the general ecological health of the region. The City will continue to monitor trends in land use and land sales to watch for opportunities to enhance the current park system and protect areas of special habitat. Priority will be given to land parcels that directly support the mission and goals of the Department of Recreation and Parks: land that has high environmental/habitat value, historic or cultural values, or can complement recreation facilities by expanding existing parks or linking existing parks and open space in the greenway network.

....

C. Customer Perceptions

Residents and visitors perceive many factors when deciding to visit and live in Baltimore. **A combination of convenience, cost, services, proximity to other venues, and safety all play a role in one's decision to PLAY in the City.** For historic/cultural resources, most of the attractions have admission fees ranging from the nominal to over ten dollars. These prices are usually reasonable but can be surprising to tourists that may have recently been to free museums in the Washington, DC area. Performing arts tickets can be considerably more expensive, but are generally cheaper than those found in other northeastern cities.

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

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

Access to nightlife spots away from the Inner Harbor area has not been developed as much as it could be. Tourists may not yet have awareness of how many of the City's nightlife and entertainment areas are located in close proximity to one another. **The links between the Inner Harbor and nearby areas have not been developed to the fullest.** These links could be better developed through enhanced signage, tourist maps, **shuttle routes** and better publicity of the broader area surrounding Downtown and the many amenities offered nearby. The City's parks often score highly in terms of convenience due to their proximity to large population centers within the City. Certain parks should be upgraded in order to improve safety, both real and perceived. With safety upgrades, the status of the City's parks would be improved, leading to stronger participation in friends groups and utilization of rentable park facilities. Deferred maintenance of buildings and ball fields also needs to be addressed to improve the usage and prestige of the parks.

D. Comparative Analysis

....

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

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PLAY

Goals, Objectives and Strategies

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

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

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

Goal 3: Increase the Attractiveness of Baltimore's Natural Resources and

Open Spaces for Recreation and to Improve Water Quality

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

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PLAY

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

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

-
- **Implement Heritage trails in historic areas of the city**

....

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

- Develop plans for and implement Charles Street Trolley Line

-

....

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

....

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

• **Reinstate the "Shuttle Bug" system along main streets and shopping districts within the City**

- Designate Main Street areas as local and/or national historic districts in order to access tax credits
- Increase retail space downtown by 400,000 sq. ft. to one million sq. ft.
- Designate and support Arts and Entertainment Districts

Objective 3: Improve Local Participation in City Recreational Activities

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

Goal 3: Increase the Health of Baltimore's Natural Resources and Open Spaces for Recreation and to Improve Water Quality

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

- **Draft and adopt a City-wide plan for parks and open space**

-

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

-

- **Target sidewalk, lighting and signal improvements near parks and open space**

-

- Complete plans for and creation of Greenway Trail system

-

Objective 3: **Ensure Public Access to the Waterfront**

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

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

....

Complete pedestrian and automobile-oriented way-finding system to help visitors navigate Baltimore's Heritage Area attractions.

••

Implemented way-finding system

BCHA, Planning, DPW, Transportation.

Years 1-6

BCHA, Planning, DPW, Transportation

Increased tourism in areas beyond the Inner Harbor

This strategy will be an integral part of a City-wide pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). A systematic, fully developed way finding system for pedestrians as well as automobile users will help visitors navigate the City and explore a wide range of areas and attractions.

....

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

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

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

....

Develop new visitor centers and enhance existing visitor centers

• •

Increased number of attendees at local attractions

BCHA, Planning, BACVA, BDC

Years 1-6

GO Bond, general funds, hotel tax

Greater awareness and increased spending by tourists in a broader area, longer visitor stays

Visitors Centers are an essential component to Baltimore's Tourism. Between July of 2004 and June of 2005, 382,404 visitors stopped into the Inner Harbor Visitor Center. This number exceeded expectations. **Developing an integrated system of accessible visitor centers throughout Baltimore's prime tourism areas would provide a more coherent tourism experience.**

Implement Heritage trails in historic areas of the city

••

Trails are completed and are part of the City trail system.

Increased use of trails

BCHA, BACVA, CHAP, Transportation

Years 1-6

GO Bonds-General Funds

More tourist dollars, and greater awareness of Baltimore beyond the Inner harbor.

Heritage trails are designed for guided and self-guided walking tours that lead visitors from the Inner Harbor to surrounding historic neighborhoods, such as Federal Hill/Sharp Leadenhall, Fells Point, West Baltimore, the Pennsylvania Avenue corridor, and Seton Hill area. These trails highlight the heritage and culture of Baltimore and lead tourists to shops, restaurants, museums and other historic attractions that are located beyond the Inner Harbor. The trail system is composed of interpretive and way-finding signage, seasonal tour guides, maps, brochures, and disks that are embedded in the sidewalk that mark the trail. **Improvements to the trails will be an integral part of a pedestrian plan** (See LIVE, Goal 3, Objective 1, Strategy 1)

....

Support special events and festivals by improving festival space and infrastructure throughout the City

• •

Increased visitation to historic and cultural attractions by city residents

BOPA, Rec & Parks

Years 2-3

Private sponsor (corporate sponsorship), General Funds (BOPA), Rec & Parks sustainable funding

Increased appeal of festivals

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

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

PLAY p. 135

Develop plans for and implement Charles Street Trolley Line

••

Increased number of tourist visitations outside of Inner Harbor
Transportation, BDC
Years 1-6
Private Funding, State Funds
Connection of attractions along Charles Street

A trolley line linking the Inner Harbor tourist attractions to Johns Hopkins University will connect many of the City's historic and cultural venues together, such as Peabody Institute, Walters Art Museum, and Baltimore Museum of Art. This line will also connect the Central Business District to Penn Station and spur economic development all along the line. Transit-Oriented Development principles (See Appendix D) will be promoted at selected planned stops along the line.

....

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

....

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

Reinstate the “Shuttle Bug” system along main streets and shopping districts within the City

•

Ridership; Increased retail sales receipts
MTA; DOT, Planning, BDC, Downtown Partnership
Years 1-3
Federal Transportation, State, General Funds
Greater accessibility to retail

A shopping shuttle could provide direct connections around residential neighborhoods and shopping hubs. These could operate in the evening hours, on weekends, and for extended hours during holiday periods. Funding for this service would be a joint effort with the City paying one-third of the cost and the State paying two-thirds of the cost.

....

Objective 3: Improve Local Participation in City Recreational Activities

Develop a strategic recreational plan that will target recreational opportunities to address the City's needs

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Increased participation in recreational programs

Rec & Parks, Planning, Community Organizations
Year 2

Service/Use Fee, General Funds

Recreation programs that improve lives of City residents by providing resources and opportunities they desire

Baltimore's residents vary in age, income levels, and the neighborhoods in which they live. **Recreational services that the City provides should creatively reflect the needs of the unique and diverse populations within the City.** Currently, many City residents go to neighboring jurisdictions for recreational programs not offered in the City, and many County residents are heavy users of facilities such as the Du Burns and Myers Arenas. Baltimore needs to review the recreational models of other jurisdictions, such as Baltimore County, to develop the best model for the City. Many of our recreational facilities, such as fields, gymnasiums, marinas and indoor soccer arenas, are not well used by City residents. **In many cases, lack of use is due to poor condition, lack of accessibility and/or safety concerns.** All facilities need to be in good condition with adequate and updated necessities such as bathrooms, lighting and equipment. Visitors and citizens are more likely to participate and support these facilities if they are in good repair. Having more active community resources will also enhance community identity and cohesion. Public and private water uses are governed by the 2003 Maritime Master Plan, to which slight amendments have been made in conjunction with this plan.

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Draft and adopt a City-wide plan for parks and open space

•

An adopted plan

Rec. & Parks, Planning, Transportation, Housing, DPW

Years 1-2

General Funds

An integrated system of parks and open space throughout the City

The City will draft and adopt a City-wide plan in order to provide a well-maintained, accessible, and well-utilized system of parks and open space in Baltimore. This plan will set priorities for expanding the current park system by following recommendations in the LPRP (See Appendix EE) for developing plans to acquire land that has high environmental, historic or cultural value, or can complement recreation facilities by expanding existing parks or linking existing parks and open space in the greenway network.

Goal 3: Increase the Health of Baltimore's Natural Resources and Open Spaces for Recreation and to Improve Water Quality

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

Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/

Timeline/ Funding Source/ Return on Investment

Implement Bicycle Master Plan to provide recreational opportunities for residents

••

Increased number of cyclists, Increased number of bikeways

Rec. & Parks, Transportation, Planning, DPW

Years 1-3

Federal DOT, State, MVR

Improved air quality and Improved public health

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

....

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

....

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Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Target sidewalk, lighting and signal improvements near parks and open space

•

Increased number and quality of lights, Increased pedestrian activity in tourist areas
Planning, BACVA, BDC, Downtown Partnership, Transportation
Years 2-4
General Funds, GO Bonds, Hotel Tax
Increased Hotel Tax Revenues.
Improved Perception of City of Baltimore by visitors

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

....

Complete plans for and creation of Greenway Trail system

••

Increased number of completed trail miles, Increased contiguous land and habitat areas
Rec & Parks, Transportation, Planning
Years 1-6
MVR, GO Bonds, General Funds, Federal
Improved environmental quality and Access to recreation

Restoring green spaces and protecting riparian buffers in stream valleys improve water quality and provide habitat for wildlife. The City will plan and complete the Jones Falls and Herring Run Greenway Trails and connect them to the Inner Harbor Promenade.

....

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Objective 3: Ensure Public Access to the Waterfront

Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

Complete the Harbor Promenade and Middle Branch park/trail systems

••

Completion of seven mile promenade along Harbor waterfront.

Completion of public waterfront access along entire shoreline of Middle Branch

Planning, Rec. & Parks, Transportation, BDC, Inner Harbor Task Force

Years 1-6

GO Bonds, General funds, state funds, federal funds

Greater access to Baltimore's waterfront

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

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LEARN

Market Analysis

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C. Market Size and Trends

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Lifelong Learning

The market for lifelong learning programs is affected by several key variables: the number of individuals needing and desiring adult education or skills training, the level of immigration into the City, the number of convicts returning to society and the number of children between 0-5 years of age. The market could fluctuate widely according to demographic changes and efforts to mobilize and motivate target populations. **Although there is an extremely high potential for demand, utilization is largely determined by accessibility and awareness of the programs offered.**

D. Location

Population shifts over the last fifty years have created a situation whereby Baltimore's public school locations do not match current demographic patterns.

The population shifts created uneven utilization of facilities, resulting in both overcrowded and underutilized school buildings. A Facilities Master Plan has been adopted by the BCPSS Board of Commissioners that attempts to better match school facilities with student populations. Additionally, the school buildings to be selected for future use should be in locations where neighborhood quality can be enhanced. **To make the location process the most effective, the transportation and bike/pedestrian routes to the school locations should have maximum accessibility and safety.**

....

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

....

Products & Services

....

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C. Customer Perceptions

Perception of Baltimore's public education products varies widely.

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

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

....

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Goals and Objectives

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

Goal 1: Improve Public Schools and Libraries

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

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

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

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

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LEARN

Goal 1: Improve Public Schools and Libraries

....

Objective 2: Enhance Schools and Libraries as Neighborhood Assets

-
- Create a dozen community school centers, with dedicated space for community uses
- **Ensure access to public library services for all residents**
-

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

....

Objective 2: Encourage partnerships between and among Universities and the City

....

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

....

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

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

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

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

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

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

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

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

....

Goal 1: Improve Public Schools and Library Facilities

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

LEARN p. 155

Strategy/ Measurable Outcomes/ Implementing Bodies/Agents/
Timeline/ Funding Source/ Return on Investment

....

Create a dozen community school centers, with dedicated space for community uses.

••

Improved access to services

MCC, BCPSS, Rec & Parks, Enoch Pratt Free Library, DSS, MOED, Other City/State agencies

Years 1-6

GO Bonds, General Funds

Better use of City resources, **improved access to services for the greater community**

At key locations around the City, we should create more intensive community schools, with dedicated space for community and City agency uses. Schools are a major neighborhood asset and should serve as multi-use neighborhood centers. Many of our public schools have extra capacity, and community uses would be an excellent complement to public school facilities. By offering community programs and City services in school facilities, schools will create a positive relationship with families. In addition, community programs, such as school readiness, workforce readiness, and lifelong learning programs, will be able to provide more services if they don't have to spend as much of their resources on facilities.

Ensure access to public library services for all residents

••

Increased access to public libraries

EPFL, Planning, Housing, DPW, BDC, Transportation

Years 1-6

GO Bonds, General Funds

Better use of City/**improved access to public libraries**

Today, access to library services involves many facility formats including anchor libraries, neighborhood libraries, digital, mobile services and youth/children libraries. **Ease of access through one of these facility formats should be readily available to all residents.**

....

Goal 2: Capitalize on Untapped Potential of Higher Education Institutions

....

Objective 2: Encourage Partnerships between and among Universities and the City

Create a mechanism to adopt campus master plans

••

Increased number of approved master plans, improved speed of development review Universities and Colleges, Planning, Planning Commission, and State government and neighborhoods

Years 2-3

Colleges fund master plans; General Funds

Provide institutions with predictability in the development review process. Improved relationships between neighborhoods and academic institutions in terms of campus expansion.

All higher education institutions develop master plans for long-term growth. The City will develop a process to adopt master plans to provide institutions greater predictability during the development review process. By having the City participate in the development of campus master plans and formally adopt the plans, the City will be better prepared to support the recommendations in the plan, ranging from streetscape improvements to land acquisition. The intent is to ensure a better correlation between the City's Master Plan and the development/ expansion of campuses throughout Baltimore. A typical master plan should include a ten year physical plan as well as economic impact statement, **design guidelines, pedestrian safety and transportation/ alternative commuting strategies**, and LEED-based environmental design

requirements. The master plan should also include strategies to reduce single occupancy vehicle trips to campus by discouraging parking, **encouraging transit and carpooling, and providing on or near campus housing and shuttles.**

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

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

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

Create a coordinating entity for lifelong learning service providers.

-

Increase number of participants in lifelong learning programs.

Creation of coordinating entity

MCC, BCPSS, BCCC

Year 2

General Funds

Coordinated approach to Baltimore's lifelong learning needs

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

Create opportunities for continuing education programs to locate in Baltimore

-

Increased number of lifelong and higher education programs located in the City

Colleges and universities, BCPSS, BDC

Years 1-6

GO Bonds, General Funds, State Grants

Reducing operating costs for lifelong learning programs, **improve access to lifelong learning and continuing education in the City**

The City can expand available continuing education offerings by providing multi-tenant education centers. These centers could be located in buildings such as former city schools. **These centers would provide convenient access to continuing education programs in an off-campus setting.**

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Broaden access to job training centers and increase awareness of professional development opportunities.

•••

Number of persons enrolled in job training programs
BWIB/MOED, BCPSS, BCCC, Other training programs
Years 1-6

Grants, Leveraged budgets

More accessible training programs, lower unemployment, higher labor force participation

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

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

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

Implement “Safe Routes to School” Program at schools.

••

Increased number of schools participating in program (goal: 10% in first 2 years), **reduction in child injuries traveling to school**

BCPSS, PTO/PTA, Transportation, Planning, Health

Years 1-6

General Funds, Federal DOT funds, MVR

Improves physical health of students

The City of Baltimore, in cooperation with federal agencies, state partners, the school system, and community groups will work to establish a ‘Safe Routes to School’ program. A successful Safe Routes to School (SR2S) program integrates health, fitness, traffic relief, environmental awareness, and safety under one program. SR2S funds can be used for both infrastructure projects and non-infrastructure activities. The legislation also requires each state to have a Safe Routes to School Coordinator to serve as a central point of contact for the state. In order to maximize the federal assistance, the City will establish a Citywide Coordinator, similar to the state coordinator, to serve as a single point of contact. The federal SR2S program provides funds that can be used for “Planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bicycle to school, on any public road or any bicycle or pedestrian pathway or trail within approximately 2 miles of a primary or middle school” and “non infrastructure-related activities to encourage walking and bicycling to school, including public awareness campaigns and outreach to press and community leaders, traffic education and enforcement, student training, and funding for training, volunteers, and managers of SR2S programs.”

Implement physical improvements near educational facilities to ensure safe access.

•

Increased number of physical improvements installed
BCPSS, Transportation, Planning
Years 1-6
GO Bonds, General Funds, Federal and State grants, MVR
Safety improvements at school facilities

This will be an integral part of the city-wide pedestrian plan (see LIVE Goal 3, Objective 1, Strategy 1). **Physical improvements could include crosswalks, traffic signal, signs, and other traffic calming measures. Funding should be set aside specifically for improving pedestrian/traffic safety conditions as identified as a part of the “Safe Routes to School” Program.**

Coordinate implementation of Bicycle Master Plan with school facilities plan.

••

Increased percentage of students walking/biking to school (survey school student travel modes), Increased number of schools with bike racks, Increased number of busses with bike racks
Transportation, Planning, Mayor’s Bicycle Advisory Committee, Collegetown, BCPSS, MTA
Years 1-3
GO Bonds, General Funds, Federal and State grants, MVR
Student health improvements, Reduction in single occupancy vehicle travel, air pollution, road wear and tear.

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

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

Develop transit routes, schedules and amenities to provide reliable transportation to schools

•

Decreased travel time to and from school, Decreased complaints from neighbors of school
MCC, BCPSS, MTA, Transportation, Planning
Years 1-3
General Funds

Better access to educational facilities, Improved neighborhood school relations

Most students in grades 6-12 utilize public transportation to travel to school. The degree to which the public transportation system serves the needs of the students is uneven. In many cases, the MTA can add busses to existing lines to serve the school.

In other situations, the routes do not accommodate the students’ needs. As a principal funder of public transportation systems, the Federal Transit Administration places limitations on the MTA’s

use of busses for school transportation. The MTA and BCPSS need to work together to develop routes that meet FTA guidelines while still serving students and the general public. In conjunction with bus route improvements, MTA, BCPSS and DOT will work together to improve other school transportation logistics such as pedestrian safety, dismissal policies and bus stop locations.

Integrate college based shuttle services with public transit.

-

Increased percentage of college students utilizing Collegetown and other school supported shuttles and MTA

Individual College Shuttles, Collegetown Network, MTA

Years 1-6

General Funds

Less congestion on roads, **Better access to educational and other facilities for college students.**

The individual shuttle systems operated by local colleges and universities and the Collegetown Network shuttle should be better integrated with the MTA routes. Shuttle routes should supplement MTA routes rather than duplicate them. MTA routes should be revamped in order to better meet the needs of the City's student population.

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