

# middle branch

## Appendix A:

# City of Baltimore Comprehensive Master Plan & Middle Branch Master Plan Guiding Principles

## DESIGN AND DEVELOPMENT COMMITTEE

### 1. ENSURE LAND USE THAT PROMOTES HEALTHY COMMUNITIES

- Live – Goal 1, Objective 1 (Expand housing choices for all residents)
- Live – Goal 1, Objective 3 (Maintain and create safe, clean and healthy neighborhoods)
- Live – Goal 2, Objective 1 (Elevate the design and quality of the city’s built environment)
- Live – Goal 2, Objective 3 (Promote transit oriented development (TOD) and mixed-use development to reinforce neighborhood centers and main streets)
- Earn – Goal 1, Objective 1 (Retain and attract businesses in all growth sectors)
- Earn – Goal 3, Objective 1 (Enhance transportation options to provide workers with commuting options and mitigate traffic congestion)

### 2. FACILITATE A MORE EFFECTIVE INFRASTRUCTURE

- Live – Goal 3, Objective 2 (Facilitate movement throughout the region)

### **3. CAPITALIZE ON THE UNIQUE PRESENCE OF OPEN SPACE SURROUNDING THE WATER**

- Live – Goal 1, Objective 4 (Target neighborhood planning to leverage investment)
- Live – Goal 2, Objective 1 (Improve design quality of Baltimore’s built environment)
- Play – Goal 1, Objective 1 (Market, develop, and promote visitor attractions in Baltimore city)

### **4. DEVELOP AND MAINTAIN A STRONG CONNECTION TO THE LAND**

- Play – Goal 3, Objective 3 (Ensure public access to the Waterfront)
- \*\*Live – Goal 2, Objective 3 (streamline and strengthen the development process (modernize zoning codes to meet current needs))

## **PARKS AND OPEN SPACE COMMITTEE**

### **1. ENSURE PUBLIC ACCESS ALONG THE WATERFRONT**

- Live – Goal 2, Objective 1 (Improve design quality of Baltimore’s built Environments)
- Play – Goal 1, Objective 1 (Market, develop, and promote visitor attractions in Baltimore City)
- Play – Goal 2, Objective 3 (Improve local participation in city recreational activities)
- Play – Goal 3, Objective 1 (Maintain a well-managed system of parks and open spaces)
- Play – Goal 3, Objective 3 (Ensure public access to the Waterfront)

### **2. INCREASE ENVIRONMENTAL EDUCATION OPPORTUNITIES**

- Live – Goal 1, Objective 6 (Improve neighborhood schools)
- Earn – Goal 2, Objective 2 (Increase qualifications/skill sets of city residents)
- Learn – Goal 3, Objective 3 (Improve and expand learning opportunities for all Baltimoreans to create active and well-educated citizens)

### **3. CREATE A CONTINUOUS OPEN SPACE SYSTEM**

- Play – Goal 3, Objective 1 (Maintain a well-managed system of parks and open spaces)

### **4. PROTECT/ENHANCE NATURAL RESOURCES**

- Live – Goal 1, Objective 3 (Maintain and create safe, clean and healthy neighborhoods)
- Live – Goal 2, Objective 5 (Improve water quality and the environmental sustainability of the Chesapeake Bay)
- Play – Goal 3, Objective 2 (Protect and enhance Baltimore’s Natural Habitat and Environmental Resources)

### **5. CREATE UNIQUE RECREATIONAL OPPORTUNITIES**

- Play – Goal 2, Objective 3 (Improve local participation in city recreational activities)
- \*\* Live – Goal 1, Objective 6 (Improve neighborhood schools)

## **HERITAGE AND TOURISM**

### **1. ENSURE THE PRESERVATION OF HISTORIC RESOURCES**

- Live – Goal 2, Objective 4 (Protect and enhance the preservation of Baltimore’s historic buildings and neighborhoods)

- Play – Goal 1, Objective 4 (Strengthen stewardship of historical and cultural resources)
- 2. DEVELOP INTERPRETIVE PROGRAMS FOR THE FOLLOWING HISTORIC, CULTURAL AND NATURAL RESOURCES...**
    - Live – Goal 2, Objective 4 (Protect and enhance the preservation of Baltimore’s historic buildings and neighborhoods)
    - Play – Goal 1, Objective 2 (Increase everyday historical and cultural encounters for Baltimore City residents)
    - Play – Goal 1, Objective 4 (Strengthen stewardship of historical and cultural resources)
  - 3. MAXIMIZE HERITAGE TOURISM OF THE MIDDLE BRANCH.**
    - Earn – Goal 1, Objective 7 (Retain and attract business in hospitality and tourism)
    - Play – Goal 1, Objective 1 (Market, develop, and promote visitor attractions in Baltimore City)

## TRANSPORTATION COMMITTEE

- 1. PROMOTE NEW DEVELOPMENTS AND RENEWAL OF EXISTING COMMUNITIES THAT PRODUCE VIBRANT AND SECURE PUBLIC SPACES.**
  - LIVE – Goal 1, Objective 2 (Strategically redevelop vacant properties throughout the city)
  - LIVE – Goal 1, Objective 3 (Maintain and create safe, clean, and healthy neighborhoods)
- 2. ENCOURAGE WALKING, BICYCLING, WATER TRANSPORT, AND PUBLIC TRANSPORTATION.**
  - Live – Goal 2, Objective 3 (Promote transit oriented development (TOD) and mixed-use development to reinforce neighborhood centers and main streets)
  - Live – Goal 3, Objective 1 (Create a comprehensive transportation plan to improve mobility, accessibility and choice)
  - Live – Goal 3, Objective 2 (Facilitate movement throughout the region)
  - Earn – Goal 3, Objective 1 (Enhance transportation options to provide workers with commuting options and mitigate traffic congestion)
  - Play – Goal 2, Objective 3 (Improve local participation in city recreational activities)
  - Play – Goal 3, Objective 3 (Ensure public access to the Waterfront)
- 3. ENHANCE CIRCULATION WITHIN AND BETWEEN NEIGHBORHOODS.**
  - Live – Goal 2, Objective 3 (Promote transit oriented development (TOD) and mixed-use development to reinforce neighborhood centers and main streets)
  - Live – Goal 3, Objective 2 (Facilitate movement throughout the region)
  - Earn – Goal 3, Objective 1 (Enhance transportation options to provide workers with commuting options and mitigate traffic congestion)
  - Earn – Goal 3, Objective 2 (Promote economic development throughout the city by improving business-to-business connectivity via transportation)
- 4. IMPROVE REGIONAL ACCESS TO THE BALTIMORE AND WASHINGTON, D.C. METRO AREAS FOR PUBLIC AND PRIVATE TRANSPORTATION MODES.**
  - Live – Goal 3, Objective 2 (Facilitate movement throughout the region)
  - Earn – Goal 3, Objective 2 (Promote economic development throughout the city by improving business-to-business connectivity via transportation)

5. **ASSESS THE CURRENT TRANSPORTATION INFRASTRUCTURE, ITS USE, AND ITS CAPACITY; ADDING TARGETED CAPACITY, FACILITIES AND CONNECTIONS.**
  - Live – Goal 3, Objective 1 (Create a comprehensive transportation plan to improve mobility, accessibility and choice)
  - Live – Goal 3, Objective 2 (Facilitate movement throughout the region)
  - Earn – Goal 3, Objective 1 (Enhance transportation options to provide workers with commuting options and mitigate traffic congestion)
  
6. **DEVELOP GOVERNANCE TO GUIDE FUTURE TRANSPORTATION PLANNING, TO IMPLEMENT THE TRANSPORTATION STRATEGIES, AND TO MANAGE AND SUSTAIN TRANSPORTATION SYSTEM.**
  - Live – Goal 3, Objective 1 (Create a comprehensive transportation plan to improve mobility, accessibility and choice)
    - \*\*Learn – Goal 4, Objective 1 (Improve pedestrian and bicycle access to schools and libraries)
    - \*\*Learn – Goal 4, Objective 2 (Encourage the use of public transit to travel to schools)

## **WATER QUALITY AND HABITAT COMMITTEE**

1. **RESTORE DEGRADED HABITAT FOR MARINE AND UPLAND SPECIES**
  - *Live – Goal 2, Objective 5 (Improve water quality and the environmental sustainability of the Chesapeake Bay)*
  - *Play – Goal 3, Objective 2 (Protect and enhance Baltimore’s Natural Habitat and Environmental Resources)*
  
2. **IMPROVE WATER QUALITY TO FISHABLE AND SWIMMABLE LEVELS  
BY 2020**
  - *Live – Goal 1, Objective 3 (Maintain and create safe, clean, and healthy neighborhoods)*
  - *Live – Goal 2, Objective 5 (Improve water quality and the environmental sustainability of the Chesapeake Bay)*
  - *Play – Goal 3, Objective 2 (Protect and enhance Baltimore’s Natural Habitat and Environmental Resources)*

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# middle branch

## Appendix B:

# Housing Assistance Programs

There are many federal, state, and municipal programs in place to assist future and current homeowners. A number of the relevant programs are highlighted in this Appendix. Community organizations should work with the City of Baltimore to provide free housing workshops and counseling for residents. The education gained through these services will help residents take full advantage of the available housing programs.

## Current Homeowners

### Repairs

#### **Maryland Housing Rehabilitation Program (MHRP)**

MHRP is a state program that offers loans for property rehabilitation with below-market interest rates. The rehabilitation must mitigate health safety violations or significant deficiencies in necessities such as furnaces, boilers, and water heaters on owner-occupied properties. Loans are granted for up to 95% of the property value. Households with income levels below 80% of the Maryland state medium income levels or \$50,624 for a two-person household can qualify. Additionally, all Baltimore City houses and condos are eligible if the owner has the title and can assume the debt. For more information and an application, contact:

Baltimore Housing  
Office of Rehabilitation  
417 E. Fayette Street, Suite 1125  
Baltimore, MD 21202  
410-396-4151

### **Deferred Loan Program**

This program offers loans for property rehabilitation with below-market interest rates. Loans of up to \$10,000 are granted. Qualifying repairs include, but are not limited to furnace, roof, electrical, and plumbing repair, and accessibility improvements for elderly or handicapped homeowners. Households earning below 50% of the city's median income or \$30,000 for two people are eligible. Additionally, all Baltimore City houses and condos are eligible if the owner lives on the property. For more information and an application, contact:

Baltimore Housing  
Office of Rehabilitation  
417 E. Fayette Street, Suite 1125  
Baltimore, MD 21202  
410-396-4151

## **Tax Protection**

### **Homestead Property Tax Credit**

This state program limits the amount by which taxable assessments can increase per year for owner-occupied properties. The city has capped the annual property tax increase at 4%. All owners currently living in their properties are eligible to limit their tax increase. If the property is transferred, the new owner must submit an application to the State Department of Assessment and Taxation (SDAT) within 180 days in order to qualify for the Homestead Property Tax Credit. For more information and an application, contact:

Darlene Warren, Acting Supervisor  
Collections Division Customer Service  
410-361-9057  
[Darlene.warren@baltimorecity.gov](mailto:Darlene.warren@baltimorecity.gov)

### **Baltimore Cash Campaign**

Baltimore Cash Campaign is a local coalition of volunteers, foundations, nonprofits, the IRS, community organizations, and Baltimore City government agencies. They provide free income tax preparation to low and moderate income families, and during this process, they help people receive the Earned Income Tax Credit (EITC) and other tax credits. They also offer financial literacy counseling and workshops. For more information about their services contact:

Baltimore Cash Campaign  
c/o Maryland Volunteer Legal Services  
One North Charles St., Suite 222  
Baltimore, MD 21202  
410-539-6800  
[Baltimorecashcampaign.org](http://Baltimorecashcampaign.org)

### **Home Improvement Property Tax Credit**

This program is intended to promote the improvement of residential properties and decrease the financial burden on property owners. It provides a 5-year tax credit with complete relief from city property tax increases in the first taxable year. The credit then declines by 20 percentage points thereafter. Credit is limited and will not cover improvements exceeding \$100,000. If the property



is sold, the new owner is eligible for the remaining credit. Credit is only applied to the value of the property that has been increased by the improvements. It is automatically renewed annually for five years as long as the property is in compliance with the Housing Code. The owner must live in the property for more than six months each year and there must be proof that the improvements resulted in an increase in the dwelling's value in order to be eligible. For more information and the application, contact:

SDAT  
Phone (410) 767-8250  
Fax (410) 333-4626  
[baltcity@dat.state.md.us](mailto:baltcity@dat.state.md.us)

Hattie Scott, Assistant Supervisor  
Accounting Section  
443-984-3498  
[Hattie.Scott@baltimorecity.gov](mailto:Hattie.Scott@baltimorecity.gov)

## Eviction prevention

There are many resources available to help prevent eviction. First, residents should consider homeowner counseling services (see attached "Homeowner Counseling Agencies"). These programs will increase financial literacy and will help people find and create the means to remain in their homes. Residents can also work with the Baltimore Homeownership Preservation Coalition. This partnership of public and private funders, lenders and nonprofit practitioners strives to reduce the occurrence of foreclosures in the city. Finally, by dialing 311, homeowners can be transferred to a national hotline that will help them with methods to avoid eviction.

## Opportunities to become a Homeowner

### Renters become homeowners

#### Tenant Conversion Mortgage Program

This state program helps tenants buy the home they are currently renting. It provides mortgage loans at a five percent interest rate. To be eligible, family incomes cannot exceed \$41,750 and the price of the house cannot exceed \$77,000. Finally, there is a minimum cash requirement of approximately \$850. For more information, contact:

Department of Housing and Community Development  
100 Community Place  
Crownsville, MD 21032-2023  
1-800-756-0119 (Toll-Free in Maryland)  
410-514-7000  
[customerservice@dhcd.state.md.us](mailto:customerservice@dhcd.state.md.us)

### Grants and Subsidies

#### Baltimore City Employee Homeownership Program

This is a city program that helps employees of the City of Baltimore become homeowners within the city limits. Recipients get \$3,000 for down payment and closing assistance. Additionally, \$750 is given for homes purchased in Healthy Neighborhoods target blocks. All employees of Baltimore

City's agencies and quasi-agencies who have worked for at least 6 months are eligible. The buyer must contribute at least \$1,000 towards purchase and must use the property as their main residence. Only one City employee per household may receive assistance. Finally, the loan is forgivable over 5 years, reducing 20 percent for each year of occupancy. For more information contact:

HABC/HCD  
417 E. Fayette St., Suite 1339  
Baltimore, Md. 21202  
Phone: 410-396-3237  
Fax: 410-545-3238

#### **Baltimore City Live Near Your Work Program**

This is a partnership between the city and participating employers. The program provides a \$2,000 minimum grant to be used toward down payment and closing. It is meant to encourage homeownership near the place of one's employment. Please note that the potential homeowner's employer must be one of the participating employers in order to qualify. Employees must be first-time homebuyers in the City of Baltimore, they must contribute at least \$1,000, and the dwelling must be their main residence in order to be eligible. Participating employers may have additional requirements. Finally, the loan is forgivable over 5 years, reducing 20 percent for each year of occupancy. For more information contact:

HABC/HCD  
417 E. Fayette St., Suite 1339  
Baltimore, Md. 21202  
Phone: 410-396-3237  
Fax: 410-545-3238

## **Loans**

#### **Homeownership for Individuals with Disabilities Program**

This is a state program that uses some city settlement funds. It offers loans at a 3 percent interest rate. The loan amount cannot exceed \$100,000, although the sale price can be as high as \$155,000. To qualify, at least one borrower must have a disability and the family income cannot be more than \$41,387. The minimum cash requirement is approximately \$700. Please see the State's Web site at [www.dhcd.state.md.us](http://www.dhcd.state.md.us) for more program details or contact:

Department of Housing and Community Development  
100 Community Place  
Crownsville, MD 21032-2023  
1-800-756-0119 (Toll-Free in Maryland)  
410-514-7000  
[customerservice@dhcd.state.md.us](mailto:customerservice@dhcd.state.md.us)

#### **American Dream Downpayment Initiative**

This federal program provides funding that can be used to cover closing costs and the downpayment for a home. It is for \$10,000 structured as a 5-year loan that is forgivable at 20 percent per year. First-time homebuyers with family incomes at or below 80 percent of the area median income are eligible. For example, the 2007 income limits are:

- 1 person \$41,300
- 2 person \$47,200
- 3 person \$53,100
- 4 person \$59,000
- 5 person \$63,700
- 6 person \$68,450
- 7 person \$73,150
- 8 person \$77,900

The buyer must contribute at least \$1,000 and the property must be their principal residence. Finally, the home must be inspected by a member of the National Association of Home Inspectors or the American Society of Home Inspectors. It must be free of flaking, peeling or chipping paint, and the home inspection must document no unstable paint surfaces. Closing on the property must occur within 90 days of the contract date. For more information call or e-mail:

443-984-2222  
[arilineramsey@habc.org](mailto:arilineramsey@habc.org)

## Education

Financial education is a vital part of becoming a successful homeowner. One can take better advantage of the above programs if they follow these steps (for a more complete description see attached “How to Maximize Your Homebuying Experience”):

1. Enroll in and Complete a Housing Counseling Workshop
2. Research Mortgage Options
3. Begin Loan Application Process
4. Identify a Real Estate Agent
5. Identify a Home
6. Identify Other Professionals to Help You
7. Finalize the Loan Process

Taken from Baltimore Housing’s Office of Homeownership (08/01/07)  
[http://www.baltimorehousing.org/index/ps\\_homeownership\\_maximize.asp](http://www.baltimorehousing.org/index/ps_homeownership_maximize.asp)

## Seniors

### Senior Roof Repair Program

This program offers loan funds to homeowners’ ages 62 and older, needing roof repairs. Applicants with special needs may also be considered. It is a loan with an easement for up to \$5,000 for repairs. The grant amount is reduced 20% for each year of occupancy after the award is made. After five years of occupancy, the owner is not obligated to repay. Additionally, there is no monthly payment required. The homeowner must have the property title and deed, they must occupy the dwelling, and their income must be below 50% of the Baltimore City median income levels (i.e. \$30,300 for a two-person household). For more information and an application contact:

Baltimore Housing  
Office of Rehabilitation  
417 E. Fayette Street, Suite 1125  
Baltimore, MD 21202  
P: 410-396-4151

## Public housing

### **Housing Choice Voucher Homeownership Program**

This is a federal program created to help current Housing Choice Voucher Program participants purchase homes by converting their monthly rental assistance payments to mortgage payments. To be eligible, a minimum of one percent of the purchase price must come directly from the purchaser and homes must be purchased within Baltimore. Finally, participants must meet regular program eligibility requirements in addition to the new regulations governing the Homeownership program. For more information call or e-mail:

443-984-2222  
[arilineramsey@habc.org](mailto:arilineramsey@habc.org)

### **How to Maximize Your Homebuying Experience**

Copied from Baltimore Housing's Office of Homeownership (08/01/07)  
[http://www.baltimorehousing.org/index/ps\\_homeownership\\_maximize.asp](http://www.baltimorehousing.org/index/ps_homeownership_maximize.asp)

### **Enroll in and Complete a Housing Counseling Workshop**

This valuable first step will help provide a strong primer for the homebuying process from start to finish. Baltimore Housing maintains a list of City-approved counseling agencies

### **Research Mortgage Options**

There are many free options for researching mortgage products. Many banks have brochures and pamphlets that explain the types of mortgage products. In addition, the Internet, certified housing counseling agencies, and public libraries are great sources for information. Among the information you want to understand is: types of mortgage product options, rates and terms of these products.

### **Begin Loan Application Process**

Most lenders will require potential mortgage borrowers to complete a loan application in order to determine information vital to ensuring loan qualification. Although many homebuyers first identify the desired home before completing the application, a best practice is getting pre-approved prior to identifying the home to determine how much one can afford. The pre-approval process requires some time commitment and as much information as the full loan application process. Pre-approval is a commitment to provide mortgage financing and all Baltimore Housing loan products require loan application information.

The recommended steps for working with a lender are:

- Gather all required documents including tax forms, pay stubs, bank statements, proof of other funding sources (e.g., brokerage reports or mutual fund balances). Most lenders will provide a specific checklist.
- Prepare any questions regarding financing you have. This will help ensure that you accomplish

your objective to be educated about the process and loan products.

#### Identify a Real Estate Agent

Any homebuyer has the option of speaking with more than one real estate agent in advance of executing any documents.

#### Identify a Home

Prepare a list of desires and needs for your home. Be certain to delineate between those items that are necessities and bonuses. Give thought to the other factors, including community amenities such as schools, parks, retail establishments, and proximity to preferred transportation routes.

#### Identify Other Professionals to Help You

Engaging a real estate attorney can be helpful (but may be an additional cost) in giving the homebuyer another set of trained resources. Free and/or reduced rate legal services in connection with a home purchase are available through the Civil Justice Network and St. Ambrose Legal Services. Research home warranties (if applicable). Engaging the services of a good home inspector can also be helpful.

#### Finalize the Loan Process

Contact your chosen lender to begin the process of finalizing your loan process. Collect and provide updated documents to the lender as soon as possible. This will ensure that the lender has the most up-to-date financial information and will make for a more smooth loan approval and closing process. Please keep in mind that time is of the essence as interest rates or other factors may change and impact your loan. Get a sense of the timing for a financing decision. Most lenders will be able to give a clear indication of the decision turnaround time as well as provide details about your application or types of loan products. Your lender will be able to provide you with a good faith estimate, itemizing the various fees and costs and the amounts due at closing.

## Homeownership Counseling Agencies

Taken from Baltimore Housing's Office of Homeownership (08/01/07)  
[http://www.baltimorehousing.org/index/homeownership\\_counseling.pdf](http://www.baltimorehousing.org/index/homeownership_counseling.pdf)

Acorn Housing Corp.  
Linda Lee  
16 W. 25TH Street, 21218  
410-243-9791 / Fax 410-243-9794  
[ahcmdlbamgr@acorn.org](mailto:ahcmdlbamgr@acorn.org)

Baltimore Urban League  
Nolan Rollins  
512 Orchard Street, 21201  
410-523-8150 / Fax 410-523-4022  
[nrollins@bul.org](mailto:nrollins@bul.org)

Centro De La Comunidad  
Ismael Quezada  
3021 Eastern Avenue, 21224  
410-675-8906 / Fax 410-675-3146  
[iquezada@centrodelacomunidad.org](mailto:iquezada@centrodelacomunidad.org)

Comprehensive Housing Asst. Inc.  
Roz Goldman  
5721 Park Heights Avenue, 21215  
410-466-1990 x211 / Fax 410-466-1996  
[agoetz@chaibaltimore.org](mailto:agoetz@chaibaltimore.org)

Garwyn Oaks Housing Resource  
Center  
Mereida Goodman  
2300 Garrison Blvd., Ste. 211, 21216  
410-947-0084 / Fax 410-542-9055  
[mg.garwynoaks@verizon.net](mailto:mg.garwynoaks@verizon.net)

Govans Economic Management Senate  
Joyce Crockett/Janie Lee  
3921 Old York Road, 21218  
410-433-3400 / Fax 410-433-7140  
[gemsdc5@aol.com](mailto:gemsdc5@aol.com)

Greater Hillendale NHS  
Cynthia Clark  
1055 Taylor Avneue, 21286  
410-769-8820 / 410-769-9014  
[cclark@nhsbaltimore.com](mailto:cclark@nhsbaltimore.com)

Harbel Housing Partnership  
Regina Buker  
5807 Harford Road, 21214  
410-444-9152 / Fax 410-444-9181

Lawrence Hawkins  
3011 Montebello Terrace, 21214  
410-444-1400 / Fax 410-444-0825  
[www.mcil-md.org](http://www.mcil-md.org)

NHS of Baltimore  
Patricia Hull  
244 N. Patterson Park Ave., 21231  
410-327-1200 / Fax 410-675-1855  
[phull@nhsbaltimore.com](mailto:phull@nhsbaltimore.com)

St. Ambrose Housing Aid Center  
Anthony Parran  
321 E. 25th Street  
410-235-5770 / 410-366-8795  
[petep@stambrose.org](mailto:petep@stambrose.org)

Tri-Churches Houses  
Gwen Padow  
815 Scott Street, 21230  
410-385-1463 / Fax 410-752-4643  
[gpadow@trichurcheshousing.org](mailto:gpadow@trichurcheshousing.org)





# middle branch

## Appendix C:

# BRACTION Plan for Baltimore City

## Executive Summary

### I. Population Growth

Currently, the projected household impact for Baltimore City is as many as 2,552 new households from now to 2018. Baltimore City's preparation for BRAC related population growth will require strategic improvements to its transportation and infrastructure. Additionally, land use and zoning policies must be pursued as directed by the Comprehensive Master Plan. The City will capture its share of BRAC-related growth and maximize the opportunity that BRAC presents through an effective marketing campaign lead by Live Baltimore.

### IA. Population Growth: Transportation & Infrastructure

1. Ft. Meade Oriented Transportation Access Improvements to/from Middle Branch/Westport
  - a. Russell Street/MD-295 Ramp & Intersection Upgrades
  - b. Russell Street Gateway – Phases II & III
  - c. Annapolis Road Bridge Over 295
  - d. Annapolis Road, Waterview Road and Maisel Street Bridges
  - e. Kent Street Improvements to Link Light Rail with Westport redevelopment
  - f. Examine feasibility of MARC Camden Line Station near Westport

2. Aberdeen Oriented Transportation Improvements
  - a. Create a Comprehensive Transportation Plan for Southeast Baltimore (See Live G3,O1)
  - b. Boston Street Widening/Reconstruction
3. Rail and Transit
  - a. Advocate for expansion of MARC service from Penn Station to Aberdeen; construct East Side MARC Station at EBDI or Bayview
  - b. Actively support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments (LiveG3O2S2)
  - c. Protect and create Rights-of-Way along existing and proposed rail lines (See Live,G3 O2,S3)
  - d. Promote the Commuter Choice Program to encourage transit use
4. Water and Wastewater
  - a. Comprehensive Water and Wastewater Master Plan

### **IB. Population Growth: Planning and Zoning**

5. Create Neighborhoods of Choice Through Targeted Comprehensive Planning
  - a. Create Area Master Plans for Priority Development Areas Related to BRAC
    - i. Westport/Middle Branch/Cherry Hill
    - ii. West Baltimore MARC Station TOD Plan
    - iii. Uplands
    - iv. Edmondson Village
  - b. Link school facilities planning with neighborhood planning.
  - c. Encourage Improvements to the Housing Stock in areas most impacted by BRAC (Middle Branch/Poppleton /Westport/Uplands/Cherry Hill/Gateway South/East Baltimore).
  - d. Diversify our housing product through strategic investment of City resources and development incentives.
6. Streamline and Strengthen the Development Process
  - a. Update the City Zoning Code through the Comprehensive Rezoning.
  - b. Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore Marc) (See Earn G3,O2,S2).
  - c. Create a Master Development Database.

### **IC. Population Growth: Marketing and Policy**

7. Develop a Coordinated, Inclusive and Holistic Approach to Marketing the City and the Region
  - a. Coordinate City web information through the Mayor's Office, BDC and Live Baltimore web-sites.
  - b. Provide comprehensive neighborhood profiles to households or firms interested in locating in the City.
  - c. Create a targeted, inclusive and complete set of information resources for potential residents, including special interest groups.
  - d. Promote the affordability of Baltimore's housing stock.
  - e. Encourage local cultural and artistic institutions to approach potential future membership.
  - f. Connect and Coordinate Healthy Neighborhoods Initiative with local BRAC marketing and homeownership initiatives.

8. Develop Policies to support BRAC-related planning
  - a. Create an Ongoing Education Campaign on BRAC and Baltimore City for Publicly Elected Officials.
  - b. Utilize the Mayor's Blue Ribbon Committee on Property Taxes to examine ways to make the City's Rates more competitive with the Region.
  - c. Develop a legislative agenda to support BRAC-related planning.
  - d. Create a BRAC budget.

## **II. Workforce Development**

Not all employees surrounding the closing bases will want to relocate. Instead, there will be some combination of new households and new jobs. Current estimates indicate that Baltimore City will receive as many as 3,145 new jobs, many of which will come to the City vacant. It is crucial that we prepare our existing and future workforce for these jobs. The City, lead by the Mayor's Office of Employment Development and the Baltimore City Public School System, will need to not only ensure the development of training programs and curricula in Science, Technology, Engineering and Math, but will need to partner with the BRAC employer community and the region to effectively address the issue of obtaining security clearances for prospective area jobseekers.

1. Reach Out to the BRAC Employer Community
  - a. Develop relationships with relocating Department of Defense agencies and their leadership.
  - b. Market MOED's job posting, job matching and job training capabilities through participation in defense-related job fairs.
  - c. Survey military employers to determine employment needs (See Earn G1O1S4).
2. Connect BRAC relocating spouses to area job opportunities
  - a. Market MOED's job matching and job training capabilities through targeted publications at relocation fairs.
3. Prepare the School-Age Population and the Existing Workforce for BRAC jobs
  - a. Develop a short and long-term communication and marketing plan that will expand the number of skilled job candidates for BRAC-related employment, with a specific emphasis on math and science skills and eligibility requirements for security clearances.
  - b. Examine Charter Schools as a means of satisfying BRAC-related education needs.
  - c. Support the development of strong math and science curricula for BCPSS students at all levels, through programs such as CTE.
  - d. Assess needs in education and training for secondary and spin-off jobs.
  - e. Support the development of programs in building trades.
4. Strengthen Partnerships with Institutes of Higher Learning to Coordinate BRAC Preparedness
  - a. Continue to Actively Support the Development of Higher Education institutions and training programs.
  - b. Create an Outreach, Recruitment, and Referral Arm from Baltimore City's Colleges, universities, professional schools and companies to regional training programs and employment opportunities.
  - c. Develop and promote comprehensive programs in Science, Technology, Engineering and Math (STEM).

5. Continue to Actively Support Regional Workforce Development Efforts
  - a. Continue to utilize the Baltimore Workforce Investment Board to coordinate local and regional workforce development efforts to prepare for BRAC.

### **III. M/WBE Contracting Opportunities**

In addition to new households and new jobs, BRAC will bring a multitude of direct and indirect business & contracting opportunities to the City of Baltimore. The department responsible for the coordination of these opportunities is the Mayor's Office of Minority & Women-Owned Business Development. Ms. Carla A. Nelson, the Director of the department, will work directly with City agencies and our regional partners to lead the City's effort in maximizing business and contract opportunities for Small, Local, Minority and Women-Owned businesses here in our City .

1. Reach Out to the Defense Industry
  - a. Create an alliance with the Defense Industry to formalize the connections with small, local, minority & women-owned businesses.
  - b. Explore possibility of creating a Reciprocity Certification Process for firms certified with the City of Baltimore, the State's MDOT certification and the Federal SBD certification or DOD requirements for DISA.
  - c. Seek out opportunities for direct & indirect product & service contracts with the military, corporate companies working with the military, and the surrounding community.
2. Reach Out to Contractors
  - a. Utilize the MBE Directors Alliance to specifically look for opportunities through BRAC for Small, Local, Minority & Women-Owned firms.
  - b. Continue Procurement and Outreach Fairs and provide a BRAC connection.
  - c. Support efforts to create small-business incubators.
  - d. Provide good news information for the media about M/WBE firms benefiting from BRAC.
  - e. Tailor marketing strategies to minority ethnic groups and M/WBE firms.
3. Coordinate with Business and Workforce Development Initiatives
  - a. Utilize the MBE Directors Alliance to coordinate efforts.
  - b. Actively provide marketing and outreach to the business community on BRAC opportunities.
4. Track BRAC related M/WBE Outcomes
  - a. Create a web database of contractors.
  - b. Create a monthly BRAC MBE Stat report.
  - c. Explore ways to quantify forecasted contracting opportunities that will result from BRAC.

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