



LIVE EARN PLAY LEARN: City of Baltimore Comprehensive Master Plan

2008 Evaluation Report

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Executive Summary

Baltimore City’s Comprehensive Master Plan (CMP) outlines goals, objectives and strategies for coordinating and leveraging City capital investment, policy, and programming in order to maximize economic opportunity and the quality of life for all citizens of Baltimore. The Plan is a vision for the future of Baltimore City and focuses on implementation steps to make that vision a reality.

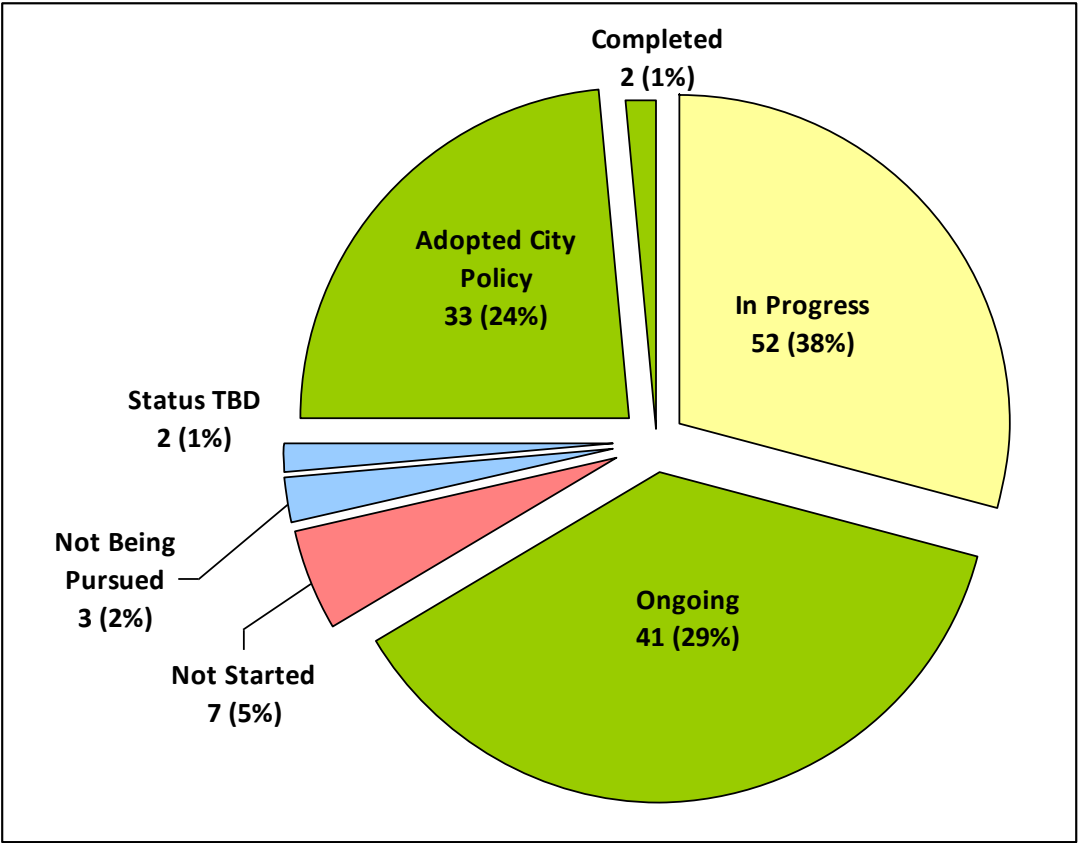
The four CMP elements, LIVE EARN PLAY LEARN, demonstrate the overarching goals for the City of Baltimore over the Plan’s six-year implementation period. The Comprehensive Master Plan 2008 Evaluation Report identifies the extent to which those goals outlined in the Baltimore City Comprehensive Master Plan are being achieved, and the current status of strategies designed to implement them.

During October 2008, City agencies identified CMP strategies as **Adopted City Policy**, **Completed**, **In Progress**, **Ongoing**, **Not Started**, or **Not Being Pursued**. Strategies identified as **Adopted City Policy** and **Completed** have been addressed through programs, policies, planning, procedures, regulations, zoning, and capital improvement programming (CIP). **Ongoing** strategies are those that were in place prior to adoption of the CMP and continue to be part of City policy. **In Progress** strategies are being addressed in some capacity by the implementing agency. Some CMP strategies are identified as **Not Started**, indicating that no capital investment, zoning strategies, nor public policy have been directed to that specific strategy. Strategies that are **Not Being Pursued** are those that were initially identified as strategies that the City would pursue but are no longer feasible or relevant to CMP goals.

At the CMP’s Midpoint, Year 3, there has been significant progress. 25 percent of the CMP’s strategies are Adopted City Policy or Completed, 29 percent are Ongoing, and 38 percent are In Progress. 5 percent are Not Started and 2 percent are Not Being Pursued.

The CMP suggests timeline targets for each strategy’s implementation, ranging from Year 1 through Year 6. This Evaluation examines strategies with a 1 - 3 Year timeline target to

determine what has been accomplished and how the City should move forward to address these strategies. Also, the Evaluation makes suggestions for strategies with timeline endpoints in the Mid Term, Year 4 and Year 5, and those with horizons through Year 6.



Of the 37 strategies with Year 1 – Year 3 timelines for which the status is available, two have not been started. They include creating a coordinating entity for lifelong learning service providers (LearnG3O3S1) and developing a strategic recreational plan that will target recreational opportunities to address the City’s needs (PlayG2O3S1). Eighteen strategies are In Progress and they are generally related to zoning issues being addressed by TransForm Baltimore, the Zoning Code Rewrite; parks and open space; historic preservation; the

facilitation of development; and various support strategies for institutions of higher education. The remaining seventeen are either Adopted City Policy or Ongoing: the bicycle master plan, MOED strategic plan, comprehensive water and wastewater plan; increasing retail space downtown; expanding park partnership programs; a development mitigation program; and targeting homeownership and rehabilitation loans.

Of the 103 mid-term and long-term strategies for which statuses were available, these five have not yet been started:

CMP Code	Strategy
EarnG1O4S1	Develop a master plan for the City’s current and future CIDS infrastructure
EarnG2O1S6	Give preference for City-subsidized contracts to contractors with active apprenticeship programs
LiveG2O1S4	Create standards for hiring design professionals to foster the design of high quality city projects
LiveG2O4S2	Promote use of Maryland Building Rehabilitation Code
PlayG1O5S1	Establish regional policy to increase regional funding resources for cultural activities within Baltimore City

Three strategies mid- and long-term LIVE EARN PLAY LEARN strategies are not being pursued due to change in approach or priorities. Sixty are Adopted City Policy, Completed, or Ongoing. Thirty-four strategies are In Progress, including strategies being implemented through TransForm Baltimore, improving school facilities, historic preservation, and infrastructure improvements for pedestrian access and transit oriented development.

Baltimore City’s Capital Improvement Program

The City’s Capital Improvement Program (CIP) allocates annual funding for various improvement projects citywide. Beginning with the FY2009 CIP, agencies began linking specific CIP projects to the CMP goals, objectives and strategies. However, many CIP projects are linked only to CMP objectives rather than directly linked to CMP strategies. Therefore, one purpose of the CMP Evaluation Report is to identify which strategies are directly linked to CIP projects or are at least being partially achieved by the CIP (see Appendices B and C). Linking the strategies to the CIP is an important step in ensuring that funding is being identified and allocated to achieve the CMP strategies, ideally within the

time frame suggested in the CMP. The following report provides a summary of how the CIP has achieved or assisted the CMP strategies at the CMP’s midpoint. Seventy-seven (77) strategies have a CIP component; ten (10) have direct links and 29 have partial links.

Measurable Outcomes

The CMP identifies measurable outcomes for each of the strategies. The purpose of the measurable outcomes is to identify indicators that help to track whether or not a strategy is being achieved. The CMP indicators, described in detail in this report, cover a range of areas including changes in demographics, use of transportation facilities, changes in the quality of the natural and human environments, and frequency in the use of historic and cultural facilities. Assessing the status of the indicators for LIVE EARN PLAY LEARN was another method used to determine how and if the CMP strategies are being implemented as planned.

Three years since the CMP’s implementation, there are signs of progress, yet sustained coordination and commitment to the implementation of CMP strategies are required to continue that progress. Baltimore City population increased in 2006, the first year of population growth in decades; in 2007 employment continued to decline. There was a slight employment increase in leisure and hospitality and educational and health services; however, average employees per business decreased in all growth sectors. While the number of residents in the labor force is increasing, unemployment continues to rise. Despite an increase in median home sales price, Baltimore City remains one of the most affordable jurisdictions in the region. While overall public transportation ridership has increased, the percentage of workers who use public transportation, or transit mode share, continues to fluctuate.

The number of people visiting Baltimore area attractions and event venues has increased from 2006 to 2008. However, hotel occupancy rates have dropped rather than increased over the past several years. Improvements continue to be made to various schools in the City to alleviate poor building conditions, but there are still many facilities in need of improvements.

New Initiatives

TransForm Baltimore:

In addition to linking the Capital Improvement Program to the Comprehensive Master Plan, a key implementation strategy is a comprehensive process to rewrite the City's existing Zoning Code, which dates to 1971. TransForm Baltimore is a project to incorporate more modern and state-of-the-art zoning techniques into the City's land use regulations. Its ultimate goal is adoption of a new zoning code that successfully implements the Comprehensive Master Plan (CMP), supports and guides City investment, enhances and protects neighborhood character, and guides private development.

Sustainability:

The Office of Sustainability, in conjunction with the Commission on Sustainability, was created by Mayor Dixon in 2007 and has been charged with completing a comprehensive Sustainability Plan for Baltimore focused on seven themes: Cleanliness, Pollution Prevention, Resource Conservation, Greening, Transportation, Education and Awareness, and Green Economy. The Plan articulates specific goals, identifies measurable targets, and provides mid-term strategies to improve life in Baltimore today and for generations to come. Greenhouse gas emissions reduction, tree canopy expansion, water quality improvement, green job creation, and alternative transportation improvements are among the issues the document will hold the community accountable for. TransForm Baltimore is working closely with the Office of Sustainability to ensure that a new zoning code promotes sustainable development.

Water and Wastewater Master Plan:

In 2006, Baltimore City updated and amended its comprehensive plan for its water and wastewater systems that must document, according to specific State regulations, the ability of the City to supply its citizens and the larger metropolitan area where needed a sufficient and safe drinking water supply and a wastewater collection and treatment system of sufficient capacity, now and at least ten years in the future.

Comprehensive Economic Development Strategy (CEDS):

One of the principle tenets of the 2007 CEDS process was to build upon collaborative efforts that the City had completed in the past few years to ensure consistency and reduce duplication. In 2006, Baltimore City approved its first Comprehensive Master Plan (CMP) in 30 years: LIVE, EARN, PLAY, LEARN. Many of the CEDS committee members were involved in the process of completing the EARN and LEARN sections of the CMP. In addition, in June 2007, the City drafted its BRACtion Plan that synthesized the work of all City agencies in preparation for growth associated with Base Realignment and Closure (BRAC). Both of these plans brought together various stakeholders in the City and region to discuss the future of economic development in Baltimore, and therefore, their strategies and foci served as the foundation for the 2007 CEDS process.

2008 Evaluation of LIVE EARN PLAY LEARN

The 2008 Evaluation Report of Baltimore City's Comprehensive Master Plan includes a list of CMP indicators as a method to measure outcomes related to the implementation of LIVE EARN PLAY LEARN strategies. These outcomes are generally related to various elements of the four sections, such as home ownership, employment, tourism, and school attendance. Since the CMP's adoption in 2006, sustained coordination and implementation of CMP strategies is required to continue that progress.

Per State of Maryland guidelines, local comprehensive master plans should be updated every six years; the Baltimore City Department of Planning will conduct a full visioning process in 2012 to collaboratively identify new strategies that could be included and which should be removed.

Introduction

This Comprehensive Master Plan 2008 Evaluation Report seeks to determine the extent to which goals and objectives outlined in the Baltimore City Comprehensive Master Plan (CMP) are being achieved, and whether strategies are being implemented within the timelines suggested in the Plan. This report should also be used as a reference guide by Planning Commissioners, city agencies and elected officials who are charged with monitoring and evaluating the effectiveness of the CMP.

The City of Baltimore adopted *LIVE EARN PLAY LEARN* in 2006. As the Plan recognizes that while

“...not every goal or policy in this plan will be accomplished within the specific six-year timeframe, Baltimore’s citizenry must direct elected officials to prioritize and balance many desirable actions with available resources, legal constraints and market conditions. The CMP will support those seeking grants to carry out its purposes, provide protection of and encouragement for private investment, and give greater predictability and certainty to the City’s future. The administration, City Council and appointed boards, commissions and committees, as well as the general public, and other City agencies will give and receive guidance from this document and recommend amendments as needed” (p. 18).

The Baltimore City Planning Commission thought it imperative that this document not be a plan for the shelves, never read, and never truly implemented. Instead, drafted in a business plan format, LIVE, EARN, PLAY, LEARN seeks to provide clear goals and objectives to do the following:

- *Direct the City’s **capital** investment to more effectively use public resources*
- *Create zoning strategies which will match the zoning code to 21st Century land uses and patterns of economic and demographic development*
- *Develop a public policy approach¹ that can be adopted and implemented by all segments of Baltimore.* (p. 20)

To date, significant progress has been made in implementing the Plan. However, based upon analysis of the goals, objectives, and strategies for the CMP’s four components— LIVE, EARN, PLAY, and LEARN— additional coordination and action involving City agencies is necessary to further implement the CMP.

Beginning in 2009, the Department of Planning will be conducting a Midpoint Review that will include any minor revisions and clarifications that should be incorporated into the Comprehensive Master Plan. The results of this 2008 Evaluation Report will provide a basis for recommended revisions or clarifications.

I. LIVE EARN PLAY LEARN Summary

The City of Baltimore adopted LIVE EARN PLAY LEARN in 2006. The Plan outlines goals, objectives, and strategies for coordinating and leveraging City investment, policy, and programming in order to maximize economic opportunity and the quality of life for all citizens of Baltimore. The Comprehensive Master Plan is a collaborative vision for the future of Baltimore City and focuses on implementation steps to make that vision a reality.

LIVE

LIVE outlines several goals to accommodate future population growth and improve the quality of life for existing City residents. Specific objectives were identified that seek to reverse trends of population loss and concentrated poverty; they include improving the physical characteristics of City neighborhoods by returning vacant properties to productive use; supporting mixed-use and transit oriented development, and historical districts; water quality and the environmental sustainability of the Chesapeake Bay; and increasing housing choice and transportation access. Strategies are actionable items that attempt to achieve those objectives, including developing, adopting and implementing various plans, developing policy and programs, and targeting financial resources such as loans and CIP funding to promote safe, clean, and healthy neighborhoods.

¹ A ‘public policy’ approach could, but not necessarily, be reflected in the City’s operating budget priorities

EARN

EARN seeks to create and expand employment opportunities for residents while strengthening seven growth sectors: Port-Related Services; Healthcare and Social Assistance; Bioscience; Business Services; Construction; Computer, Internet and Data and Software-Related Services (CIDS); and Hospitality and Tourism. In order to retain and attract business and meet the employment needs of residents, EARN strategies focus on linking employers and job seekers, training workers and supporting new businesses while improving access to jobs and business-to-business connectivity.

PLAY

The overall goals, objectives, and strategies for PLAY focus on improving and expanding Baltimore City’s entertainment venues, cultural resources, and recreational facilities to provide more amenities to residents and to draw more visitors to the City. Goals for improvements to entertainment venues include developing zoning to specifically address the need for locations with live music and outdoor seating. These goals also include developing and promoting shopping districts with more retail options and choices for people living, working, or traveling through Baltimore City. Cultural Resources are also an important element for the goals of PLAY. There are various historic buildings and districts throughout Baltimore City that have been preserved to capture the City’s historic character as well as promote and improve access to heritage areas for more people to experience Baltimore City’s diverse history. Further, PLAY identifies the need to improve the quality of the existing parks and recreational spaces in the City and to create zoning that preserves and protects these areas.

LEARN

The LEARN section of the Baltimore City CMP aims to improve the quality of education facilities and programs throughout the City from elementary, middle, and high schools to higher education institutions. The goals, objectives, and strategies in LEARN include improving the physical conditions of distressed schools, enhancing the quality of educational programs to improve graduates’ job readiness, and providing more citywide transportation options for students and faculty. The strategies related to improving the physical conditions of schools include incorporating Green Building techniques that support

the schools and the natural environment. Several strategies involve the use of schools for community-related needs such as community centers with the purpose of encouraging the surrounding community to take a vested interest in the schools’ programs and facilities. Strategies also focus on promoting Baltimore City as an all-inclusive higher education resource. These strategies focus on developing campus master plans and zoning districts that improve the physical design and transportation elements of higher education institutions in the City.

II. Status of CMP Implementation

The CMP goals, objectives and strategies were designed to provide guidance to City agencies as they implement the Plan. This evaluation seeks to assess the current status of those strategies. During October 2008, City agencies were surveyed regarding the current status of the strategies they are primarily responsible for implementing since the adoption of the CMP. The strategies were reported as having the following statuses: *Adopted City Policy, Completed, Ongoing, In Progress, Not Started or Not Being Pursued.*

Strategies identified as **Adopted City Policy** and **Completed** have been addressed since 2006 through programs, policies, planning, procedures, regulations, zoning, and capital improvement programming (CIP). **Ongoing** strategies are those that were in place prior to adoption of the CMP and continue to be part of City policy. **In Progress** strategies are currently being addressed in some capacity by the implementing agency(-ies). Some CMP strategies are identified as **Not Started**, indicating that no capital investment, zoning strategies, nor public policy have been directed to that specific strategy. Strategies that are **Not Being Pursued** are those that were initially identified as strategies that the City would pursue but are no longer feasible or relevant to the agency’s goals.

LIVE

The strategies pursued through LIVE are in various stages of implementation. In the Comprehensive Master Plan (CMP), LIVE goals focus on strengthening neighborhoods, elevating design quality, and improving transportation access and choice for City residents. The following table provides a summary of the status of LIVE strategies in the CMP.

LIVE Strategy Status				
Adopted City Policy	Ongoing	In Progress	Not Started	Not Being Pursued
LiveG1O1S1	LiveG1O1S2	LiveG1O2S1	LiveG2O1S4	LiveG3O1S1
LiveG1O1S7	LiveG1O1S3	LiveG1O2S3	LiveG2O4S2	LiveG3O2S1
LiveG1O3S6	LiveG1O1S4	LiveG1O3S3		
LiveG1O4S1	LiveG1O1S5	LiveG1O5S1		
LiveG1O4S2	LiveG1O1S6	LiveG2O1S1		
LiveG2O1S3	LiveG1O2S2	LiveG2O1S2		
LiveG2O3S2	LiveG1O3S1	LiveG2O2S1		
LiveG2O4S3	LiveG1O3S2	LiveG2O2S2		
LiveG2O5S1	LiveG1O3S4	LiveG2O2S3		
LiveG3O1S2	LiveG1O3S5	LiveG2O2S4		
LiveG3O1S4	LiveG1O5S2	LiveG2O3S1		
LiveG3O2S2	LiveG2O4S6	LiveG2O3S3		
LiveG3O2S5	LiveG2O5S2	LiveG2O3S4		
	LiveG3O1S3	LiveG2O4S1		
		LiveG2O4S4		
		LiveG2O4S5		
		LiveG2O4S7		
		LiveG3O1S5		
		LiveG3O2S3		
		LiveG3O2S4		

Adopted City Policy

Progress toward fulfilling the goals of the CMP has been made through legislation, the adoption of various plans, and targeting resources. Legislation for Inclusionary Housing (LiveG1O1S1), Traffic Impact (LiveG3O2S5), and Green Buildings (LiveG2O1S3) has been enacted since 2006. These measures seek to increase affordable housing opportunities in Baltimore, reduce the congestion effects of development, and encourage sustainable development through an updated building code and the inclusion of LEED elements in City-issued RFPs. A Traffic Calming Task Force was also formed to address traffic-calming policies and procedures (LiveG3O1S4).

Several plans have been developed and adopted and are being implemented. A plan to end homelessness in the City was developed by the Health Department (LiveG1O1S7) and several Area Master Plans were adopted since 2006 (LiveG1O4S1), including the Middle Branch Master Plan. The Comprehensive Water and Wastewater Plan (LiveG2O5S1) was adopted in 2006 and the Sustainability Plan will be released in December 2008. The TreeBaltimore Plan serves as the City’s urban forest management plan (LiveG1O3S6) and the Greenways Plan was developed to support the City’s bikeway system (LiveG3O1S2).

A dedicated bike/pedestrian coordinator (LiveG3O1S2) and a dedicated Red Line Coordinator (LiveG3O2S2) were hired by the Department of Transportation to assist in implementing the Bicycle Master Plan (LiveG3O1S2) and the Baltimore Regional Rail Plan and its Red and Green Line priority segments (LiveG3O2S2). In addition, the Redline Community Compact was drafted and finalized in 2008. CIP resources were leveraged in targeted areas using neighborhood plans (LiveG1O4S2) and preferential capital funding has been directed to various TOD projects (LiveG2O3S2), including West Baltimore MARC improvements. In addition, the CHAP commission updated procedures to simplify the local historic designation process for Baltimore neighborhoods (LiveG2O4S3).

CMP Code	Strategy
LiveG1O1S1	Develop/ implement City-wide inclusionary housing plan
LiveG1O1S7	Develop comprehensive plan to eliminate homelessness in 10 yrs
LiveG1O3S6	Adopt and implement an Urban Forest Management Plan
LiveG1O4S1	Create Area Master Plans in a targeted manner
LiveG1O4S2	Leverage CIP resources in targeted areas using neighborhood plans
LiveG2O1S3	Update building code to promote sustainable or high performance buildings through incentives and regulations
LiveG2O3S2	Provide preferential capital funding for TOD projects
LiveG2O4S3	Simplify and actively pursue local historic designation process for Baltimore neighborhoods
LiveG2O5S1	Adopt and implement Comprehensive Water and Wastewater Plan
LiveG3O1S2	Implement Bicycle Master Plan to create a complete bikeway system
LiveG3O1S4	Create traffic-calming policies and procedures
LiveG3O2S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments
LiveG3O2S5	Establish a development mitigation program to reduce congestion effects of new development

Ongoing

Baltimore City agencies continue to implement ongoing strategies. Several of them involve using Baltimore City's Housing Typology to inform LIVE strategies related to vacant housing, housing code enforcement, and targeting resources. They include the creation and preservation of mixed-income neighborhoods with targeted disposition of City properties (Live G1O1S6), developing a vacant housing reclamation strategy (LiveG1O2S2), targeting housing and sanitation code enforcement (LiveG1O3S2), and targeting financial counseling, homeownership and rehabilitation loans (LiveG1O1S5).

Several programs are specifically designed to leverage and maintain transitional and stable areas: Healthy Neighborhoods and Buying into Baltimore in distressed areas (e.g. Park Heights and Cherry Hill), and there is coordinated greening through the master planning process. Housing code inspectors engage in aggressive patrols affirmatively identifying unsecured vacant structures and unsanitary conditions. In Competitive, Emerging, and Stable areas (e.g. Harford Road, Jonestown and Washington Village/Pigtown), inspectional duties are limited to responding to complaints and re-inspecting open violation notices.

Furthermore, litigation is more routinely pursued in areas of greater stability while demolition and administrative remedies, such as cleaning and boarding, are more routinely applied in distressed areas. These areas often need more involved interventions beyond code enforcement, like site acquisition and disposition, for successful outcomes.

To implement these strategies related to vacant properties, enabling legislation for the creation of a Baltimore City Land Bank was authorized by the Maryland General Assembly in 2008 and the Land Bank Task Force is currently reviewing draft legislation. A new Department of General Services may also be able to better maintain and market properties that will continue to be City-owned.

Other neighborhood targeted efforts include pursuing physically demarcating the City's locally designated historic districts (LiveG2O4S6). This effort is currently in the study phase for areas like the Riverside Park entrance and BCHA administers a small capital grant

program that has funded a grant to Mt. Vernon for signage improvements. LiveBaltimore was granted funds to specifically market the City to BRAC relocatees and to surrounding jurisdictions, specifically Washington D.C. (LiveG1O5S2) and the Baltimore Development Corporation has been engaged in marketing the City to retailers through the ICSC-DC and at Mid-Atlantic and National conferences. In addition, Growth Promotion Areas (GPAs) were identified to absorb future population growth in the region (LiveG1O5S1).

Strategies related to the health and safety of Baltimore City residents continue to be implemented. Aggressive enforcement around code violations is used to reduce childhood lead poisoning (LiveG1O3S4). Annual inspections are conducted during MFDU license renewal with a 45-day mitigation time. The street realignment of Orchard Street is an example of the implementation of Crime Prevention Through Environmental Design (CPTED) standards (LiveG1O3S1), in addition to improved street lighting around the City. Baltimore Substance Abuse Systems (BSAS) is actively involved in legislative advocacy to increase funding for treatment and influence the zoning code (LiveG1O3S5).

The strategy to reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water (LiveG2O5S2) is addressed through the forthcoming Sustainability Plan, the City/County Watershed Agreement and the MS4 permit requirements. Transportation System Management (TSM) techniques adopted to improve the efficiency and safety of the existing roadway system (LiveG3O1S3) include signal optimization for 1/3 of all traffic signals, as well as various intersection and median improvements.

Several strategies associated with housing for residents are ongoing. To ensure the provision of affordable housing (LiveG1O1S2), several mixed-income redevelopment projects are coming online. In FY08, there were 1179 rental and homeownership units added for seniors, the homeless, and low to moderate income households. Eviction prevention services to help households retain their housing (LiveG1O1S3) include the Plan to End Homelessness and a Foreclosure Assistance Program. Preference for public housing and Section 8 vouchers for households that are involuntarily displaced (LiveG1O1S4) appears in the HABC (Housing Authority of Baltimore City) strategic plan.

CMP Code	Strategy
LiveG101S2	Ensure at least 300 more housing units/yr are affordable to seniors, persons with disabilities, homeless, and low-income households
LiveG101S3	Expand eviction prevention services
LiveG101S4	Ensure households involuntarily displaced receive preference for public housing and Section 8 vouchers
LiveG101S5	Target homeownership and rehab loans as well as financial counseling using Housing Typology
LiveG101S6	Create and preserve mixed-income neighborhoods in Competitive, Emerging, and Stable neighborhoods with targeted disposition
LiveG102S2	Develop vacant housing reclamation strategy for Transitional and Distressed neighborhoods
LiveG103S1	Implement Crime Prevention Through Environmental Design (CPTED) standards
LiveG103S2	Target housing and sanitation code enforcement using Housing Typology
LiveG103S4	Eliminate childhood lead poisoning
LiveG103S5	Increase Substance Abuse Treatment City-wide
LiveG105S2	Market the City to surrounding jurisdictions and Washington DC
LiveG204S6	Implement program that physically demarcates City's locally designated historic districts
LiveG205S2	Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water
LiveG301S3	Implement Transportation System Management (TSM) techniques

In Progress

Of the LIVE strategies that agencies are currently working towards achieving, several strategies focus on improving the efficiency and speed of the development process programmatically and through policy. A blueprint for recommended changes within the One-Stop Shop permitting center (LiveG202S2) was created in 2007. In Historic areas, \$500-citation authority was granted for work done without a permit or work outside scope, seeking to proactively enforce CHAP guidelines (LiveG204S5). City-wide historic preservation guidelines were drafted in 2008 and will be complete 1st quarter 2009 (LiveG204S1). Also related to historic preservation, the historic tax credit program (LiveG204S4) will be renewed by March 2009 and there is a pilot program in Upton's Marble Hill neighborhood providing rehab loans for low income families in locally designated historic districts (LiveG204S7) which will expand in FY2010. In an effort to

support the creation of Community Garden Land Trust(s) (LiveG102S3), DPW is supporting communities' responsible and reliable access to water and the Sustainability Plan will be released in Dec 2008.

Interagency coordination for web-based, real time access to development projects (LiveG202S4) has been achieved to some extent; a pre-development online request tool became available online beginning in 2008 and HCD and BDC development projects are online. Efforts to further link the individual processes to each other are necessary. Currently, the feasibility of a multi-tiered property tax (LiveG102S1), the Vacant Property Fee, is being assessed to encourage development of vacant property and parcels.

Several strategies encourage and support Transit Oriented Development (TOD) and walkable/pedestrian friendly neighborhoods. Reconnecting America will assist in drafting the region's TOD strategy to foster stronger neighborhood centers (LiveG203S1). In addition, a database of pavement quality is being built for future strategic optimization to pursue targeting Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings (LiveG301S5). In 2008, the Baltimore City Food Policy Council formed to address the strategy of ensuring all residents are within 1.5 miles of quality groceries (LiveG203S4). The Cleaner, Greener Baltimore Initiative and Single Stream Recycling represent contributions to a comprehensive City-wide sanitation plan (LiveG103S3). The strategy to protect and create Rights-of-Way along existing and proposed rail lines (LiveG302S3) is to be addressed by the future Land Bank entity. The City has made progress towards creating intermodal transit hubs in areas of low automobile ownership (LiveG302S4) through the Red Line planning process, re-instatement of the downtown shuttle and neighborhood shuttles such as Hampden and Mondawmin.

CMP Code	Strategy
LiveG121S1	Establish multi-tiered property tax to encourage development
LiveG102S3	Support creation of Community Garden Land Trust(s)
LiveG103S3	Create a comprehensive City-wide sanitation plan
LiveG105S1	Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region

CMP Code	Strategy
LiveG2O1S1	Develop design guidelines to respond to unique character of City
LiveG2O1S2	Create and adopt a City-wide landscape ordinance
LiveG2O2S1	Modernize zoning codes to meet current needs
LiveG2O2S2	Improve efficiency of One-Stop Shop permitting center
LiveG2O2S3	Increase number of zoning code enforcers
LiveG2O2S4	Create a task force on interagency coordination for web-based, real time access to development projects
LiveG2O3S1	Implement a Transit Oriented Development (TOD) strategy
LiveG2O3S3	Create mixed-use with residential zoning category
LiveG2O3S4	Ensure all residents are within 1.5 miles of quality groceries and neighborhood services
LiveG2O4S1	Update City-wide historic preservation guidelines
LiveG2O4S4	Create, expand, and promote historic tax credit programs for local historic districts and landmarks
LiveG2O4S5	Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines
LiveG2O4S7	Create fund/ program that provides rehab loans for low income families in locally designated historic districts
LiveG3O1S5	Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings
LiveG3O2S3	Protect and create Rights-of-Way along existing and proposed rail lines
LiveG3O2S4	Create intermodal transit hubs in areas of low automobile ownership

Not Started

Seeking to foster high quality design city projects (LiveG2O1S4), the Department of Planning will, along with City agencies, create standards for hiring design professionals to include in RFPs. Use of the Maryland Building Rehabilitation Code (LiveG2O4S2) could be better promoted.

CMP Code	Strategy
LiveG2O1S4	Create standards for hiring design professionals to foster design of high quality city projects
LiveG2O4S2	Promote use of Maryland Building Rehabilitation Code

Not Being Pursued

At this time, a public transit regional authority for the metro area is not being pursued (LiveG3O2S1). Also, pedestrian improvements will be made through neighborhood plans instead of through a City-wide plan (LiveG3O1S1).

CMP Code	Strategy
LiveG3O1S1	Create a City-wide pedestrian plan
LiveG3O2S1	Create a regional authority to manage public transit services throughout the metropolitan area

EARN

EARN strategies are aimed at achieving goals for strengthening growth sectors, improving the labor force participation rate among City residents, and improving access to jobs and transportation linkages between businesses. The following table provides a summary of the status of EARN strategies in the CMP.

EARN Strategy Status					
Adopted City Policy	Ongoing	In Progress	Not Started	Not Being Pursued	Status TBD
EarnG1O1S4 EarnG1O1S5 EarnG1O6S2 EarnG2O1S2 EarnG3O1S2 EarnG3O1S3 EarnG3O1S4 EarnG3O2S4 EarnG3O2S1	EarnG1O2S2 EarnG1O3S2 EarnG1O7S2 EarnG2O1S1 EarnG2O1S3 EarnG2O1S4 EarnG3O1S1 EarnG3O1S5	EarnG1O1S1 EarnG1O1S2 EarnG1O2S1 EarnG1O3S1 EarnG1O6S1 EarnG1O7S1 EarnG2O1S5 EarnG3O2S2 EarnG3O2S3	EarnG1O4S1 EarnG2O1S6	EarnG1O4S2	EarnG1O1S3 EarnG1O5S1

Adopted City Policy

There has been significant process in implementing EARN strategies through policy and programs that support efforts to improve transportation linkages, attract and retain businesses, and train residents.

MOED is the City agency assigned to implement strategies that address employee training. MOED has worked with growth sector employers to identify training needs (EarnG1O1S4) as a part of its mission since 2000. The First Source Hiring program (EarnG2O1S2) was superseded by the Baltimore City Residents First executive order signed in 2007 and MOED is implementing this program.

Baltimore Development Corporation is engaged in marketing and outreach to capture a share of the regional growth in defense-related industries due to BRAC (EarnG3O2S4). In addition, the Westport BRAC Zone Application was just approved by the Maryland Department of Business and Economic Development.

The City has also succeeded in preserving the use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land (EarnG1O1S5) and implementing Transportation Demand Management (TDM) strategies with large employers and institutions (EarnG3O1S3). The Waterfront TMA was created in 2008 and TDM guidelines were included in the Development Guidebook for 2007. The City is currently working on transportation demand management initiatives in Southeast Baltimore and around State Center. The Parking Authority has also significantly increased on-street parking capacity by converting traditional parking meters with the EZ Park metering system. Angled parking has also been employed to increase on-street parking in commercial areas such as Hampden.

As mentioned in LIVE, efforts to execute the Baltimore Regional Rail Plan and its Red and Green Line priority segments (EarnG3O1S2) and the Bicycle Master Plan (EarnG3O1S4) are being implemented by dedicated coordinators for both plans. Lastly, legislation to amend the Zoning Code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers (EarnG1O6S2) was adopted in 2006.

CMP Code	Strategy
EarnG1O1S4	Work with growth sector employers to identify training needs
EarnG1O1S5	Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land
EarnG1O6S2	Amend zoning code to broaden definition of Health Clinics to include non-residential substance abuse treatment centers
EarnG2O1S2	Monitor and enforce First Source Hiring program
EarnG3O1S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments
EarnG3O1S3	Implement Transportation Demand Management (TDM) strategies with large employers and institutions
EarnG3O1S4	Implement Bicycle Master Plan
EarnG3O2S1	Restore and increase on-street parking in mixed-use and business districts
EarnG3O2S4	Capture share of regional growth in defense-related industries due to BRAC

Ongoing

Several EARN strategies are ongoing. They include preserving and enhancing CBD office space (EarnG1O3S2), installing environmental and aesthetic improvements around tourist areas (EarnG1O7S2), targeting MOED resources to under- and un-employed populations to better connect job seekers and employers (EarnG2O1S4), and expanding the number of participants in the Commuter Choice program throughout the Baltimore Region (EarnG3O1S1).

MOED conducted an FY09 annual review of the agency's Strategic Plan that links employers to job seekers (EarnG2O1S1) and has engaged in outreach through its website, festivals, job fairs, and town hall meetings to encourage use of One-Stop Employment Centers (EarnG2O1S3).

The Small Business Resource Center continues to serve as incubator space around biotechnology areas (EarnG1O2S2) and new locations for water taxi stops near employment locations (EarnG3O1S5) have been added, including a stop at Harbor Point, and new locations will be added as development finalizes.

CMP Code	Strategy
EarnG1O2S2	Create incubator space around biotechnology areas
EarnG1O3S2	Preserve and enhance CBD office space
EarnG1O7S2	Install environmental and aesthetic improvements around tourist areas
EarnG2O1S1	Create a Strategic Plan for MOED that links employers to job seekers
EarnG2O1S3	Expand outreach to encourage use of One-Stop Employment Centers
EarnG2O1S4	Target MOED resources to under- and unemployed populations
EarnG3O1S1	Expand number of participants in the Commuter Choice program throughout the Baltimore Region
EarnG3O1S5	Increase number of water taxi stops near employment locations

In Progress

Of the 9 strategies in EARN that are In Progress, 6 are being addressed through the Zoning Code Rewrite:

CMP Code	Strategy
EarnG1O1S1	Create an industrial mixed-use zoning district
EarnG1O1S2	Create a light industrial mixed-use zoning district
EarnG1O2S1	Create a Bioscience Development District
EarnG1O3S1	Identify and rezone nodes that can support high-density, mixed-use commercial properties
EarnG1O6S1	Create mechanism to adopt health care facility master plans
EarnG1O7S1	Create a Strategic Convention Center Area Master Plan
EarnG2O1S5	Prioritize drug treatment program access for job seekers working with MOED
EarnG3O2S2	Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City
EarnG3O2S3	Integrate land use and transportation planning to ensure movement of freight into and throughout the City

The 3 other “in progress” strategies include developing a Baltimore Convention Center (BCC) Area Master Plan, which a consultant is working with BCC to develop and is also a top priority for a newly-formed Tourism and Conventions Board. Also in progress is a project to prioritize drug treatment program access for job seekers working with MOED programs

(EarnG2O1S5) through an interagency working group formed in 2008. A database is currently being built to categorize truck routes in order to integrate land use and transportation planning to ensure movement of freight into and throughout the City (EarnG3O2S3).

CMP Code	Strategy
EarnG2O1S5	Prioritize drug treatment program access for job seekers working with MOED
EarnG3O2S3	Integrate land use and transportation planning to ensure movement of freight into and throughout the City

Not Started

Although there has been no effort thus far to develop a master plan for the City’s current and future CIDS infrastructure (EarnG1O4S1), there is ongoing maintenance of existing infrastructure and expansion is subject to available resources. The City has not yet made efforts to give preference for City-subsidized contracts to contractors with active apprenticeship programs (EarnG2O1S6).

CMP Code	Strategy
EarnG1O4S1	Develop a master plan for City's current and future CIDS infrastructure
EarnG2O1S6	Give preference for City-subsidised contracts to contractors with active apprenticeship programs

Not Being Pursued

Baltimore City is not pursuing Wireless Technology Zones in public areas throughout the City (EarnG1O4S2); however, a XIOM-Sprint private venture has been proposed.

CMP Code	Strategy
EarnG1O4S2	Provide Wireless Technology Zones in public areas throughout City

Status TBD

The current status for the following strategies has not yet been determined:

CMP Code	Strategy
EarnG1O1S3	Establish microenterprise loans for start up businesses specifically in the growth sectors
EarnG1O5S1	Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding

PLAY

The strategies under PLAY are in various stages of being implemented. In the Comprehensive Master Plan (CMP), the goals, objectives, and strategies of PLAY focus on improving the cultural, historic, natural environmental, and recreational sites and amenities throughout Baltimore City. The purpose of these improvements is to encourage residents and visitors to take a vested interest in Baltimore City’s many attractions. The following table provides a summary of the status of the strategies described in PLAY in the CMP.

PLAY Strategy Status				
Adopted City Policy	Completed	Ongoing	In Progress	Not Started
PlayG1O1S1	PlayG1O4S2	PlayG1O2S1	PlayG1O1S2	PlayG1O5S1
PlayG1O2S2	PlayG3O1S3	PlayG1O2S3	PlayG1O1S3	PlayG2O3S1
PlayG1O3S1		PlayG2O2S1	PlayG1O1S4	
PlayG1O3S2		PlayG2O2S2	PlayG1O1S5	
PlayG2O2S4		PlayG2O2S3	PlayG1O4S1	
PlayG2O3S2		PlayG3O1S4	PlayG1O4S3	
PlayG3O2S1		PlayG3O2S3	PlayG2O1S1	
		PlayG3O2S4	PlayG3O1S1	
		PlayG3O2S5	PlayG3O2S2	
		PlayG3O2S7	PlayG3O1S2	
			PlayG3O2S6	
			PlayG3O2S8	
			PlayG3O3S1	

Adopted City Policy

Seven strategies under PLAY have been adopted into City policy. Tourism is also being promoted to visitors through increased funding for the Baltimore Area Convention and

Visitors Association (BACVA) and increased funding for staff to the Baltimore City Heritage Area (PlayG1O1S1), as well as teaching City students American History by using Baltimore’s history museums (PlayG1O2S2); the City received a \$1 million grant to teach American History using area museums. Arts and Entertainment Districts are also being promoted (PlayG2O2S4) as evidenced by the endorsement of a Station North/Central Baltimore Plan.

Two other strategies serve the purpose of providing better connectivity among Baltimore’s cultural and historic sites to increase the visitation from tourists and City residents. Funding was made available for a feasibility study to look into the proposed Charles Street Trolley Line (PlayG1O3S1). The trolley line would potentially extend from the Inner Harbor to Johns Hopkins University with the goal of drawing visitors from the Inner Harbor to other cultural sites in Baltimore City. Additionally, the Charles Street Scenic Byway Plan was adopted that will help to increase visitation along the historic Charles Street corridor (PlayG1O3S2); National Scenic Byway designation is now being sought. As in LIVE and EARN, a dedicated bicycle/pedestrian coordinator has been established to implement the City’s Bicycle Master Plan (PlayG2O3S2).

PLAY also emphasizes the stewardship of the City’s natural resources. To meet the goals and requirements of the Chesapeake Bay Program and improving water quality (PlayG3O2S1) the City has adopted the Water and Wastewater Master Plan and entered into a Watershed Agreement with Baltimore County.

CMP Code	Strategy
PlayG1O1S1	Market and promote the City through increased funding for BACVA and BCHA
PlayG1O2S2	Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums
PlayG1O3S1	Develop plans for and implement Charles Street Trolley Line
PlayG1O3S2	Implement Charles Street Scenic Byway Plan
PlayG2O2S4	Designate and support Arts and Entertainment Districts
PlayG2O3S2	Implement Bicycle Master Plan to provide recreational opportunities
PlayG3O2S1	Meet goals and requirements of the Chesapeake Bay Program, the City's National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies

Ongoing

The majority of strategies that are Ongoing are related to the City's natural resources and open space. These five strategies (PlayG3O1S4, PlayG3O2S3, PlayG3O2S4, PlayG3O2S5, and PlayG3O2S7) relate to improving the quality of streams, valleys and floodplains as well as creating a Greenway Trail System. Achieving these strategies will provide an improved natural environment for tourists and City residents. The overall quality of the bodies of water in the City from streams to the Inner Harbor will also improve as the natural resource plans cited in those five strategies are implemented.

Three of the remaining Ongoing strategies involve implementing heritage trails citywide (PlayG1O2S1), improving the infrastructure for community festivals and cultural events (PlayG1O2S3) and the historic designation of Main Street areas (PlayG2O2S2).

Lastly, two Ongoing strategies under PLAY relate to improving the access to retail and shopping centers in the City (PlayG2O2S1) and increasing retail space in the downtown Central Business District (PlayG2O2S3). Downtown Shuttle Service is set to begin on July 1, 2009, and plans are in place for the redesign of Pratt Street which would add additional retail space along the City's main downtown arterial.

CMP Code	Strategy
PlayG1O2S1	Implement Heritage Trails in historic areas of the City
PlayG1O2S3	Support special events and festivals by improving festival space and infrastructure throughout the City
PlayG2O2S1	Reinstate "Shuttle Bug" system along main streets and shopping districts within the City
PlayG2O2S2	Designate Main Street areas as local and/or national historic districts in order to access tax credits
PlayG2O2S3	Increase retail space downtown by 400,000 sq. ft. to one million sq. ft.
PlayG3O1S4	Improve park stewardship and safety by expanding current parks partnership program
PlayG3O2S3	Construct one ultra-urban Best Management Practices (BMP)/ year as identified in the Watershed 263 Plan
PlayG3O2S4	Restore and protect at least one mile/ year of streams and river banks in floodplains and stream valleys

CMP Code	Strategy
PlayG3O2S5	Target sidewalk, lighting and signal improvements near parks and open space
PlayG3O2S7	Complete plans for and creation of Greenway Trail system

In Progress

Thirteen strategies under PLAY are currently in progress. Six of these strategies relate to Goal #1, which involves enhancing the enjoyment of the City's historical and cultural sites. These range from developing new visitor centers (PlayG1O1S2) to expanding the "Authentic Baltimore" program (PlayG1O4S1) and pursuing a designation of Baltimore as a National Heritage Area (PlayG1O1S4). These are being achieved through various initiatives, including the potential reopening of visitor centers in different areas of the City, and funding for new markers for designated City landmarks which may be included in the "Authentic Baltimore" program in the near future. Two other strategies involve preparing for the bicentennial anniversary of the War of 1812 (PlayG1O1S5) and completing a wayfinding system for Baltimore's heritage area attractions (PlayG1O1S3). Preparations for the bicentennial anniversary include improvements at various City parks including Riverside Park in South Baltimore and Patterson Park in East Baltimore. The Baltimore Public School System is also studying the feasibility of reusing and enhancing underutilized buildings through its School Facilities Plan.

One strategy will be addressed through Transform Baltimore: creation of mixed-use zoning categories that allow nightlife venues to have extended hours (PlayG2O1S1).

Another six out of the thirteen strategies are related to Goal 3, which involves improving natural resources and open space throughout the City. Designing a waterway trash management plan that improves water quality is In Progress through the efforts of an Inner Harbor Task Force and implementation of the City's Sustainability Plan (PlayG3O2S2). The creation of the Waterfront Partnership is an example of sustainable private funding for improving parks and cultural assets (PlayG3O1S2). Additionally, programs sponsored by the Living Classrooms Foundation and Cleaner, Greener Baltimore are helping to reduce the amount of trash in City parks and open space (PlayG3O2S6). Further, the adoption of a citywide parks and open space plan (PlayG3O1S1) is being promoted through efforts under

the City's Sustainability Plan and Greenways Plan. A Harbor Promenade to increase recreational experiences for visitors and residents is in progress and the Middle Branch Master Plan will implement the proposed Middle Branch park/trail system (PlayG3O3S1). The remaining strategy that is in progress under Goal #3 of PLAY (PlayG3O2S8) focuses on improving the City's green infrastructure by increasing the number of trees and trees' canopy size. This is being accomplished by TreeBaltimore and the City's Sustainability Plan.

CMP Code	Strategy
PlayG1O1S2	Develop new visitor centers and enhance existing visitor centers
PlayG1O1S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions
PlayG1O1S4	Pursue designation of Baltimore as a National Heritage Area
PlayG1O1S5	Prepare for the bicentennial anniversary of the War of 1812
PlayG1O4S1	Expand "Authentic Baltimore" program and link to Baltimore City Historic Landmark program
PlayG1O4S3	Implement a feasibility study to enhance and reuse under-utilised historic structures
PlayG2O1S1	Create mixed-use zoning categories that allow nightlife and extended closing hours where appropriate
PlayG3O1S1	Draft and adopt a City-wide plan for parks and open space
PlayG3O2S2	Develop a Waterway Trash Management Plan to ensure compliance with the NPDES
PlayG3O2S6	Develop a plan to reduce trash within and along Baltimore's parks and open space
PlayG3O2S8	Increase Baltimore's green infrastructure by increasing number of trees and tree canopy size
PlayG3O3S1	Complete the Harbor Promenade and Middle Branch park/ trail systems
PlayG3O1S2	Locate dedicated, sustainable funding sources for our park cultural assets

Completed

Two strategies under PLAY have been completed since the CMP's adoption in 2006. An inventory of city-owned historic/ cultural sites and attractions has been completed (PlayG1O4S2). Open Space Zoning legislation was passed in 2007 accomplishing the strategy that calls for the creation of a park and open space zone in the City (PlayG3O1S3).

CMP Code	Strategy
PlayG1O4S2	Create more effective management agreements by completing inventory of City-owned historic/ cultural sites and attractions
PlayG3O1S3	Create park and open space zone in the Zoning Code

Not Started

Two strategies under PLAY were identified as not yet having been started. One of the two strategies involves establishing regional funding sources of the City's cultural attractions (PlayG1O5S1); while there are examples of regional partnering (i.e. free admission to the Walters Art Museum), the approach to date is more ad hoc. Another strategy not yet started focuses on the development of a strategic recreational plan to increase recreational opportunities and meet the recreational needs of communities citywide (PlayG2O3S1). These strategies could be implemented if resources become available to pursue them. It is important that these strategies are put in place through city agencies and/or the Capital Improvement Program (CIP) to ensure that the goals of PLAY are achieved: to improve the City's function as a valuable cultural, entertainment, and recreational center for residents and visitors.

CMP Code	Strategy
PlayG1O5S1	Establish regional policy to increase regional funding resources for cultural activities within Baltimore City
PlayG2O3S1	Develop a strategic recreational plan that will target recreational opportunities to address the City's needs

LEARN

The strategies under LEARN are in various stages of being implemented. Four strategies have been adopted into City policy, nine are ongoing and seven are in progress. The goals, objectives, and strategies of LEARN focus on improving the quality of educational institutions throughout the City including educational facilities and programs. Strategies also include proposed improvements to transportation provided to and from educational facilities. The following table provides a summary of the status of the strategies described in LEARN in the CMP.

LEARN Strategy Status			
Adopted City Policy	Ongoing	In Progress	Not Started
LearnG1O2S1	LearnG1O1S1	LearnG1O1S2	LearnG3O3S1
LearnG1O2S2	LearnG1O2S3	LearnG1O1S3	
LearnG2O1S1	LearnG1O2S4	LearnG2O1S2	
LearnG3O1S1	LearnG3O1S2	LearnG2O2S1	
	LearnG3O1S3	LearnG2O2S2	
	LearnG3O3S2	LearnG2O3S1	
	LearnG3O3S3	LearnG4O1S2	
	LearnG4O1S1	LearnG4O1S3	
	LearnG4O2S1	LearnG4O2S2	
		LearnG4O2S3	

Adopted City Policy

Four strategies have been adopted into City policy. The Community Schools Initiative started during the 2005-06 school year. During the 06-07 school year, the Mayor allocated \$1.8 million to fund 26 community school sites and wraparound services from other City Agencies (LearnG1O2S1). Twelve have additional space that is allocated as a parent and community resource center (LearnG1O2S2). Initiatives to market Baltimore as a higher education hub (LearnG2O1S1) are being achieved through BACVA and the Collegetown Network that have been including messages about educational and medical hubs in sales and public relations efforts. City Schools continues to increase funding and its commitment to school readiness as illustrated in the \$2.5 million set aside in the FY2009 budget for Pre-K expansion (LearnG3O1S1).

CMP Code	Strategy
LearnG1O2S1	Develop a Community Schools Policy to facilitate use of school buildings beyond the school day
LearnG1O2S2	Create a dozen community school centers, with dedicated space for community uses
LearnG2O1S1	Market Baltimore as a higher education hub and great place to live and work after college
LearnG3O1S1	Prioritize City funding for school readiness related activities

Ongoing

Four of the nine strategies that are Ongoing under LEARN relate to Goal #3, which involves enhancing educational and vocational opportunities for Baltimoreans. Efforts are ongoing that create opportunities for continuing education programs (LearnG3O3S2) and include the renovation and redevelopment of the Samuel Gompers High School and the Baltimore City Community College (BCCC) at the University of Maryland Biotechnology Park in West Baltimore. Additionally, increased job training and professional development opportunities (LearnG3O3S3) are ongoing as a result of outreach conducted through on-line educational resources, festivals, job fairs, and town hall meetings throughout the City. Tot lots are also being co-located at schools (LearnG3O1S3) with the purpose of familiarizing parents and children between the ages of 0 to 5 with educational facilities prior to the children being enrolled at the school. One strategy for which efforts are ongoing relates to improving access to public library services for residents in the City (LearnG1O2S3). However, these efforts are not yet being achieved citywide but rather in individual neighborhoods. Further, reuse of surplus school facilities (LearnG1O2S4) is ongoing through a Request for Proposals issued for Highlandtown Middle School. Lastly, related to Goal #4 under LEARN, 13 schools in the City have received federal funding to implement the “Safe Routes to School” Program at City schools (LearnG4O1S1).

CMP Code	Strategy
LearnG1O1S1	Eliminate poor building conditions within school facilities
LearnG1O2S3	Ensure access to public library services for all residents
LearnG1O2S4	Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods
LearnG3O1S2	Increase opportunities to locate school readiness programs and support services in public schools, such as "Judy Centers"
LearnG3O1S3	Co-locate tot lots at schools
LearnG3O3S2	Create opportunities for continuing education programs to locate in Baltimore
LearnG3O3S3	Broaden access to job training centers and increase awareness of professional development opportunities
LearnG4O1S1	Implement "Safe Routes to School" Program at schools
LearnG4O2S1	Develop transit routes, schedules and amenities to provide reliable transportation to schools

In Progress

Four of the ten strategies that are in the process of being implemented relate to the second goal under LEARN that involves capitalizing on the untapped potential of higher educational institutions in the City. These four strategies include providing funding for internships and mentoring programs for students (LearnG2O1S2), establishing a City higher education liaison (LearnG2O2S1), developing school campus master plans (LearnG2O2S2), and developing a zoning district that focuses on enhancing the types of land uses surrounding higher education facilities in the City (LearnG2O3S1). Efforts In Progress to achieve these strategies include the creation of a Higher Education Liaison who was endorsed as part of the Mayor's Education Team.

Additionally, the Mayor's Fellow and Youth Works programs have been established to provide mentoring and internship opportunities to high school and higher education students. The TransForm Baltimore process is also making headway in revising zoning to provide for mixed-use development that provides additional amenities for higher education institutions. One strategy (LearnG1O1S3) in the process of being implemented relates to Goal #1 under LEARN and aims to develop and implement a menu of options for greening at least three school facilities each year. This is being addressed by the School Greening Task Force that was established by the Parks and People Foundation. The remaining two strategies are under Goal #4, which focuses on improving transportation and transit to and from educational facilities. These include incorporating college based shuttle services with public transit (LearnG4O2S2) and making reduced fare transit programs available to all college students (LearnG4O2S3). A steering committee was established to assess the feasibility of universal student access to Maryland Transit Administration (MTA) buses to address both these strategies.

CMP Code	Strategy
LearnG1O1S2	Create school facilities that effectively support learning, teaching, and community activities
LearnG1O1S3	Develop and implement a menu of options for greening at least 3 school facilities/ yr
LearnG2O1S2	Increase funding for internships, service learning, fellowships, and mentoring for students pursuing higher education
LearnG2O2S1	Establish a City liaison to integrate higher education institutions into City's economic development program
LearnG2O2S2	Create a mechanism to adopt campus master plans
LearnG2O3S1	Develop new zoning district that encompasses mixed-use development related to residential neighborhoods, colleges, and universities
LearnG4O1S2	Implement physical improvements near educational facilities to ensure safe access
LearnG4O1S3	Coordinate implementation of Bicycle Master Plan with school facilities plan
LearnG4O2S2	Integrate college-based shuttle services with public transit
LearnG4O2S3	Make reduced fare transit programs available to all college students

Not Started

One strategy was identified as having not been started to date. The strategy (LearnG3O3S1) involves the creation of a coordinating entity for lifelong learning service providers. The purpose of this is to increase the opportunities for learning programs related to adult literacy, computer literacy and English as a second language.

CMP Code	Status
LrG3O3S1	Create a coordinating entity for lifelong learning service providers

III. Strategy Timelines

CMP strategies are associated with specific timeline targets for implementation, ranging from Year 1 to Year 6. This section seeks to determine the extent to which the strategies with timeline targets during the first three years of the CMP's implementation have been achieved by the midpoint. This report also reviews the progress of strategies with Mid Term and long term timeline targets, Year 4 – Year 6.

LIVE

All LIVE strategies with time targets up to the three-year midpoint of the CMP are Adopted City Policy, Ongoing or In Progress.

LIVE Timeline Targets			
2008-2009 Status	At Midpoint	Mid Term	Long Term
	Year 1 - 3	Year 4 - 5	Year 6
Adopted City Policy	LiveG3O2S5 LiveG3O1S2 LiveG2O5S1	LiveG2O3S2 LiveG2O1S3	LiveG1O1S1 LiveG3O2S2 LiveG3O1S4 LiveG2O4S3 LiveG1O1S7 LiveG1O4S2 LiveG1O4S1 LiveG1O3S6
Ongoing	LiveG1O1S5 LiveG1O2S2 LiveG1O3S1		LiveG1O1S4 LiveG2O4S6 LiveG1O1S2 LiveG1O3S2 LiveG1O3S4 LiveG1O5S2 LiveG1O1S3 LiveG2O5S2 LiveG3O1S3 LiveG1O3S5 LiveG1O1S6
In Progress	LiveG2O1S2 LiveG1O3S3 LiveG2O2S1 LiveG2O2S3 LiveG2O2S4 LiveG1O5S1 LiveG1O2S1 LiveG1O2S3	LiveG2O3S1 LiveG2O3S3	LiveG2O2S2 LiveG3O2S3 LiveG2O1S1 LiveG3O1S5 LiveG2O4S4 LiveG2O3S4 LiveG2O4S1 LiveG2O4S5 LiveG3O2S4 LiveG2O4S7
Not Started		LiveG2O1S4	LiveG2O4S2
Not Being Pursued			LiveG3O1S1 LiveG3O2S1

A Comprehensive Water and Wastewater Plan (LiveG2O5S1) and a Bicycle Master Plan to create a complete bikeway system (LiveG3O1S2) were adopted. In addition, a development mitigation program has been established to reduce congestion effects of new development (LiveG3O2S5). Baltimore City succeeded in already adopting as City policy many strategies that have timeline horizons in Year 4 through Year 6, ranging from creating area master plans to funding TOD projects. They include: LiveG3O2S2, LiveG3O1S4, LiveG1O4S2, LiveG1O4S1, LiveG1O1S7, LiveG1O1S1, LiveG2O3S2, LiveG2O4S3, LiveG2O1S3 and LiveG1O3S6. The details of each strategy's implementation can be found in the Status of CMP Implementation section and Appendix A.

Baltimore City agencies continue to address environmental issues through housing and sanitation code enforcement to reduce childhood lead poisoning (LiveG1O3S4), unsecured vacant structures (LiveG1O3S2), and pollutants in streams, rivers and reservoirs (LiveG2O5S2). Infrastructure and quality of life improvements are also being made, including improving the existing roadway system (LiveG3O1S3), implementing CPTED standards (G1O3S1), supporting historic districts (LiveG2O4S6), preserving mixed-income neighborhoods (LiveG1O1S6), marketing the city to surrounding jurisdictions (LiveG1O5S2), supporting the creation of Community Garden Land Trusts (LiveG1O2S3) and developing a vacant housing reclamation strategy for Transitional and Distressed neighborhoods (LiveG1O2S2).

Several ongoing strategies address housing opportunities for residents. Additional units of affordable housing are being developed annually (LiveG1O1S2), eviction prevention services exist to help households retain their housing (LiveG1O1S3), homeownership loans and financial counseling are being targeted (LiveG1O1S5) with programs like Healthy Neighborhoods and Buying into Baltimore, and a preference for public housing and Section 8 vouchers for households that are involuntarily displaced from housing (LiveG1O1S4) is part of HABC's strategic plan. In addition, various activities by Baltimore Substance Abuse Systems (BSAS) seek to increase treatment for substance abuse (LiveG1O3S5).

In Year 4 – Year 6 of the CMP's implementation, the City should target strategies that are in progress and not started, especially those with Year 1 – Year 3 timeline targets. The

Planning Department is engaged in several activities for Year 1 – Year 3 strategies, such as creating a comprehensive City-wide sanitation plan (LiveG1O3S3), establishing a multi-tiered property tax (LiveG1O2S1), convening a task force on interagency coordination for web-based, real time access to development projects (LiveG2O2S4), and developing Growth Promotion Areas (GPAs) to absorb future population growth (LiveG1O5S1), specifically with major mixed-income redevelopment projects aimed to revitalize and repopulate distressed areas: EBDI, Poppleton, Greenmount-West, and Claremont-Freedom.

In Progress Mid Term and long term items related to transit oriented development and historic preservation include implementing a TOD strategy (LiveG2O3S1), protecting and creating Rights-of-Way along existing and proposed rail lines (LiveG3O2S3), targeting funding to bicycle and bus routes and surface rail crossings (LiveG3O1S5), updating City-wide historic preservation guidelines (LiveG2O4S1), historic tax credit programs for local historic districts and landmarks (LiveG2O4S4), providing rehab loans for low income families in locally designated historic districts (LiveG2O4S7), and hiring staff to enforce CHAP guidelines (LiveG2O4S5). Other strategies include improving efficiency of the One-Stop Shop permitting center (LiveG2O2S2) and improving access to grocery stores (LiveG2O3S4). The Zoning Code Rewrite will address the following in progress strategies related to zoning codes: LiveG2O1S2, LiveG2O2S1, LiveG2O2S3, LiveG2O1S1 and LiveG2O3S3.

The three LIVE strategies that have not been started are Mid Term and long term and require significant collaboration between City agencies and should be high priority. They include creating standards for hiring design professionals (LiveG2O1S4), creating intermodal transit hubs in areas of low automobile ownership, and promoting the use of the Maryland Building Rehabilitation Code (LiveG2O4S2).

EARN

All EARN strategies with time targets up to the three-year midpoint of the CMP are Adopted City Policy, In Progress and Ongoing.

EARN Timeline Target			
2008-2009 Status	At Midpoint	Mid Term	Long Term
	Year 1 - 3	Year 4 - 5	Year 6
Adopted City Policy	EarnG3O1S4 EarnG1O6S2	EarnG3O1S3	EarnG3O2S4 EarnG3O1S2 EarnG2O1S2 EarnG1O1S5 EarnG1O1S4 EarnG3O2S1
Ongoing	EarnG2O1S1	EarnG2O1S3 EarnG1O7S2 EarnG1O3S2	EarnG3O1S5 EarnG3O1S1 EarnG2O1S4 EarnG1O2S2
In Progress	EarnG1O6S1 EarnG1O7S1	EarnG1O1S1 EarnG2O1S5 EarnG3O2S2 EarnG3O2S3 EarnG1O1S2 EarnG1O2S1 EarnG1O3S1	
Not Started		EarnG1O4S1	EarnG2O1S6
Not Being Pursued		EarnG1O4S2	
Status TBD	EarnG1O1S3		EarnG1O5S1

A Bicycle Master Plan is currently being implemented (EarnG3O1S4) and the Zoning Code was amended to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers (EarnG1O6S2). Several Mid Term and long term strategies are Adopted City Policy and details about their implementation are available in Appendix A and the Status of CMP Implementation section of this report: EarnG3O2S4, EarnG1O1S5, EarnG2O1S2, EarnG1O1S4, EarnG3O1S2 and EarnG3O1S3.

The City is engaged in implementing ongoing strategies to directly assist City employees and employers, e.g. completion of MOED’s strategic plan linking employers to job seekers,

preserving and enhancing office space in the CBD, and expanding MOED outreach to encourage use of the City’s One-Stop Employment Centers.

Other Ongoing mid term and long term strategies include expanding the number of participants in the Commuter Choice program throughout the Baltimore Region (EarnG3O1S1), increasing the number of water taxi stops near employment locations (EarnG3O1S5), and installing environmental and aesthetic improvements around tourist areas (EarnG1O7S2).

“In progress” strategies that should be a City priority include integrating land use and transportation planning to ensure movement of freight into and throughout the City (EarnG3O2S3) and prioritizing drug treatment program access for job seekers working with MOED programs (EarnG2O1S5).

Two Earn strategies have not been started. Development of a master plan for the City’s current and future CIDS infrastructure (EarnG1O4S1) has not begun; however, as stated in the CMP Implementation Status section, there is ongoing maintenance of existing infrastructure and expansion is subject to available resources. The second strategy is giving preference for City-subsidized contracts to contractors with active apprenticeship programs (EarnG2O1S6).

PLAY

Nine of the ten strategies with time targets up to the three-year midpoint of the CMP are Adopted City Policy, In Progress and Ongoing. One of the ten strategies has not yet been started.

PLAY Timeline Targets			
2008-2009 Status	At Midpoint	Mid Term	Long Term
	Year 1 - 3	Year 4 - 5	Year 6
Adopted City Policy	PlayG2O3S2		PlayG1O2S2 PlayG1O1S1 PlayG1O3S1 PlayG3O2S1 PlayG1O3S2 PlayG2O2S4
Completed		PlayG3O1S3	PlayG1O4S2
Ongoing	PlayG2O2S3 PlayG2O2S1 PlayG1O2S3 PlayG3O1S4	PlayG3O2S4 PlayG3O2S5	PlayG3O2S3 PlayG3O2S7 PlayG1O2S1 PlayG2O2S2
In Progress	PlayG3O1S1 PlayG3O2S6 PlayG1O1S4 PlayG3O1S2	PlayG3O2S2 PlayG2O1S1	PlayG3O2S8 PlayG1O4S1 PlayG3O3S1 PlayG1O1S5 PlayG1O1S3 PlayG1O4S3
Not Started	PlayG2O3S1		PlayG1O5S1

A Bicycle Master Plan (PlayG2O3S2) is currently being implemented through the City’s dedicated bicycle/pedestrian coordinator and through implementation of the City’s Sustainability and Greenways plans. Four strategies that fall within three-year timeframes and are Ongoing feature elements that focus on improving festival space and infrastructure citywide (PlayG1O2S3), creating a shuttle service to better transport people throughout the City’s shopping districts (PlayG2O2S1), increasing downtown retail space (PlayG2O2S3), and improving park stewardship and ownership by creating and encouraging parks partnership programs (PlayG3O1S4). One strategy within the three-year timeframe that is not yet started involves the development of a strategic recreational plan to address the City’s needed improvements to recreational space (PlayG2O3S1).

Three strategies within the three-year time frame are in the process of being implemented. The Bicycle Master Plan and Sustainability and Greenways plans are addressing citywide needs for a parks and open space plan (PlayG301S1) and efforts to allocate additional public as well as private funding sources for parks and cultural areas (PlayG301S2). Efforts related to the Greener Baltimore program and the Living Classrooms program are beginning to accomplish the need for a plan to reduce trash within and along Baltimore's park and open space (PlayG302S6). Further, pursuit of designation of Baltimore as a National Heritage Area (PlayG101S4) is being accomplished and awaits Congressional authorization to implement the National Park Service determination in favor of Baltimore.

Six strategies in the mid- and long-term timeframes have been adopted into City policy. Three of these focus on improving connectivity among Baltimore's cultural and historic sites. These include plans to implement a Charles Street Trolley Line (PlayG103S1) and a Charles Street Scenic Byway (PlayG103S2) as well as meet the goals of the Chesapeake Bay Program (PlayG302S1). The remaining three focus on improving amenities and programs related to the City's cultural and historical sites. These include marketing and promoting the City through increased funding for BACVA and BCHA (PlayG101S1), teaching American history using Baltimore's history museums (PlayG102S2), and designating and support Arts and Entertainment Districts (PlayG202S4).

Two strategies in the mid- and long-term timeframes have been completed and include completing an inventory of city-owned historic and cultural sites (PlayG104S2) and, through the zoning code re-write, TransForm Baltimore, creating a zone for parks and open space (PlayG301S3).

The strategies in the mid- and long-term that are ongoing include designating Main Street areas as local and/or national historic districts (PlayG202S2), efforts to carry out historic and cultural events ranging from the bicentennial of the War of 1812 (PlayG101S5) to restoring and protecting streams and river banks citywide (PlayG302S4). Other ongoing efforts in the mid and long term include:

CMP Code	Strategy
PlayG102S1	Implement Heritage trails in historic areas of the city
PlayG302S3	Construct 1 ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan
PlayG302S5	Target sidewalk, lighting and signal improvements near parks and open space
PlayG302S7	Complete plans for and creation of Greenway trail system

Eight strategies in the mid- and long-term timeframes that are In Progress include:

CMP Code	Strategy
PlayG101S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions
PlayG101S5	Prepare for the bicentennial anniversary of the War of 1812
PlayG104S1	Expand "Authentic Baltimore" program and link to Baltimore City Historic landmark program
PlayG201S1	Create Mixed-use zoning categories that allow live entertainment where appropriate
PlayG104S3	Implement a feasibility study to enhance and reuse under-utilised historic structures
PlayG302S2	Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Elimination Discharge Permit
PlayG302S8	Increase Baltimore's green infrastructure by increasing the number of trees and tree canopy size
PlayG303S1	Complete the Harbor Promenade and Middle Branch park/trail systems

One strategy not yet started focuses on establishing a regional policy to increase funding for the City's cultural activities (PlayG105S1).

LEARN

To date, seven of the eight strategies in LEARN with time targets up to the three-year midpoint are Adopted City Policy, Ongoing or In Progress. The only strategy not yet started within the three-year timeframe is the creation of an entity for providing life long learning service programs (LearnG303S1).

LEARN Timeline Targets			
2008-2009 Status	At Midpoint	Mid Term	Long Term
	Year 1 - 3	Year 4 - 5	Year 6
Adopted City Policy	LearnG1O2S2 LearnG1O2S1		LearnG2O1S1 LearnG3O1S1
Ongoing	LearnG4O2S1		LearnG1O1S1 LearnG1O2S3 LearnG3O1S2 LearnG3O1S3 LearnG4O1S1 LearnG1O2S4 LearnG3O3S3 LearnG3O3S2
In Progress	LearnG4O1S3 LearnG4O2S3 LearnG2O2S1 LearnG2O2S2	LearnG2O3S1	LearnG1O1S2 LearnG1O1S3 LearnG4O1S2 LearnG4O2S2 LearnG2O1S2
Not Started	LearnG3O3S1		

Four strategies in the three-year timeframe are in progress. Creating a process for adopting campus master plans (LearnG2O2S2) is being implemented by zoning changes through TransForm Baltimore. A higher education liaison was established to integrate higher education institutions into the City’s economic development program (LearnG2O2S1).

Four out of the eight strategies within the mid- and long-term timeframe that are ongoing relate to Goal 3 under LEARN that focuses on improving the culture of learning in Baltimore City by improving education opportunities. These strategies include providing tot-lots at schools (LearnG3O1S3), providing more continuing education opportunities citywide (LearnG3O3S2), and to extend access for job training centers citywide (LearnG3O3S3). Other ongoing efforts in the near and long term timeframe involve ensuring access to library services for all City residents (LearnG1O2S3), ensuring the reuse of surplus school facilities (LearnG1O2S4), and implementing a “Safe Routes to School” Program at City schools (LearnG4O1S1), for which 13 schools have received funding.

Five strategies are In Progress for the mid- and long-term timeframe. Two of these involve implementing Goal 2 under LEARN that relates to creating opportunity from the untapped potential of higher education institutions citywide. These include increasing funding for internships and other student learning programs (LearnG2O1S2) through the creation of the Higher Education Liaison and developing a specific zoning district for mixed use at education institutions through TransForm Baltimore (LearnG2O1S2). The third strategy In Progress in the near and long term timeframe involves the development of options for greening at least three school facilities per year (LearnG1O1S3). This is being achieved by the City’s School Greening Task Force. Lastly, integrating college based shuttle services with public transit (LearnG4O2S2) is being achieved through a steering committee, which was established to assess the feasibility of universal student access to Maryland Transit Administration (MTA) buses.

IV. Status of CIP Projects linked to LIVE EARN PLAY LEARN strategies

The CMP identifies which strategies could potentially be implemented through investment of the city’s Capital Improvement Program (CIP). In 2007, agencies began linking their current budget year’s (FY2009) CIP requests directly to goals, objectives and strategies in the CMP. Since it was the first year for this linkage to occur, many CIP projects are linked only to CMP objectives rather than directly linked to CMP strategies. This section summarizes CIP projects or activities which are at least being partially achieved by the CIP (see Appendices B and C). By analyzing the CIP projects linked to objectives, this reports identifies 1) specific strategies that do have a CIP project linked to them, 2) adopted and short term strategies with a CIP component and NO direct CIP link but could be partially linked to CIP items, and 3) near and long term strategies with no direct CIP link yet that should potentially be the focus for FY 2010 allocations.

LIVE

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

CIP items linked to Live Goal 1 objectives include those related to 1) acquisition and demolition in various areas of the City and for different projects: Baker/Division Street (588-924), Coldstream Homestead Montebello (588-926), Pen Lucy (588-929), Poppleton (588-932), Johnston Square (588-938), the American Brewery (588-921), Preston Street (588-951), Woodbourne/McCabe (588-948), Somerset Court (588-949), and the Acquisition/Relocation Fund is represented by CIP item 588-981; 2) redevelopment projects: Park Heights (588-925), Uplands (588-933), Barclay (588-937), Broadway East (588-947), East Baltimore (588-979), and the West Side Initiative (601-115); 3) senior center expansions and improvements: 127-003, 127-157, 127-913; 4) façade improvements (588-946); 5) site infrastructure: EBDI (527-293), Uplands (527-493), and Barclay (527-393); 6) sewer system rehabilitation: Dundalk (551-614), Patapsco (551-616), Gwynns Falls (551-622), Herring Run (551-624), and Jones Falls (551-626); 7) water and wastewater improvements: 557-730, 551-681, 557-312, 557-731, 557-930, and 557-932; 8) park and recreation improvements: 474-767, 474-781, 474-758, 474-775, 474-764 474-765, 474-770, 474-777, 474-786, and 474-783.

Other CIP items include housing repair assistance programs (588-986), the Homeownership Incentive Program (588-984), housing development (588-985), Housing & Services (588-987), public housing redevelopment (588-991), and Healthy Neighborhoods (588-935).

Two Live Goal 1 strategies are directly linked to CIP items. The comprehensive City-wide sanitation plan (LiveG1O3S3) is linked to fleet management substations improvements (197-173) and central garage relocation/ new facilities construction on Biddle Street (197-189). Strategy LiveG1O4S2, leveraging CIP resources in targeted areas using the neighborhood plans, is supported by the Middle Branch (CIP 551-933) and Cherry Hill (CIP 551-934) utility infrastructure studies. Strategy LiveG1O3S, implementing CPTED standards, is linked to fencing improvements (197-172), although no CIP component was indicated in the CMP for this particular strategy.

Several strategies are identified as having a CIP component and are Adopted City Policy. They include implementing the Inclusionary Housing Plan (LiveG1O1S1), developing a comprehensive plan to eliminate homelessness (LiveG1O1S7), and adopting an Urban Forest Management Plan (Live G1O3S6). These strategies have links to CIP but have only been linked to Live Objectives so far. For instance, LiveG1O3S6 is partially linked to 474-739 and 504-300, funding for street tree operations and tree root damage.

Three strategies with timeline targets in Year 1 – Year 3 that could have a CIP component but do not include targeting homeownership and rehabilitation loans and financial counseling using (LiveG1O1S5), supporting the creation of Community Garden Land Trusts (LiveG1O2S3) and developing Growth Promotion Areas (GPAs) to absorb future population growth in the region (LiveG1O5S1).

Increasing affordable housing by 300 units per year (LiveG1O1S2) is a long term strategy partially linked to CIP items that are in turn linked to objectives, specifically, public housing redevelopment (588-991), housing development (588-985) and the Homeownership Incentive Program (588-984). Creating and preserving mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties (LiveG1O1S6) is partially linked to funding for Healthy Neighborhoods (588-935).

Some long term strategies with no apparent CIP link include eviction prevention services (LiveG1O1S3), sanitation code enforcement (LiveG1O3S2), substance abuse treatment (LiveG1O3S4), preference for public housing and Section 8 vouchers for involuntarily displaced households (LiveG1O1S4), eliminating childhood lead poisoning (LiveG1O3S4), and marketing the City to surrounding jurisdictions (LiveG1O5S2). These strategies should perhaps be targeted for FY 2010 CIP allocations.

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

CIP items linked to Goal 2 objectives include City Hall and Courthouse upgrades: (197-411, 197-412, 197-413, 197-414, 197-416, 197-417, 197-513), 2) the Herring Run Greenway (474-757 and 474-774), 3) Central Library expansion and renovation (457-024) and 4) various

streetscape improvements for Calvert Street (527-214), Little Italy (508-605), and Midtown (527-313).

Goal 2 strategies linked to CIP include the adopted Comprehensive Water and Wastewater Plan (LiveG2O5S1) and reducing pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water (LiveG2O5S2). They are both linked to 1) reservoir improvements: Towson (557-713), Guilford (557-714), Druid Lake (557-716), Ashburton (557-715), Fullerton (557-717); 2) Middle Branch (557-933) and Cherry Hill (557-934) infrastructure studies; and 3) storm water improvements: Pulaski Highway (520-400), Annapolis Road (520-450), Fairmount (520-451). The strategies are also partially linked to CIP funds for improving wastewater operations (551-930; 551-932) and stream and watershed restoration studies and projects (525-646; 525-649; 525-703; 525-704; 525-705; 525-706; 525-993; 525-994; 525-995)

Preferential capital funding for TOD projects (LiveG2O3S2) is the only strategy that is Adopted City Policy with no direct CIP link but with a potential link to CIP. The CIP items are linked to Live Objective 1 and include the West Baltimore TOD (588-941) and Penn North TOD (588-944).

Funding for rehabilitation loans for low income families in locally designated historic districts (LiveG2O4S7) is a long term strategy potentially linked to low income, historic housing rehabilitation grants (188-012), another CIP item linked to Live Objective 1.

The following Goal 2 strategies are addressed by TransForm Baltimore, which is funded by CIP item 188-011, TransForm Baltimore:

CMP Code	Strategy
LiveG2O1S1	Develop design guidelines to respond to the unique character of Baltimore City
LiveG2O1S2	Create and adopt a City-wide landscape ordinance
LiveG2O2S1	Modernize zoning codes to meet current needs
LiveG2O2S3	Increase number of zoning code enforcers
LiveG2O3S3	Create mixed-use with residential zoning category

Goal 3: Improve Transportation Access and Choice for City Residents

Various City-wide transportation plans funded by CIP items are linked to Goal 3: the Downtown Shuttle System (508-980), DOT Facility Master Plan (508-899), SE Transportation Action Plan (512-071) and the Middle Branch Transportation Plan (512-072).

Bridge, ramp, and viaduct improvements funded through the CIP include minor bridge rehabilitation projects (506-701), the 2008 Bridge Inspection Program (507-752), Keith Avenue ramp to Broening Highway (509-401), Boston Street viaduct (509-402), bridges at Harford Road (509-087), Wilkens Avenue (509-326), Hanover Street (509-299), North Avenue (508-608), Sinclair Lane (508-363), Edmondson Ave (506-315), Lafayette Avenue (508-941), and various other bridge improvements: 506-700, 507-412, 509-403, 506-516, and 508-882. Highway resurfacing activity is represented by the following CIP items: 514-762, 514-763, 514-764, 514-765, 514-766, 514-767, 514-768, 514-769, 514-705, 514-718, 508-981, 514-725. CIP items related to traffic signals and detectors include: 512-053, 512-054, 512-035, 512-046, 512-061, and 512-062.

No LIVE Goal 3 strategies are directly linked to CIP items. Several strategies that are Adopted City Policy have partial links to CIP. The creation of a complete bikeway system (LiveG3O1S2) is funded by CIP item 527-175, bicycle network strategy, and traffic-calming policies and procedures (LiveG3O1S4) is partially linked to CIP item 512-069, Neighborhood Traffic Calming.

Other strategies that are Adopted City Policy with no apparent CIP link include efforts to implement the Baltimore Regional Rail Plan (LiveG3O2S2) and a mitigation program to reduce congestion effects of development (LiveG3O2S5).

Several Goal 3 long term strategies have a CIP component and partial links to CIP. LiveG3O1S1, a strategy to create a City-wide pedestrian plan, is not being pursued but neighborhood plan-based pedestrian improvements are being made: Jones Falls/Inner Harbor Trail and Pedestrian Improvements (527-176), curb repair job order contract (JOC) (508-465), footway reconstruction (504-100), and neighborhood street reconstruction (508-550). The strategy to improve the efficiency and safety of the existing roadway system

through Transportation System Management (TSM) (LiveG3O1S3) has being implemented by signal optimization for 1/3 of all traffic signals, represented by signal timing optimization citywide (512-034); intersection improvements, some of which are located at Wilkens at Caton Avenue (512-070) and 41st Street at Falls Road (512-073); median improvements that include gateway rehabilitation at Wilkens Avenue (508-280), Charles Street (514-207), Russell Street (514-664), Central Avenue (509-185), Lombard Street (514-719); streetscape improvements at Dundalk Avenue (508-453), Reisterstown Road (508-454), Belair Road (514-736); and alley reconstruction (504-200).

As stated in the Status of CMP Implementation (Section III), a database of pavement quality is being built for future strategic optimization to address strategy LiveG3O1S5, targeting Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings. The CIP item related to this is Pavement Management System/ Asset Management (514-726).

Other long term strategies with no obvious CIP links that may be targeted in FY 2010 CIP include efforts to Protect and create Rights-of-Way along existing and proposed rail lines (LiveG3O2S3) and creating intermodal transit hubs in areas of low automobile ownership (LiveG3O2S4), which has not been started.

EARN

Goal 1: Strengthen Identified Growth Sectors

CIP items linked to Goal 1 include funding for infrastructure (527-229, 527-310, 527-315, 551-932, 527-301, and 527-493) and road improvements to facilitate new development and commercial activity at the following locations: Hopkins Bayview -- BioScience/Mason F. Lord Drive (527-302), Potee Garrett Access Road (527-319), Eutaw Street (527-325), Patapsco Road (527-322), and Fairfield Industrial Park. It also includes funding to redevelop four East Baltimore neighborhoods (588-979), funding for the West Side Initiative (601-115), and commercial revitalization activities to support commercial revitalization efforts citywide (601-982), including Charles North, Lauraville/Hamilton, Howard Park, Washington Village/Pigtown, Mondawmin Mall, and Park Heights.

EarnG1O3S2, a strategy to preserve and enhance CBD office space, is the only Earn Goal 1 strategy with direct links to CIP. Those CIP items are as follows:

CIP #	Project Title
197-144	Abel Wolman Basement Structural Repair
197-170	Municipal Buildings Master Plan
197-174	DPW Street Cut Section Office Improvements
197-211	Courthouse East Roof Improvements
197-304	Benton Building HVAC Improvements
197-519	Abel Wolman Building ADA Wheelchair Lift
197-624	Mitchell Courthouse Chilled Water Expansion
197-625	Peoples Court AHU and Unit Ventilator Replacement
197-626	City Hall Fire Alarm Upgrade
197-627	Courthouse East Fire Alarm Upgrades

There are two Adopted City Policy strategies that do not have a link to CIP— working with growth sector employers to identify training needs (EarnG1O1S4), and preserving the use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land (EarnG1O1S5).

Establishing microenterprise loans for start up businesses in the growth sectors (EarnG1O1S3) is a short term strategy with partial links to CIP items that provide funds for loans to attract new and retain existing businesses in certain commercial/industrial redevelopment areas, including West Baltimore (601-354), South Baltimore (601-483), and East Baltimore (601-575). CIP 601-860, Industrial and Commercial Financing, provides loans or guarantees for commercial or industrial purposes in connection with the purchase, acquisition, development, rehabilitation or modernization of land or buildings located within Baltimore City.

Two Mid Term strategies have partial links to CIP. Identifying and rezoning nodes in the City that can support high-density, mixed-use commercial properties (EarnG1O3S1) is related to TransForm Baltimore funding (188-011). Installing environmental and aesthetic improvements around tourist areas (EarnG1O7S2) is being addressed by CIP through funding for streetscape improvements at St. Paul Place (527-171), Calvert Street (527-214), Lexington Street (527-219), Liberty Street (527-222), Howard Park/Liberty Heights (527-332), and for Baltimore Public Markets Improvements (524-052).

Near and long term strategies with no link to CIP include creating incubator space around biotechnology areas (EarnG1O2S2) and programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding (EarnG1O5S1). Developing a master plan for the City's current and future CIDS infrastructure (EarnG1O4S1) has not been started, as the Status of CMP Implementation section indicates. Also, Wireless Technology Zones in public areas throughout the City (EarnG1O4S2) are not being pursued; however, XIOM-Sprint private venture has been proposed and is linked to 800 MHz SONET ring improvements (197-843).

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1, align employers with job seekers and training resources, is directly linked to several CIP items: Central Library expansion and renovation (457-024), library facilities modernization (457-200), and American Brewery acquisition and demolition (588-921). Refer to LearnG3O3 for CIP items linked to Earn Objective 2, increase qualifications/skill sets of City residents. No Earn Goal 2 strategies are identified as having a CIP component.

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

EARN Goal 3 strategies encompass various streetscape (527-217, 527-218, 527-219, 514-736, 508-453, 508-454), bridge (507-416, 509-299, 509-401), infrastructure (527-229), gate rehabilitation (514-207, 514-664, 514-719, 508-280), street improvements (508-460, 508-462), and other projects previously mentioned. It also includes funding for a Martin Luther King Boulevard widening study (508-398) and Inner Harbor maintenance facility relocation (512-900).

No Goal 3 strategies have direct links to the CIP. As noted in the Live Section, EarnG3O1S4, implementing the Bicycle Master Plan is potentially linked to CIP item 527-175, funding for a bicycle network strategy. In addition, this strategy is being implemented by Greenways Plans, which is partially linked to Jones Falls Greenway Phase V: Cylburn to Mt Washington, or CIP item 474-740. The other two Goal 3 strategies that are Adopted City Policy do not have obvious partial links to CIP: supporting efforts to implement the Baltimore Regional

Rail Plan (EarnG3O1S2) and marketing and outreach to capture share of regional growth in defense-related industries due to BRAC (EarnG3O2S4).

Two Goal 3 near and long term strategies are partially linked to CIP. Increasing the number of water taxi stops near employment locations (EarnG3O1S5) is being implemented by CIP item 508-661, funding to construct a 5,000 square foot building, piers and parking to serve as an Inner Harbor terminal for the water taxi and to house the USS Constellation Museum. Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (EarnG3O2S2) is partially linked to TransForm Baltimore funding (188-011).

There are no links to CIP for restoring and increasing on-street parking in mixed-use and business districts (EarnG3O2S1) and should be addressed in CIP FY 2010.

PLAY

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

PLAY Goal 1 focuses on improving Baltimore's historical and cultural resources. Two strategies under Goal 1 are directly linked to a CIP project. The strategy to develop new visitor centers and enhance existing visitor centers (PlayG1O1S2) is linked to CIP 197-171, which provides funds for improvements to the Druid Hill Conservatory. Additionally, this strategy is also being partially achieved by CIP 127-165, which provides funds for a new Upton Cultural Visitor Center. Implementing heritage trails in historic areas of the City (PlayG1O2S1) is directly linked to CIP 527-200. Two other strategies under Goal 1 are also being partially implemented by CIP projects: completing a pedestrian and automobile-oriented wayfinding system (PlayG1O1S3), and implementing a feasibility study to enhance and reuse underutilized historic structures (PlayG1O4S3).

For the following strategies under Goal 1, the CMP indicated that they would be achieved by a CIP component. However, they were not directly linked to CIP projects.

PLAY Strategies with NO CIP project linked to them		
PlayG1O3S1	Develop plans for and implement Charles Street Trolley Line	Adopted City Policy
PlayG1O3S2	Implement Charles Street Scenic Byway Plan	Adopted City Policy
PlayG1O4S2	Create more effective management agreements by completing inventory of city-owned historic/cultural sites and attractions	Completed
PlayG1O1S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions	In Progress
PlayG1O2S1	Implement Heritage trails in historic areas of the city	Ongoing
PlayG1O4S3	Implement a feasibility study to enhance and reuse under-utilized historic structures	In Progress

There is one strategy under Goal 1 in PLAY that falls within the three-year timeframe that the CMP did not initially identify as having a CIP component. However, CIP funds could help to facilitate the implementation of the strategy that aims to support special events and festivals by improving festival space and infrastructure (PlayG1O2S3).

The CMP identifies three strategies under Goal 1 that should be implemented by the CIP and fall within the near and long term timeframe (4-6 years). These three strategies have not, to date, been incorporated into the CIP.

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

No strategies under Goal 2 of PLAY are currently directly linked to the CIP. However, as described in **Appendix C**, there are five strategies under Goal 2 that are being partially implemented by CIP projects. These strategies, which range from improving the City's recreational facilities to improving water quality, are beginning to be achieved by CIP initiatives including stream restoration projects and the Bicycle Master Plan.

Two strategies under Goal 2 of PLAY have been adopted into City policy but were not directly linked to the CIP. A Bicycle Master Plan (PlayG2O3S2) is being implemented through a dedicated City bicycle/pedestrian coordinator and through the Sustainability and

Greenways plans. Further, the Station North/Central Baltimore Plan has been endorsed and begins to achieve the strategy of designating and supporting Arts and Entertainment Districts (PlayG2O2S4).

Two strategies under Goal 2 that fall within the three-year timeframe were not initially identified by the CMP as being able to be implemented through the CIP. However, linking these strategies to the CIP could assist in facilitating their implementation. These include reinstating a shuttle system for the City's shopping districts (PlayG2O2S1) and the development of a strategic recreational plan to increase recreational opportunities citywide.

The CMP identifies one strategy under Goal 2 that should be implemented by the CIP and fall within the near and long term timeframe (four to six years). Designating and supporting Arts and Entertainment Districts (PlayG2O2S4) has not, to date, been incorporated into the CIP.

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

Goal #3 under PLAY focuses on increasing the attractiveness of Baltimore's natural resources and open spaces including improving water quality. One strategy under Goal 3 of PLAY has been adopted into City policy and is directly linked to several CIP projects. This strategy involves meeting the goals and requirements of the Chesapeake Bay Program (PlayG3O2S1) and is being implemented through a number of CIP projects that involve stream restoration projects and storm drain repairs (see **Appendix B**).

One strategy under Goal 3 is ongoing and directly linked to the CIP. This strategy involves restoring and protecting at least one mile per year of streams and river banks (PlayG3O2S4). This is being achieved by several CIP projects that involve watershed and stream restoration (see **Appendix B**).

One strategy under Goal 3 falls within the three-year timeframe that does not currently have a CIP component. This strategy involves developing a plan to reduce trash within and along Baltimore's parks and open space (PlayG3O2S6). As indicated in **Appendix C**, the CIP

has been involved in providing funding for the Jones Falls Debris Collector which begins to achieve this strategy; however, more efforts similar to this are needed citywide.

Six strategies under Goal 3 of PLAY fall within the mid- and long term timeframe and include a CIP component as indicated by the CMP. Identifying ways to link these strategies to future CIP funds may help to facilitate their implementation. These include:

PLAY Strategies with NO CIP project linked to them		
PlayG3O2S2	Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Elimination Discharge Permit	In Progress
PlayG3O2S3	Construct 1 ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan	Ongoing
PlayG3O2S5	Target sidewalk, lighting and signal improvements near parks and open space	Ongoing
PlayG3O2S7	Complete plans for and creation of Greenway trail system	Ongoing
PlayG3O2S8	Increase Baltimore's green infrastructure by increasing the number of trees and tree canopy size	In Progress
PlayG3O3S1	Complete the Harbor Promenade and Middle Branch park/trail systems	In Progress

LEARN

Goal 1: Improve Public Schools and Libraries

While the Objectives in Goal 1 have CIP items associated with them, the specific strategies in LEARN are not all directly connected. One strategy under Goal #1 of LEARN was directly linked to seven CIP projects. Eliminating poor building conditions within school facilities (LearnG1O1S1) is being achieved through several CIP projects that involve improvements to school facilities in the City (see **Appendix B**).

One strategy under Goal 1 of LEARN has a CIP component and falls within the mid- and long term timeframe (four to six years). Ensuring access to public library services (LearnG1O2S3) could be achieved through identification of specific CIP projects/funds.

GOAL 2: Capitalize on Untapped Potential of Higher Education Institutions

No strategies under Goal 2 of LEARN are directly linked to CIP projects. Strategies under Goal 2 focus on creating programs for continuing education as well as improving higher education institutions in the City. The CMP does not currently identify these strategies as having a CIP component.

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

No strategies under Goal 3 of LEARN are directly linked to CIP projects. Strategies under Goal 3 focus on improving educational programs for students of all ages. These include improving school readiness programs for young children as well as providing an increased number of continuing education programs for adults. The CMP indicates that four of these strategies could be facilitated by CIP funds.

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

No strategies under Goal 4 of LEARN are directly linked to CIP projects. Strategies under Goal 4 focus on improving transportation and transit access to and from schools throughout Baltimore City.

One strategy under Goal 4 falls within the three year timeframe and is not currently identified by the CMP as having a CIP component. However, CIP funds could help to facilitate the implementation of this strategy, which involves coordination and implementation of the Bicycle Master Plan with school facilities' plans (LearnG4O1S3).

Two strategies under Goal 4 fall within the mid- and long-term timeframe (four to six years) and have a CIP component indicated in the CMP. These include implementing a "Safe Routes to School" program (LearnG4O1S1) and implementing physical improvements near educational facilities to ensure safe access (LearnG4O1S2). As indicated in Appendix C, the CIP currently provides funding for citywide pedestrian improvements, some of which are nearby schools. This, therefore, partially achieves LearnG4O1S1.

v. Key CMP Indicators

CMP indicators were identified as a method to measure outcomes related to the implementation of LIVE EARN PLAY LEARN strategies. These outcomes are generally related to various elements of the four sections, such as home ownership, employment, tourism, and school attendance. Three years since the CMP's adoption in 2006, there are signs of progress, yet they are not consistent and require greater coordination and implementation of CMP strategies to sustain that progress.

LIVE

Baltimore City population increased in 2006, the first year of population growth in decades; in 2007 employment continued to decline. Despite an increase in median home sales price, Baltimore City remains one of the most affordable jurisdictions in the region, comparatively, with median sales price for 2006 of \$140,400. The increase in median sales price peaked a year prior to CMP adoption at 33 percent. In 2006 increase was 17 percent, the highest among other counties in the state. In 2006, the number of vacant and abandoned houses peaked, and then decreased in 2007. Mortgage default filings rose to more than 4000 in 2007, trending with a national increase, but have fallen significantly since the first quarter of 2008. Foreclosure filings are down to 1300 for the first quarter of 2008.

EARN

There was a slight employment increase in leisure and hospitality and educational and health services; however, average employees per business decreased in all growth sectors. CBD office rental rates increased for Class A office space. As the number of residents in the labor force is increasing, unemployment continues to rise.

While overall public transportation ridership has increased, the percentage of workers who use public transportation, or transit mode share, continues to fluctuate. Over 18,000 residents used the One Stop Centers in FY07 and there were 425 ex-offender initiative placements from FY05 to FY07.

PLAY

Overall, indicators related to tourism for Baltimore City show an overall decrease from 2007 to 2008 in terms of hotel occupancy rates, leisure and hospitality employment, and arrivals at the Baltimore-Washington International Airport. Information obtained for tourism in Baltimore does show a slight increase from 2006 to 2007, but ultimately a decrease from 2007 to 2008 (see *Appendix D*).

However, strategies related to increasing attendance at Baltimore attraction sites, according to the information obtained, are being achieved. Attendance at select Baltimore area venues increased by 29.7% from 2007 to 2008.

LEARN

To date, information was only available for indicators related to attendance at higher education institutions in Baltimore City. This information, overall, indicates that attendance by Baltimore City residents at higher education institutions in Baltimore has increased steadily from 1995 to 2005 by 20 percent (see *Appendix D*).

Further information is needed to determine whether other strategies related to education in Baltimore City are being achieved.

vi. Implementation of LEARN EARN PLAY LEARN

TransForm Baltimore:

In addition to linking the Capital Improvement Program to the Comprehensive Master Plan, a key implementation strategy is a comprehensive process to rewrite the City's existing Zoning Code, which dates to 1971. TransForm Baltimore is a project to incorporate more modern and state-of-the-art zoning techniques into the City's land use regulations. Its ultimate goal is adoption of a new zoning code that successfully implements the Comprehensive Master Plan (CMP), supports and guides City investment, enhances and protects neighborhood character, and guides private development.

CMP Strategies to be addressed during TransForm Baltimore are:

CMP Code	Strategy
LiveG2O1S1	Develop design guidelines to respond to unique character of City
LiveG2O1S2	Create and adopt a City-wide landscape ordinance
LiveG2O2S1	Modernize zoning codes to meet current needs
LiveG2O2S3	Increase number of zoning code enforcers
LiveG2O3S3	Create mixed-use with residential zoning category
EarnG1O1S1	Create an industrial mixed-use zoning district
EarnG1O1S2	Create a light industrial mixed-use zoning district
EarnG1O2S1	Create a Bioscience Development District
EarnG1O3S1	Identify and rezone nodes that can support high-density, mixed-use commercial properties
EarnG1O6S1	Create mechanism to adopt health care facility master plans
EarnG3O2S2	Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City
PlayG2O1S1	Create mixed-use zoning categories that allow nightlife and extended closing hours where appropriate
LearnG2O2S2	Create a mechanism to adopt campus master plans
LearnG2O3S1	Develop new zoning district that encompasses mixed-use development related to residential neighborhoods, colleges, and universities

To rewrite the zoning code, TransForm Baltimore has begun to gather input from all interested citizens and stakeholders who are concerned about the future of the City. Planning staff performed an intensive examination of uses, abuses, successes and shortcomings of existing zoning and companion regulatory ordinances such as Historic Districts, Planned Unit Developments and Urban Renewal, which resulted in a Code Diagnosis report made available to the public for comment on-line. The Planning Department also organized working groups to focus on specific areas of topical concern relating to zoning. These topics were:

- Procedures
- Neighborhood commercial zoning
- Residential issues related to zoning
- Urban design and preservation issues
- Industrial issues related to zoning
- Waterfront issues related to zoning
- Arts and entertainment
- Downtown issues
- Public health issues
- Sustainability
- Campus planning issues

The working groups completed their recommendations in November 2008.

Sustainability

As noted above, sustainability – minimizing the negative effects of buildings and development both upon the present and upon the future – was a topic area covered by TransForm Baltimore. To emphasize its importance to the City's future, the Mayor approved creation of an Office of Sustainability within the Planning Department in 2007. Staff of this office immediately began identifying areas, both topical and geographical, where changes to development incentives and to development regulations, including zoning, would produce new development or redevelopment which would use or waste less resources than traditional or customary development.

CMP Strategies linked to Sustainability Plan:

CMP Code	Strategy	Status	Notes
LiveG1O2S3	Support creation of Community Garden Land Trust(s)	In Progress	Sustainability Plan to be released in Dec 2008; DPW supporting communities' responsible and reliable access to water
LiveG1O3S3	Create a comprehensive City-wide sanitation plan	In Progress	Cleaner, Greener Baltimore Initiative; Single Stream Recycling; Sustainability Plan
LiveG1O3S6	Adopt and implement an Urban Forest Management Plan	Adopted City Policy	TreeBaltimore Plan adopted and being implemented; Sustainability Plan to be released in Dec 2008
LiveG2O1S3	Update building code to promote sustainable or high performance buildings through incentives and regulations	Adopted City Policy	Green Buildings Legislation pass in 2006; regulations to be drafted; LEED language in city-issued RFPs; Sustainability Plan
LiveG2O5S1	Adopt and implement Comprehensive Water and Wastewater Plan	Adopted City Policy	Adopted in 2006; Sustainability Plan
LiveG2O5S2	Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	On going	Sustainability Plan; City/County Watershed Agreement; MS4Permit requirements
LiveG3O1S2	Implement Bicycle Master Plan to create a complete bikeway system	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans
EarnG3O1S4	Implement Bicycle Master Plan	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans
PlayG2O3S2	Implement Bicycle Master Plan to provide recreational opportunities	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans
PlayG3O1S1	Draft and adopt a City-wide plan for parks and open space	In Progress	Bicycle Master plan; Sustainability Plan; Greenways Plan

CMP Code	Strategy	Status	Notes
PlayG3O2S1	Meet goals and requirements of the Chesapeake Bay Program, the City's National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies	Adopted City Policy	WWW Master Plan adopted; Sustainability Plan; City/County Watershed Agreement; MS4Permit requirements
PlayG3O2S2	Develop a Waterway Trash Management Plan to ensure compliance with the NPDES	In Progress	Inner Harbor Task Force; Sustainability Plan
PlayG3O2S3	Construct one ultra-urban Best Management Practices (BMP)/ year as identified in the Watershed 263 Plan	Ongoing	Debris Collectors; TreeBaltimore; Sustainability Plan
PlayG3O2S6	Develop a plan to reduce trash within and along Baltimore's parks and open space	In Progress	Cleaner, Greener Baltimore; Sustainability Plan; Civic Works; LivingClassrooms--Project Serve
PlayG3O2S8	Increase Baltimore's green infrastructure by increasing number of trees and tree canopy size	In Progress	TreeBaltimore; Sustainability Plan

The Office of Sustainability, in conjunction with the Commission on Sustainability, is completing the comprehensive Sustainability Plan for Baltimore focused on seven themes: Cleanliness, Pollution Prevention, Resource Conservation, Greening, Transportation, Education and Awareness, and Green Economy. The Plan articulates specific goals, identifies measurable targets, and provides mid-term strategies to improve life in Baltimore today and for generations to come. Greenhouse gas emissions reduction, tree canopy expansion, water quality improvement, green job creation, and alternative transportation improvements are among the issues the document will hold the community accountable for. Over 1,000 individuals from across the Baltimore community have been involved in developing this Plan.

Water and Wastewater Master Plan (WWW)

In 2006, Baltimore City updated and amended its comprehensive plan for its water and wastewater systems that must document, according to specific State regulations, the ability of the City to supply its citizens and the larger metropolitan area where needed a sufficient

and safe drinking water supply and a wastewater collection and treatment system of sufficient capacity, now and at least ten years in the future.

The WWW Master Plan addresses the nine guiding principles set forth by the Maryland Department of Planning for inclusion in the comprehensive plans:

1. Support Smart Growth: Baltimore City is a Priority Funding Area. Development within the City is usually redevelopment or infill projects. Hydraulic analyses generally show no adverse impact to existing water and wastewater systems, and rarely require increased capacity. These analyses include taking into account the age and condition of facilities, existing flows and pressures at the treatment plants, pumping stations and storage facilities, and future flow evaluations, including future capacities and commitments from other jurisdictions. Expansion of systems in Baltimore County is guided by long range plans and the limits of the Metropolitan District and the Urban Rural Demarcation Line.
2. Maintain and Improve Existing Systems: Significant investment in the condition of the water and wastewater systems is reflected in the Capital Improvement Program. In FY2007, the CIP program dedicated more than \$645 million in improvements to the water system, as well as a Consent Decree commitment to \$900 million worth of improvements to the sewer system.
3. Manage Service Area Expansions: It is expected that the service needs of the City will remain the same over the ten years covered by this Plan. Baltimore provides treated water to Baltimore, Howard, and Anne Arundel Counties, and raw water to Carroll and Harford Counties. Baltimore County is the largest jurisdiction using City water and sewer facilities. Any expansion requests for these services from Baltimore County must be able to be adequately served by the existing system, or served as a result of a serious health threat. As previously mentioned, the Metropolitan District and Urban Rural Demarcation Line limits public water and sewer service to within these areas.

4. Expand System Capacity Based on Demonstrated Need: Early development plans for the water and sewer systems took into consideration the capacity needed by adjacent counties. Zoning and jurisdictional regulations have controlled growth within expected service areas and expansion needs in the future can be accommodated. The City has control over the expansions and the conditions for available capacity and funding through existing interjurisdictional agreements. Future water demands can be met by expanding the Montebello filtration plant, construction of a new filtration plant in Fullerton (Baltimore County), and use of Susquehanna River water as a regular raw water source. Existing wastewater treatment facilities are able to handle the anticipated flows, but enhanced nutrient removal facilities will need to be built at both facilities.

5. Present a Capital Program Based on Demonstrated Need: Long range engineering studies and analyses of the condition of existing systems form the basis for the water and wastewater capital programs. Projects that benefit the entire system and its users are coordinated with participating counties and jointly funded. Where possible, sewer line work is combined with stream restoration to minimize disruptions.

6. Allocate Capacity to Support Smart Growth: Baltimore City is a designated Priority Funding Area. Water and sewer allocations in participating counties are based on interjurisdictional agreements. The agreements' calculations are based on land use, growth projections, and zoning restrictions within specific service areas.

7. Protect Water Quality and Water Supply Sources: A 1984 *Reservoir Management Agreement* was signed by Baltimore City, Baltimore County, Carroll County, the Baltimore Metropolitan Council, and the Maryland Department of Natural Resources (DNR). The most recent reaffirmation of the agreement was signed in 2003. The agreement commits the signatories to protecting the water quality of the City's three reservoirs. The City-owned lands surrounding the reservoirs are an important water quality buffer. A *Forest Management Plan* was developed for the City by DNR and completed in 2002 that analyzed the conditions of these forested areas and made recommendations for their further protection. A *Drinking Water*

Regulations Compliance Study is underway to ensure continued and future compliance with federal regulations. A draft *Comprehensive Wastewater Facilities Master Plan* determined that current nutrient removal facilities at the City's two wastewater treatment plants may not be capable of achieving limits for enhanced nutrient removal. The City is developing projects for each of the facilities to ensure compliance with the nutrient limits.

8. Assure Adequate User Structure Rate: The purpose of establishing water and wastewater enterprise funds was to ensure consistent revenue to allow for the improvements and maintenance of the two systems, and to operate these systems without profit or loss to other funds of the City. The City's rate structure provides the funding necessary for capital investments, costs to operate and maintain the two systems, and debt service.

9. Incorporate Subsidiary Plans: As previously noted, the City's water and sewer system is a metropolitan system. These systems serve a large portion of Baltimore County (within a defined area), eastern portions of Howard County, and northern portions of Anne Arundel County. Both Carroll and Harford County receive raw water from the City's system. The water and wastewater plans for these counties are prepared and reflect the cooperative planning processes, agreements, allocations and service and growth areas for the metropolitan system.

future of economic development in Baltimore, and therefore, their strategies and foci served as the foundation for the 2007 CEDS process.

Based on a SWOT analysis, the CEDS committee agreed to six economic development goals that would enable Baltimore to continue to transform into a world-class City:

1. Improve rapid and reliable transit to link diverse neighborhoods, job centers, educational centers and cultural, entertainment and tourist destination.
2. Prepare and retain all youth and adults for the job market and productive citizenship at all levels with quality education and training.
3. Improve ability to match needs of employers with a growing and appropriately skilled job candidate pool.
4. Enhance public and technology infrastructure to support participation in the global economy.
5. Promote, enhance and expand cultural and entertainment and night life opportunities.
6. Increase the City's residential and commercial tax base.

Comprehensive Economic Development Strategy (CEDS)

One of the principle tenets of the 2007 CEDS process was to build on collaborative efforts that the City had completed in the past few years to ensure consistency and reduce duplication. In 2006, Baltimore City approved its first Comprehensive Master Plan (CMP) in 30 years: **LIVE, EARN, PLAY, LEARN**. Many of the CEDS committee members were involved in the process of completing the **EARN** and **LEARN** sections of the CMP. In addition, in June 2007, the City drafted a **BRAction Plan** that synthesized the work of all City agencies in preparation for growth associated with Base Realignment and Closure (BRAC). Both of these plans brought together various stakeholders in the City and region to discuss the

The CEDS committee identified strategic focus areas for the City to concentrate limited resources on over the next 5 years.

<u>Sectors:</u>	<u>People:</u>	<u>Places:</u>
<ul style="list-style-type: none">• Computer Internet and Data Services• Business Support Services and Real Estate• Bioscience, Construction• Health Care/Social Assistance, Hospitality/Tourism• Port Maritime Industry• Small/Minority and Women-Owned Businesses, Other Services	<ul style="list-style-type: none">• Elementary/Middle/High School Students• Disconnected Youth• College Students• BRAC Relocates• Young and Restless (Young Professionals)• Immigrants• Ex-Offenders• TANF residents	<ul style="list-style-type: none">• Growth Promotion Areas (areas with available infrastructure that have failed to spur economic development)• BRAC Priority Areas (areas within 45-minute commute sheds around BRAC facilities)• Area Master Plans (communities that are engaging with City agencies in visioning processes to guide programs and capital investment in their communities)

Using the strategic focus areas as a guide, the CEDS committee created a list of suggested projects and programs to choose as the City’s priorities for economic development. The committee then voted on a list of “vital projects and programs” out of the list of suggestions. The vital projects and programs will be championed by the CEDS committee and their progress will be assessed annually as part of the CEDS process. Below is a list of vital projects and programs descriptions and their eligibility for EDA funding for 2008.

Vital Project/Program	Description
Westport/Middle Branch	The Middle Branch Master Plan envisions this water body as the Baltimore’s most extensive shoreline recreation facility and a major component of community economic revitalization. It is located minutes from downtown and within easy access of Washington, DC, the East Coast corridor, and BRAC-expanding bases.
West Baltimore Marc	The anticipated West Baltimore MARC Station Transit Oriented Development (TOD) Plan will recommend implementation strategies for the redevelopment of vacant and underutilized industrial properties surrounding this transit station
Park Heights Master Plan	Human and land development of the Park Heights neighborhood.
Uplands	Redevelopment of a 979 unit apartment building in Uplands.
Southeast Industrial Infrastructure	Increase the ability of the area’s ability to attract and retain Port and other growth industry sectors.
Red line	Provide east to west mass transit connection.
Training Programs	Industry-specific and overall workforce development programs offered by Mayor’s Office of Employment Development.
Youth Development	Youth programs offered by the Mayor’s Office of Employment Development.

VII. Conclusion

Baltimore City is on track

LIVE

Of the 51 LIVE strategies, 13 are Adopted City Policy, including various plans that are being developed and adopted. 19 strategies are In Progress, and are being addressed through TransForm Baltimore and historic preservation efforts. The majority of the 14 Ongoing LIVE strategies are related to the development and provision of housing in Baltimore City.

EARN

Twenty-four of 31 strategies are in some way being addressed by the implementing City agency. Eight are Adopted City Policy, and like LIVE include the development and implementation of plans and also establishing partnerships for collaboration among City agencies. Eight are In Progress, and are being addressed by TransForm Baltimore. Another eight strategies are Ongoing and are related to increasing employment opportunities, transportation access by way of additional water taxis and the number of participants in the Commuter Choice program.

PLAY

A majority of the strategies under PLAY are being achieved. Over half of the 34 strategies for the Goals and Objectives under PLAY are either Ongoing (9 out of 34) or In Progress (11 out of 34). This means that either through City agency implementation and/or CIP funds, most of the strategies are beginning to be achieved. These strategies that are being implemented, for the majority, relate to Goal 3: improving the City's natural resources and open spaces for recreation and water quality.

Seven strategies under PLAY are adopted City policy and two have been completed to date. Those adopted relate to strategies under all three goals of PLAY, including increased marketing of the City's cultural sites, support for Arts and Entertainment Districts, and improving natural resources and water quality.

LEARN

Twenty of the 24 strategies under LEARN are beginning to be achieved as four have been adopted into City policy, nine are Ongoing and seven are In Progress through City agency implementation. Strategies that are Ongoing or In Progress, for the majority, relate to Goals 2 and 3, which involve increasing higher education institutions' functionality and enhancing educational opportunities for Baltimoreans, respectively. The status is still to be determined for four of the strategies under LEARN. Coordination is ongoing with the Baltimore City Public School System and other entities to identify which strategies have been implemented to date.

For 2012, City agencies should work to coordinate...

LIVE

Over the next three years, the Planning Commission and City agencies should focus on completing the strategies that have not yet been started and those that are In Progress. Priority should be given to those strategies that, as indicated by the CMP, have Year 1-Year 3 timeline targets and then to Mid Term strategies that are expected to be implemented in Year 4 and Year 5. For LIVE, these include creating standards for hiring design professionals (LiveG2O1S4), promoting the use of Maryland Building Rehabilitation Code (LiveG2O4S2), and creating intermodal transit hubs in areas of low automobile ownership (LiveG3O2S4).

EARN

Two EARN strategies are not yet adopted: Develop a master plan for the City's current and future CIDS infrastructure (EarnG1O4S1) and giving preference for City-subsidized contracts to contractors with active apprenticeship programs (EarnG2O1S6). Both are Mid Term strategies.

PLAY

PLAY strategies that have not been started and fall within the initial three-year timeframe of the CMP include the development of a strategic recreational plan to address the City's needed improvements to recreational space (PlayG2O3S1) and efforts to allocate additional public as well as private funding sources for parks and cultural areas (PlayG3O1S2).

Additionally, three efforts in the long term timeframe (by 2012) that have not yet been started focus on increasing the use of cultural and historic sites by City residents and visitors to Baltimore. These include designating Main Street areas as local and/or national historic districts (PlayG2O2S2), implementing a feasibility study to enhance and use underutilized historic structures (PLAYG104S3), and establishing policy to increase funding for cultural activities citywide (PLAYG1O5S1).

LEARN

To date, one LEARN strategy that falls within the three year timeframe has been identified as not having been started. This involves the creation of an entity for providing life long learning service programs (LEARNG3O3S1). Coordination is ongoing to determine the status of the strategies under LEARN.

CIP Projects linked to LIVE EARN PLAY LEARN

LIVE

Twenty-eight LIVE strategies can be addressed through CIP, according to the CMP. Currently, five LIVE strategies are directly linked to the CMP. They include: implementing CPTED standards (LiveG1O3S1), creating a comprehensive City-wide sanitation plan (LiveG1O3S3), leveraging CIP resources in targeted areas (LiveG1O4S2), adopting and implementing the Comprehensive Water and Wastewater Plan (LiveG2O5S1), and reducing pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water (LiveG2O5S2). The CIP items linked to all these strategies are related to reservoir improvements and various infrastructure studies.

EARN

Sixteen EARN strategies are expected to have a CIP component. Only one strategy is directly linked, preserving and enhancing CBD office space (EarnG1O3S2) and is being implemented through renovation and improvements to Courthouse and municipal buildings.

PLAY

Overall, the majority of strategies under PLAY are not directly linked to current CIP projects. Linking these strategies to CIP projects in the future could help to ensure that the strategies are implemented and achieved. Two out of the 34 strategies that were linked to CIP projects related to stream restoration and water quality improvements. Therefore, while these two strategies are being achieved by the CIP, various other strategies that relate to improving cultural and historical venues and tourism areas still need to be addressed by the CIP.

LEARN

Overall, a small number of strategies under LEARN were directly linked to CIP projects. Rather, the goals and objectives under LEARN were more broadly linked to the CIP. Therefore, initiatives of LEARN are beginning to be achieved by the CIP but there are still many strategies that are not directly addressed. One strategy under Goal #1 of LEARN was directly linked to the CIP and is being achieved through CIP projects that involve improvements to school facilities throughout Baltimore City. Additionally, CIP projects that involve pedestrian improvements indirectly link to one strategy under Goal 4 that aims to improve safe access to and from educational facilities.

2008 Evaluation of LIVE EARN PLAY LEARN

The 2008 Evaluation Report of Baltimore City's Comprehensive Master Plan includes a list of CMP indicators as a method to measure outcomes related to the implementation of LIVE EARN PLAY LEARN strategies. These outcomes are generally related to various elements of the four sections, such as home ownership, employment, tourism, and school attendance. Since the CMP's adoption in 2006, sustained coordination and implementation of CMP strategies is required to continue that progress.

Per State of Maryland guidelines, local comprehensive master plans should be updated every six years; the Baltimore City Department of Planning will conduct a full visioning process in 2012 to collaboratively identify new strategies that could be included and which should be removed.

Appendices

A. Status of Strategies

XX = Lead Agency, if applicable

CITY AGENCY(S) ASSIGNED TO DEVELOP and/or IMPLEMENT STRATEGY

CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other	Time target, in years	2008-2009 Status	Additional Notes
LIVE														
LiveG1O1S1	Develop/ implement City-wide inclusionary housing plan	X			XX				X		Finance	1 to 6	Adopted City Policy	Inclusionary Housing Legislation passed in 2007; Rules and Regulations drafted and issued in 2008
LiveG1O1S2	Ensure at least 300 more housing units/yr are affordable to seniors, persons with disabilities, homeless, and low-income households	X			X							1 to 6	On going	Housing is proceeding with several mixed-income redevelopment projects; in FY08, there were 1179 rental and homeownership unit added for seniors, homeless and low/moderate income persons.
LiveG1O1S3	Expand eviction prevention services				X						DSS	1 to 6	On going	Plan to End Homelessness; Foreclosure Assistance Program
LiveG1O1S4	Ensure households involuntarily displaced receive preference for public housing and Section 8 vouchers				X							1 to 6	On going	Preference appears in HABC strategic plan
LiveG1O1S5	Target homeownership and rehab loans as well as financialcounselling using Housing Typology	X			X							1	On going	Several programs are specifically designed to leverage and maintain transitional and stable areas: Healthy Neighborhoods, Buying into Baltimore
LiveG1O1S6	Create and preserve mixed-income neighborhoods in Competitive, Emerging, and Stable neighborhoods with targetted disposition	X	XX		X			X	X			1 to 6	On going	Land Bank Authorized by MGA in 2008; Land Bank Task Force currently review legislation; Creation of Department of General Services on Nov 4th Ballot; Examples of areas, Harford Road, Jonestown, Washington Village/Pigtown; School Facility Plan
LiveG1O1S7	Develop comprehensive plan to eliminate homelessness in 10 yrs	X		XX	X						MOED	1 to 6	Adopted City Policy	Plan adopted in 2007; implementation in progress by Health, Housing, MOED. 10 of the first-year benchmarks have been met
LiveG1O2S1	Establish multi-tiered property tax to encourage development	X			X				X		Finance	2 to 3	In Progress	Studying the feasibility of a Vacant Property Fee
LiveG1O2S2	Develop vacant housing reclamation strategy for Transitional and Distressed neighborhoods	X			X		X				Finance, Law	2	On going	Land Bank Authorized by MGA in 2008; Land Bank Task Force currently review legislation; Coordinated greening through master planning process; Examples include Park Heights, Cherry Hill.
LiveG1O2S3	Support creation of Community Garden Land Trust(s)	X			X					X	Law	1 to 2	In Progress	Sustainability Plan to be released in Dec 2008; DPW supporting communities' responsible and reliable access to water
LiveG1O3S1	Implement Crime Prevention Through Environmental Design (CPTED) standards	XX			X	X					Police	1	On going	Street realignment of Orchard St; Street lighting

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other	Time target, in years	2008-2009 Status	Additional Notes
LiveG1O3S2	Target housing and sanitation code enforcement using Housing Typology	X	X		X							1 to 6	On going	Code enforcement strategies are informed by the housing market typology. In distressed areas inspectors engage in aggressive patrols affirmatively identifying unsecured vacant structures and insanitary conditions. In stable areas, inspectional duties are limited to responding to complaints and reinspecting open violation notices. Litigation is more routinely resorted to in areas of greater stability while demolition and administrative remedies (like cleaning and boarding) are more regularly applied in distressed areas - which often need more involved interventions beyond code enforcement (site aquisition and disposition for example) for successful outcomes.
LiveG1O3S3	Create a comprehensive City-wide sanitation plan	X	X	X							MOIT	2 to 3	In Progress	Cleaner, Greener Baltimore Initiative; Single Stream Recycling; Sustainability Plan
LiveG1O3S4	Eliminate childhood lead poisoning	X		X	X							1 to 6	On going	Aggressive enforcement around code violations; Annual inspections conducted during MFDU renewal; 45-day mitigation time; Lead Poisoning rate is declining; Support of Lead Coalition; Program to underwrite rehab measures; 274 abatements in FY08
LiveG1O3S5	Increase Substance Abuse Treatment City-wide			X							DSS	1 to 6	On going	Baltimore Substance Abuse Systems (bSAS) is actively involved in legislative advocacy to increase funding for treatment and influence zoning code; Transform Baltimore
LiveG1O3S6	Adopt and implement an Urban Forest Management Plan	X	X			X	X					2 to 6	Adopted City Policy	TreeBaltimore Plan adopted and being implemented; Sustainability Plan to be released in Dec 2008
LiveG1O4S1	Create Area Master Plans in a targetted manner	XX			X				X			1 to 6	Adopted City Policy	Several new plans adopted since 2006, such as Middle Branch Master Plan
LiveG1O4S2	Leverage CIP resources in targetted areas using neighborhood plans	X			X					X		1 to 6	Adopted City Policy	
LiveG1O5S1	Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region	X			X							1 & On going	In Progress	Major mixed-income redevelopment projects aimed to revitalize and repopulate distressed areas: EBDI, Poppleton, Greenmount-West, Claremont-Freedom
LiveG1O5S2	Market the City to surrounding jurisdictions and Washington DC				X				X		BOPA	1 to 6	On going	Live Baltimore continues to market the City to the DC metro region (16% of customers) and BRAC relocatees. BRAC's impact won't be fully realized until 2010-2012. BDC markets the city to BRAC-related businesses as well as retailers/ICSC-DC, Midatlantic and National conferences; Mayor's Office of Marketing created in 2008
LiveG2O1S1	Develop design guidelines to respond to unique character of City	X			X							2 to 6	In Progress	Transform Baltimore
LiveG2O1S2	Create and adopt a City-wide landscape ordinance	X	X		X	X	X		X			1	In Progress	Transform Baltimore

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
LiveG2O1S3	Update building code to promote sustainable or high performance buildings through incentives and regulations	X	X		X			X	X			2 to 4	Adopted City Policy	Green Buildings Legislation pass in 2006; goes into effect for City-subsidized projects on 1/1/09; LEED language in city-issued RFPs; Sustainability Plan	
LiveG2O1S4	Create standards for hiring design professionals to foster design of high quality city projects	X	X	X	X	X	X	X	X	X	All others	2 to 4	Not Started	Template needs to be created for agencies to put into RFPs; Need to discuss with A&E	
LiveG2O2S1	Modernise zoning codes to meet current needs	X			X					X	BMZA, Law	2 to 3	In Progress	Transform Baltimore	
LiveG2O2S2	Improve efficiency of One-Stop Shop permitting center	X	X		X	X						2 to 6	In Progress	Blueprint for recommended changes created in 2007	
LiveG2O2S3	Increase number of zoning code enforcers				X							1	In Progress	Transform Baltimore	
LiveG2O2S4	Create a task force on interagency coordination for web-based, real time access to development projects	X	X		X	X			X		MOIT	1	In Progress	Pre-development online request tool online in 2008; HCD and BDC development projects are online; the individual processes still need to link to each other	
LiveG2O3S1	Implement a Transit Oriented Development (TOD) strategy	X			X	X				X	BMZA, Law	2 to 4	In Progress	Reconnecting America to help draft the region's TOD Strategic Plan	
LiveG2O3S2	Provide preferential capital funding for TOD projects	X	X	X	X	X	X	X	X	X	All others	2 to 4	Adopted City Policy	TOD a criterion for CIP consideration; Redline Community Compact completed in 2008; W. Baltimore MARC improvements; TOD Strategic Plan; Citywide School Facility Plan	
LiveG2O3S3	Create mixed-use with residential zoning category	X			X					X	BMZA, Law	2 to 4	In Progress	Transform Baltimore	
LiveG2O3S4	Ensure all residents are within 1.5 miles of quality groceries and neighborhood services	X		X					X			1 to 6	In Progress	Food Policy Council formed in 2008; Will produce a report with recommendations for policy action in 2009.	
LiveG2O4S1	Update City-wide historic preservation guidelines	X			X						CHAP	2 to 6	In Progress	CHAP guidelines drafted in 2008; will complete 1st Qtr 2009	
LiveG2O4S2	Promote use of Maryland Building Rehabilitation Code	X			X							1 to 6	Not Started	Include information on International Existing Building Codes in Planning Documentation?	
LiveG2O4S3	Simplify and actively pursue local historic designation process for Baltimore neighborhoods	X									CHAP	1 to 6	Adopted City Policy	CHAP commission updated procedures	
LiveG2O4S4	Create, expand, and promote historic tax credit programs for local historic districts and landmarks	X								X	CHAP, Finance	1 to 6	In progress	Program to be renewed by 3-1-2009	
LiveG2O4S5	Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines	X			X						CHAP, Law	1 to 6	In Progress	\$500-Citation authority granted for work w/o permit or work outside scope; HCD enforces this	
LiveG2O4S6	Implement program that physically demarcates City's locally designated historic districts	X	X		X	X	X	X	X		CHAP, EPFL	1 to 6	On going	In study phase; areas include Riverside Park entrance; BCHA administers small capital grant program (i.e. grant to Mt. Vernon for signage improvements)	
LiveG2O4S7	Create fund/ program that provides rehab loans for low income families in locally designated historic districts	X			X						CHAP, Finance	1 to 6	In progress	Pilot program in Upton's Marble Hill; will expand in FY10	
LiveG2O5S1	Adopt and implement Comprehensive Water and Wastewater Plan	X	X			X						1	Adopted City Policy	Adopted in 2006; Sustainability Plan	
LiveG2O5S2	Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	X	X									1 to 6	On going	Sustainability Plan; City/County Watershed Agreement; MS4Permit requirements	

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
LiveG3O1S1	Create a City-wide pedestrian plan	X	X			X						1 to 6	Not being pursued	Neighborhood plan-based pedestrian improvements	
LiveG3O1S2	Implement Bicycle Master Plan to create a complete bikeway system	X				XX	X					1 to 3	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans	
LiveG3O1S3	Implement Transportation System Management (TSM) techniques	X				XX						1 to 6	On going	Signal Optimization for 1/3 of all signals; intersection and median improvements	
LiveG3O1S4	Create traffic-calming policies and procedures	X				XX						1 to 6	Adopted City Policy	Traffic Calming Task Force	
LiveG3O1S5	Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings					XX						1 to 6	In Progress	Database of pavement quality being built for future strategic optimization	
LiveG3O2S1	Create a regional authority to manage public transit services throughout the metropolitan area					X						2 to 6	Not being pursued		
LiveG3O2S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	X			X	XX						1 to 6	Adopted City Policy	Dedicated Redline Coordinator; Redline Community Compact finalized in 2008	
LiveG3O2S3	Protect and create Rights-of-Way along existing and proposed rail lines		X		X				X			1 to 6	In Progress	To be addressed by Land Bank entity	
LiveG3O2S4	Create intermodal transit hubs in areas of low automobile ownership	X			X	X						1 to 6	In Progress	Redline Planning; Downtown Shuttle; re-institution of the shuttle services by MTA to Mondawmin and Hampden	
LiveG3O2S5	Establish a development mitigation program to reduce congestion effects of new development	X			X	XX			X	X	Finance	1	Adopted City Policy	Traffic Impact Study Legislation passed in 2007; TIS review committee meets every 2 weeks to review projects	
EARN															
EarnG1O1S1	Create an industrial mixed-use zoning district	X			X					X	BMZA, Law	2 to 4	In Progress	Transform Baltimore	
EarnG1O1S2	Create a light industrial mixed-use zoning district	X			X					X	BMZA, Law	2 to 4	In Progress	Transform Baltimore	
EarnG1O1S3	Establish micro-enterprise loans for start-up businesses specifically in growth sectors								X		Finance	2			
EarnG1O1S4	Work with growth sector employers to identify training needs	X			X				X		MOED, BWIB	1 to 6	Adopted City Policy	Part of MOED mission since 2000	
EarnG1O1S5	Preserve use of eminent domain for underutilised and/or contaminated parcels of commercial and industrial land	X			X				XX	X	Law	1 to 6	Adopted City Policy		
EarnG1O2S1	Create a Bioscience Development District	X			X					X	BMZA, Law	2 to 4	In Progress	Transform Baltimore	
EarnG1O2S2	Create incubator space around biotechnology areas	X							XX		MOED	2 to 6	On going	Small Business Resource Center	
EarnG1O3S1	Identify and rezone nodes that can support high-density, mixed-use commercial properties	X			X				X	X		2 to 4	In Progress	Transform Baltimore	
EarnG1O3S2	Preserve and enhance CBD office space	X							XX			2 to 4	On going		
EarnG1O4S1	Develop a master plan for City's current and future CIDS infrastructure	X	X			X			X		Mayor's Office	2 to 5	Not started	On going maintenance of existing infrastruture; expansion subject to available resources	
EarnG1O4S2	Provide Wireless Technology Zones in public areas throughout City	X							X		MOIT, C&C	2 to 5	Not being pursued	XIOM-Sprint private venture	

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
EarnG1O5S1	Create, tailor, and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding								X		Finance, MOED	2 to 6		MOED markets the existing Federal Bonding Program to qualified employers.	
EarnG1O6S1	Create mechanism to adopt health care facility master plans	X										2 to 3	In Progress	Transform Baltimore	
EarnG1O6S2	Amend zoning code to broaden definition of Health Clinics to include non-residential substance abuse treatment centers	X								X	BMZA	1	Adopted City Policy	Legislation adopted in 2006	
EarnG1O7S1	Create a Strategic Convention Center Area Master Plan	X				X			X		BACVA	3	In progress	BCC is working with a city consultant to determine capital improvement priorities, costs and timeline. Also a priority for new tourism/convention board committee.	
EarnG1O7S2	Install environmental and aesthetic improvements around tourist areas	X				X			X		BACVA	2 to 4	On going	Public artwork in place outside visitor center. Working on aesthetic improvements inside facility.	
EarnG2O1S1	Create a Strategic Plan for MOED that links employers to job seekers	X			X			X	X		BCCC, MOED	2 to 3	On going	Annual review conducted for FY09; City Schools collaborates with MOED regularly.	
EarnG2O1S2	Monitor and enforce First Source Hiring program	X	X	X	X	X	X	X	X	X	All others	1 to 6	Adopted City Policy	The First Source Hiring program was superceded by the Baltimore City Residents First executive order signed in 2007.	
EarnG2O1S3	Expand outreach to encourage use of One-Stop Employment Centers										BWIB, MOED	2 to 5	On going	Outreach done through website, festivals, job fairs, town hall meetings	
EarnG2O1S4	Target MOED resources to under- and unemployed populations										BWIB, MOED	1 to 6	On going	Part of MOED mission since 2000.	
EarnG2O1S5	Prioritise drug treatment program access for job seekers working with MOED			X							BSAS, MOED	2 to 4	In Progress	Interagency working group formed in 2008	
EarnG2O1S6	Give preference for City-subsidised contracts to contractors with active apprenticeship programs	X	X	X	X	X	X	X	X	X	All others	1 to 6	Not Started	The Bureau of Purchases City Of Baltimore doesn't not currently provide preference for City-subsidized contracts to contractors with active apprenticeship programs.	
EarnG3O1S1	Expand number of participants in the Commuter Choice program throughout the Baltimore Region					X						1 to 6	On going		
EarnG3O1S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	X			X	X						1 to 6	Adopted City Policy	Dedicated Redline Coordinator; Redline Community Compact finalized in 2008	
EarnG3O1S3	Implement Transportation Demand Management (TDM) strategies with large employers and institutions	X				XX			X			2 to 4	Adopted City Policy	Waterfront TMA created in 2008; TDM guidelines in Development Guidebook 2007; working in Southeast and around State Center for greater TDM	
EarnG3O1S4	Implement Bicycle Master Plan	X	X			X						1 to 3	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans	
EarnG3O1S5	Increase number of water taxi stops near employment locations	X				X			X			1 to 6	On going	Harbor Point stop added; new locations will be added as development finalizes	
EarnG3O2S1	Restore and increase on-street parking in mixed-use and business districts	X				X					Parking Auth.	1 to 6	Adopted City Policy	Angled parking in Hampden and Inner Harbor East; Increased parking because of new, non fixed-width parking meters	

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other	Time target, in years	2008-2009 Status	Additional Notes
EarnG3O2S2	Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City	X			X	X			X	X	BMZA, Law	2 to 4	In Progress	Transform Baltimore
EarnG3O2S3	Integrate land use and transportation planning to ensure movement of freight into and throughout the City	X				X			X			2 to 4	In Progress	Building database to categorize truck routes
EarnG3O2S4	Capture share of regional growth in defense-related industries due to BRAC	X							XX	X		2 to 6	Adopted City Policy	Marketing and outreach; Westport BRAC Zone Application submitted
PLAY														
PlayG1O1S1	Market and promote the City through increased funding for BACVA and BCHA										BACVA, BCHA	1 to 6	Adopted City Policy	Increase in funding for BACVA (Marketing) and BCHA (Staff) and access to additional matching funds; BACVA continually looking for strategic partnerships to leverage and increase marketing funds. Old Bay is a strategic partner as is the state of Maryland.Partnership with hotels has resulted in creation of additional marketing collateral. Sponsorships and advertising partners important part of initiative. BCHA leveraged over \$705,000 from State in 2008.
PlayG1O1S2	Develop new visitor centers and enhance existing visitor centers	X							X		BACVA, BCHA	1 to 6	In progress	Assessing the viability of reopening centers in Fells Point and Mt. Vernon; BACVA developing kiosk program to place informational kiosks in strategic locations throughout the city. Kiosks would provide important visitor information.
PlayG1O1S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions	X	X			X						1 to 6	In progress (Auto); Completed (pedestrian)	Sign Committee Formed in 2007; 2 phases of Heritage Walk complete; Fells Point to be completed Spring 2009, wayfinding for 2 other trails (Federal Hill, Sharp Leadenhall and Westside) is under way.
PlayG1O1S4	Pursue designation of Baltimore as a National Heritage Area	X	X			X	X				BACVA, CHAP, BCHA	1 to 2	In progress	Study and application completed; awaiting Congressional authorization (following National Park Service approval already)
PlayG1O1S5	Prepare for the bicentennial anniversary of the War of 1812	X	X			X	X				BCHA, BACVA, BOPA, CHAP, EPFL	1 to 6	In progress	Strategic Plan being developed; 5 working committees; Improvements occurring at Riverside Park, Patterson Park, Francis Scott Key Memorial; War of 1812 also part of visiting journalists program and marketing messages.
PlayG1O2S1	Implement Heritage Trails in historic areas of the City					X					BCHA, BACVA, CHAP	1 to 6	On going	Cultural Walks completed for Historic Jonestown and Mount Vernon/Charles Street. Pennsylvania Ave; to be completed 2009; plans underway for Fells Pt., Westside and Federal Hill/Sharp Leadenhall
PlayG1O2S2	Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums							X			BCHA, BOPA	1 to 6	Adopted City Policy	City Schools has a three year Teach American History Grant in partnership with the Greater Baltimore History Museum Association which allows teachers to experience local museums and receive teaching resources.

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
PlayG102S3	Support special events and festivals by improving festival space and infrastructure throughout the City						X				BOPA	2 to 3	On going	Cultural Improvements Roundtable formed; permanent improvements installed at Mt. Vernon and along Mt. Royal Ave for Artscape	
PlayG103S1	Develop plans for and implement Charles Street Trolley Line					XX			X			1 to 6	Adopted City Policy	Funding for feasibility study; non-profit entity created in 2008	
PlayG103S2	Implement Charles Street Scenic Byway Plan	X				X					CHAP, BCHA	1 to 6	Adopted City Policy	Plan adopted in 2007; Streetscape improvements added to Plan; designation as National Scenic Byway applied for in 2008. BCHA has received over \$130,000 from SHA to implement Plan	
PlayG104S1	Expand "Authentic Baltimore" program and link to Baltimore City Historic Landmark program										CHAP, BCHA	1 to 6	In progress	New markers funded in FY10 CIP	
PlayG104S2	Create more effective management agreements by completing inventory of City-owned historic/ cultural sites and attractions	X			X		X				MOIT, BCHA	1 to 6	Completed		
PlayG104S3	Implement a feasibility study to enhance and reuse under-utilised historic structures	X	X		X		X	X		X	BCHA	1 to 6	In Progress	Citywide Schools Facility Plan currently being formulated will address enhancement & reuse of previously under-utilized historic school buildings. Implementation will begin Fall 2009. Creation of Department of General Services approved Nov 4 th . BCHA has received funding for assessment & plan for Thurgood Marshall’s first elementary school (PS 103). BCHA working on re-opening plan for Peale Museum.	
PlayG105S1	Establish regional policy to increase regional funding resources for cultural activities within Baltimore City										BCHA, MCC	1 to 6	Not Started	Occurring on an ad hoc basis with joint agreements for specific activities	
PlayG201S1	Create mixed-use zoning categories that allow nightlife and extended closing hours where appropriate	X			X						BMZA, Law	2 to 4	In Progress	Transform Baltimore	
PlayG202S1	Reinstate "Shuttle Bug" system along main streets and shopping districts within the City	X				X			X			1 to 3	On going	Downtown Shuttle Service to begin July 1, 2009	
PlayG202S2	Designate Main Street areas as local and/or national historic districts in order to access tax credits	X							X			1 to 6	On going	Oldtown Mall designated as a local historic district	
PlayG202S3	Increase retail space downtown by 400,000 sq. ft. to one million sq. ft.	X							X		DPOB	1 to 3	On going	Downtown Development report; Pratt Street Redesign	
PlayG202S4	Designate and support Arts and Entertainment Districts										BOPA	1 to 6	Adopted City Policy	Station North/Central Baltimore Plan endorsed by Mayor Dixon	
PlayG203S1	Develop a strategic recreational plan that will target recreational opportunities to address the City's needs	X					X					2	Not Started		
PlayG203S2	Implement Bicycle Master Plan to provide recreational opportunities	X	X			X	X					1 to 3	Adopted City Policy	Dedicated Bike/Ped Coordinator; Sustainability Plan; Greenways Plans	
PlayG301S1	Draft and adopt a City-wide plan for parks and open space	X	X		X	X	X					1 to 2	In Progress	Bicycle Master plan; Sustainability Plan; Greenways Plan	
PlayG301S2	Locate dedicated, sustainable funding sources for our park cultural assets	X					X				Finance	1 to 2	In progress	Waterfront Partnership maintenance of Inner Harbor public spaces	

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other	Time target, in years	2008-2009 Status	Additional Notes
PlayG3O1S3	Create park and open space zone in the Zoning Code	X			X					X	Law	2 to 4	Completed	Open Space Zoning legislation passed in 2007
PlayG3O1S4	Improve park stewardship and safety by expanding current parks partnership program	X					X				Law	1 to 2	On going	
PlayG3O2S1	Meet goals and requirements of the Chesapeake Bay Program, the City's National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies	X	XX									1 to 6	Adopted City Policy	WWW Master Plan adopted; Sustainability Plan; City/County Watershed Agreement; MS4Permit requirements
PlayG3O2S2	Develop a Waterway Trash Management Plan to ensure compliance with the NPDES	X							X			2 to 5	In Progress	Inner Harbor Task Force; Sustainability Plan
PlayG3O2S3	Construct one ultra-urban Best Management Practices (BMP)/ year as identified in the Watershed 263 Plan	X	X		X	X						1 to 6	On going	Debris Collectors; TreeBaltimore; Sustainability Plan
PlayG3O2S4	Restore and protect at least one mile/ year of streams and river banks in floodplains and stream valleys	X	X				X					1 to 5	On going	2500 linear feet/year are restored every year
PlayG3O2S5	Target sidewalk, lighting and signal improvements near parks and open space	X				X			X		BACVA	2 to 4	On going	Perimeter lighting at Parks (Patterson, Carroll, Clifton, Union Sq); BACVA working to improve lighting at visitor center.
PlayG3O2S6	Develop a plan to reduce trash within and along Baltimore's parks and open space	X	X									3	In Progress	Cleaner, Greener Baltimore; Sustainability Plan; Civic Works; LivingClassrooms--Project Serve
PlayG3O2S7	Complete plans for and creation of Greenway Trail system	X				X	X					1 to 6	On going	Completion of Gwynns Falls Trails; Jones Falls--On going; Herring Run--On going
PlayG3O2S8	Increase Baltimore's green infrastructure by increasing number of trees and tree canopy size	X	X			X	X					2 to 6	In Progress	TreeBaltimore; Sustainability Plan
PlayG3O3S1	Complete the Harbor Promenade and Middle Branch park/ trail systems	X				X	X		X			1 to 6	In Progress	Inner Harbor--mostly complete; Middle Branch Master Plan
LEARN														
LearnG1O1S1	Eliminate poor building conditions within school facilities	X						X				1 to 6	On going	Citywide Schools Facility Plan that is currently being formulated will address renovation of school facilities, but annual CIP projects already underway address this as well; Grant program for Charter Schools
LearnG1O1S2	Create school facilities that effectively support learning, teaching, and community activities	X						X				1 to 6	In Progress	Citywide Schools Facility Plan
LearnG1O1S3	Develop and implement a menu of options for greening at least 3 school facilities/ yr						X	XX				1 to 6	In Progress	School Greening Task Force--Parks and People; LEED-certified director of School Design & Construction is already applying this effort
LearnG1O2S1	Develop a Community Schools Policy to facilitate use of school buildings beyond the school day	X						X				1 to 3	Adopted City Policy	MOU developed with 26 Community Schools and 11 community-based organizations. Under Fair Student Funding, more latitude for principals to open the building for activities that support schools in non-school hours. During the 06-07 school year, the Mayor allocated \$1.8 million to fund 26 community school sites and wraparound services from other City Agencies.

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CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
LearnG1O2S2	Create a dozen community school centers, with dedicated space for community uses						X	X		X	EPFL	1 to 6	Adopted City Policy	All 26 Community Schools have designated space for a site coordinator employed by a community-based organization. Twelve have additional space that is allocated as a parent and community resource center. For the list of the 11 schools with designated space, please see the attached spreadsheet.	
LearnG1O2S3	Ensure access to public library services for all residents	X	X		X	X			X		EPFL	1 to 6	On going	Incorporated into planning processes (Highlandtown Commercial District)	
LearnG1O2S4	Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods	X			XX			X	X			1 to 6	On going	RFP issued for Highlandtown Middle school	
LearnG2O1S1	Market Baltimore as a higher education hub and great place to live and work after college										BACVA, Mayor's Office		Adopted City Policy	BACVA as well as Collegetown Network messages education and medical hubs in sales and PR efforts. Attracting more medical group to Baltimore using Johns Hopkins and UM as bookends to Baltimore's success. Positive stories about Baltimore as a city result in more people living here; Mayor's office of Marketing created in 2008	
LearnG2O1S2	Increase funding for internships, service learning, fellowships, and mentoring for students pursuing higher education									X		1 to 6	In Progress	Task for Higher Education Liaison; Mayor's Fellow; Youth Works	
LearnG2O2S1	Establish a City liaison to integrate higher education institutions into City's economic development program									X		1 to 3	In Progress	Higher Education Liaison endorsed as part of Mayor's Education Team	
LearnG2O2S2	Create a mechanism to adopt campus master plans	X										2 to 3	In Progress	Transform Baltimore	
LearnG2O3S1	Develop new zoning district that encompasses mixed-use development related to residential neighborhoods, colleges, and universities	X			X					X	BMZA, Law	2 to 4	In Progress	Transform Baltimore	
LearnG3O1S1	Prioritise City funding for school readiness related activities							X				1 to 6	Adopted City Policy	City Schools continues to increase funding and its commitment to school readiness as illustrated in the \$2.5 mil set aside in the FY2009 budget for Pre-k expansion.	
LearnG3O1S2	Increase opportunities to locate school readiness programs and support services in public schools, such as "Judy Centers"							X				1 to 6	On going	City Schools expanded preK programs to total 208 in SY08. Including in that total are two “Judy Centers” located at John Eager ES and Moravia Park Primary School. There are two Judy Center Satellite full-day PK programs located at the Downtown Child Care Center and Sandi’s Learning Center. Additionally, the district is partnering with Head Start to provide prek experiences in six head start centers: Emily Price-Jones, Day Spring, St. Veronica’s, St. Vincent DePaul, St. Francis Xavier (2 programs).	
LearnG3O1S3	Co-locate tot lots at schools						X	X				1 to 6	On going	Requires agreement between BCPSS and Recreation and Parks	
LearnG3O3S1	Create a coordinating entity for lifelong learning service providers							X		X	BCCC	2	Not Started		

XX = Lead Agency, if applicable		CITY AGENCY(S) ASSIGNED TO DEVELOP and/or IMPLEMENT STRATEGY											Time target, in years	2008-2009 Status	Additional Notes
CMP Code	Strategy (summary)	Planning	DPW	Health	Housing	DoT	Rec & Parks	BCPSS	BDC	MCC	Other				
LearnG3O3S2	Create opportunities for continuing education programs to locate in Baltimore							X	X			1 to 6	On going	City Schools is creating the “Family Institute.” Trainers or consultants will be brought in as facilitators for some of the programming. Gompers Building; BCCC at UMB BioPark	
LearnG3O3S3	Broaden access to job training centers and increase awareness of professional development opportunities							X			BCCC, BWIB, MOED	1 to 6	On going	Outreach done through website, festivals, job fairs, town hall meetings; City Schools is looking to expand Career and Technology Education initiative for the FY10 year. Currently 7240 students are enrolled in CTE programs.	
LearnG4O1S1	Implement "Safe Routes to School" Program at schools	X		X		X		X				1 to 6	On going	13 Schools have received federal funding; Community Safety Walks have been conducted at six schools: Calverton Elementary/Middle, Harlem Park Complex, Gilmor Elementary, Mergenthaler High, The Stadium School, and Walbrook Complex.	
LearnG4O1S2	Implement physical improvements near educational facilities to ensure safe access	X				X		X				1 to 6	In Progress	One of the objectives of the Safety Walks is to identify physical improvements. A number of needed physical improvements were identified on the first six safety walks and shared with facilities.	
LearnG4O1S3	Coordinate implementation of Bicycle Master Plan with school facilities plan	X				X		X				1 to 3	In Progress	Citywide Schools Facility Plan	
LearnG4O2S1	Develop transit routes, schedules and amenities to provide reliable transportation to schools	X				X		X		X		1 to 3	On going	Already implemented and underway through On going agreements with MTA, yellow bus companies, cab companies, other transportation providers	
LearnG4O2S2	Integrate college-based shuttle services with public transit										MTA, Collegetown	1 to 6	In Progress	Steering committee created to assess feasibility of universal student access to MTA buses	
LearnG4O2S3	Make reduced fare transit programs available to all college students										MTA, Collegetown	1 to 3	In Progress	Steering committee created to assess feasibility of universal student access to MTA buses	

DPW = Public Works; DoT = Transportation; BCPSS = Baltimore City Public Schools; BDC = Baltimore Development Corp.; MCC = Mayor & City Council; DSS = Dept of Social Services; MOED = Mayor's Office of Economic Development; MOIT = Mayor's Office of Information Technology; BOPA = Baltimore Office of Promotion & the Arts; BMZA = Board of Municipal & Zoning Appeals; CHAP = Commission for Historical & Architectural Preservation; EPFL = Enoch Pratt Free Library; BWIB = Baltimore Workforce Investment Board; C&C = Cable & Communications Office; BACVA = Baltimore Area Convention & Visitors Bureau; BCCC = Baltimore City Community College; BCHA = Baltimore City Heritage Area (now renamed Baltimore Heritage Area (BHA))

B. FY2009 CIP – CMP Table

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
EarnG1	Strengthen Identified Growth Sectors		
EarnG1O1	Retain and Attract Businesses in all Growth Sectors	527-301	Broening Highway - Infrastructure/Utility (Canton Industrial Area)
		527-310	Future Development Projects Infrastructure/Utility
		527-315	Industrial Areas Resurfacing (Job Order Contracts) - Infrastructure (City-wide)
		527-319	Potee Garrett Access Road
		588-979	East Baltimore Redevelopment
		601-354	West Baltimore Industrial/Commercial Development
		601-575	East Baltimore Commercial/Economic Development
		601-860	Industrial and Commercial Financing
EarnG1O1S1	Create an industrial mixed-use Zoning District		
EarnG1O1S2	Create a light industrial mixed-use zoning district		
EarnG1O1S3	Establish microenterprise loans for start up businesses specifically in the growth sectors		
EarnG1O1S4	Work with growth sector employers to identify training needs		
EarnG1O1S5	Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land		
EarnG1O2	Retain and Attract Business in Bioscience	551-932	EBDI Wastewater Infrastructure
		588-979	East Baltimore Redevelopment
		601-115	West Side Initiative
EarnG1O2S1	Create a Bioscience Development District		
EarnG1O2S2	Create incubator space around biotechnology areas		
EarnG1O3	Retain and Attract Business in Business Support Services	197-843	800 MHz SONET Ring Improvements
		588-979	East Baltimore Redevelopment
EarnG1O3S1	Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties		
EarnG1O3S2	Preserve and enhance CBD office space	197-144	Abel Wolman Basement Structural Repair
		197-170	Municipal Buildings Master Plan
		197-174	DPW Street Cut Section Office Improvements
		197-211	Courthouse East Roof Improvements
		197-304	Benton Building HVAC Improvements
		197-519	Abel Wolman Building ADA Wheelchair Lift
		197-624	Mitchell Courthouse Chilled Water Expansion
		197-625	Peoples Court AHU and Unit Ventilator Replacement
		197-626	City Hall Fire Alarm Upgrade
		197-627	Courthouse East Fire Alarm Upgrades
EarnG1O4	Retain and Attract Business in Computer, Internet, Data and Software (CIDS) Related Services	601-982	Commercial Revitalization Programs
EarnG1O4S1	Develop a master plan for the City's current and future CIDS infrastructure		
EarnG1O4S2	Provide Wireless Technology Zones in public areas throughout the City		
EarnG1O5	Retain and Attract Business in Construction	527-493	Uplands Redevelopment Site Infrastructure
		588-979	East Baltimore Redevelopment

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
EarnG1O5S1	Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding		
EarnG1O6	Retain and Attract Business in Healthcare and Social Assistance	527-302	Hopkins Bayview -- BioScience/Mason F. Lord Drive
		601-115	West Side Initiative
EarnG1O6S1	Create a mechanism to adopt health care facility master plans to provide institutions with predictability in the development review process		
EarnG1O6S2	Amend the Zoning Code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers		
EarnG1O7	Retain and Attract Business in Hospitality and Tourism	508-661	Baltimore Water Taxi (SAFETEA-LU)
		524-052	Baltimore Public Markets Improvements
		527-171	St. Paul Place Streetscape Phase II (Saratoga to Centre)
		527-176	Jones Falls/Inner Harbor Trail and Pedestrian Improvements
		527-214	Calvert Street- Streetscape (Baltimore to Monument)
		527-219	Lexington Street - Streetscape (Charles to JFX)
		527-222	Liberty Street - Streetscape (Fayette to Saratoga)
		527-229	Baltimore Street - Infrastructure/Utility (MLK to Charles)
		527-325	Eutaw Street
		527-332	Howard Park/Liberty Hts Streetscape
		601-982	Commercial Revitalization Programs
EarnG1O7S1	Create a Strategic Convention Center Area Master Plan		
EarnG1O7S2	Install environmental and aesthetic improvements around tourist areas		
EarnG1O8	Retain and Attract Port-Related Industries (See EARN Goal 1, Objective 1, Strategy 2 and EARN Goal 3, Objective 2, Strategy 3)	527-322	Fairfield Industrial Park: Patapsco Road
		601-483	South Baltimore Commercial/Industrial Development
EarnG2	Improve Labor Force Participation Rate Among City Residents		
EarnG2O1	Align Employers with Job Seekers and Training Resources	457-024	Central Library - Expansion & Renovation
		457-200	Library Facilities - Modernization
		588-921	American Brewery Acquisition & Demolition
EarnG2O1S1	Create a Strategic Plan for MOED that links employers to job seekers		
EarnG2O1S2	Monitor and enforce First Source Hiring program		
EarnG2O1S3	Expand outreach to encourage use of One-Stop Employment Centers		
EarnG2O1S4	Target MOED resources to under- and un-employed populations to better connect job seekers and employers		
EarnG2O1S5	Prioritize drug treatment program access for job seekers working with MOED programs		
EarnG2O1S6	Give preference for City-subsidized contracts to contractors with active apprenticeship programs		
EarnG2O2	Increase Qualifications/Skill Sets of City Residents (See LEARN, GOAL 3, Objective 3)		
EarnG3	Improve Access to Jobs and Transportation Linkages between Businesses		
EarnG3O1	Enhance Transportation Options to Provide Workers with Commuting Options and Mitigate Traffic Congestion	474-740	Jones Falls Greenway Phase V: Cylburn to Mt Washington
		508-398	Martin Luther King Boulevard Widening Study
		508-508	Material Testing
		508-980	Downtown Shuttle System
		509-401	Keith Avenue Ramp to Broening Highway

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		509-402	Boston Street Viaduct
		527-175	Bicycle Network Strategy
		527-217	Howard Street - Streetscape (Pratt to Centre)
		527-218	Lexington Street- Streetscape (Park to Liberty)
		527-219	Lexington Street - Streetscape (Charles to JFX)
		527-229	Baltimore Street - Infrastructure/Utility (MLK to Charles)
EarnG3O1S1	Expand the number of participants in the Commuter Choice program throughout the Baltimore Region		
EarnG3O1S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments		
EarnG3O1S3	Implement Transportation Demand Management (TDM) strategies with large employers and institutions		
EarnG3O1S4	Implement Bicycle Master Plan		
EarnG3O1S5	Increase number of water taxi stops near employment locations		
EarnG3O2	Promote Economic Development Throughout the City by Improving Business-to-business Connectivity via Transportation Linkages	507-416	Hawkins Point Road Bridge over CSX Railroad (SAFETEA-LU)
		508-101	Fairfield Ecological Industrial Streets (SAFETEA-LU)
		508-280	Wilkins Avenue Gateway Reconstruction
		508-398	Martin Luther King Boulevard Widening Study
		508-453	Dundalk Ave. Streetscape (Eastern to City Line)
		508-454	Reisterstown Rd. Streetscape (Northern Pkwy to City Line)
		508-460	York Road (Glenwood Ave to 33rd St.)
		508-462	Edmondson Avenue (Warwick Ave to City Line)
		508-469	Soil Borings
		508-508	Material Testing
		508-641	Feasibility Studies
		509-185	Central Avenue Reconstruction (Monument St to Lancaster St)
		509-299	Hanover Street Bridge (SAFETEA-LU)
		509-401	Keith Avenue Ramp to Broening Highway
		509-402	Boston Street Viaduct
		512-900	Inner Harbor Maintenance facility relocation
		514-207	Charles Street Gateway Rehabilitation
		514-664	Russell Street Gateway Rehabilitation
		514-719	Lombard Street Rehabilitation (MLK to President)
		514-736	Belair Road Streetscape
EarnG3O2S1	Restore and increase on-street parking in mixed-use and business districts		
EarnG3O2S2	Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i		
EarnG3O2S3	Integrate land use and transportation planning to ensure movement of freight into and throughout the City		
EarnG3O2S4	Capture share of regional growth in defense-related industries due to BRAC		
LearnG1	Improve Public Schools and Libraries		
LearnG1O1	Adopt Facilities Master Plan to Better Utilize School Facilities	418-088	Lyndhurst Elementary/Middle School #88 - Addition
		418-212	Garrett Heights Elementary/Middle School #212 Addition

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		418-226	Violetville Elementary School #226
		418-234	Arlington Elementary/Middle School #234 Additon
		418-245	Leith Walk Elementary School #245
		418-414	Paul Laurence Dunbar High School #414
		418-454	Carver High School #454
		418-778	Major Renovations
		525-996	Green School Phase III
LearnG1O1S1	Eliminate poor building conditions within school facilities	417-124	BCPSS Systemics
		418-019	Lexington Terrace Elementary / Middle School #19
		418-039	Dallas Nichols Elementary Middle #039
		418-051	Waverly Elementary/Middle School #51
		418-062	Edgecombe Circle Elementary Middle #062
		418-130	Booker T. Washington Middle School #130
		418-223	Pimlico Elementary Middle #223
LearnG1O1S2	Create school facilities that effectively support learning, teaching, and community activities		
LearnG1O1S3	Develop and implement menu of options for greening at least 3 school facilities per year		
LearnG1O2	Enhance Schools and Libraries as Neighborhood Assets	197-846	Community Schools Renovations
		418-779	Community Schools
		457-024	Central Library - Expansion & Renovation
		457-200	Library Facilities - Modernization
LearnG1O2S1	Develop a Community Schools Policy to facilitate the use of school buildings beyond the school day		
LearnG1O2S2	Create a dozen community school centers, with dedicated space for community uses		
LearnG1O2S3	Ensure access to public library services for all residents		
LearnG1O2S4	Ensure reuse of surplus school facilities is timely and compatible with surrounding neighborhoods		
LiveG1O1	Expand and Protect Housing Choices for all Residents	527-293	East Baltimore Development Inc. Site Infrastructure
		527-308	Washington Blvd. -Streetscape (Cross to MLK)
		527-493	Uplands Redevelopment Site Infrastructure
		588-925	Park Heights Redevelopment
		588-926	Coldstream, Homestead & Montebello (CHM) Acquisition & Demolition
		588-934	Arizona Crossing - New Construction
		588-936	O'Donnell Heights Master Plan
		588-946	Edmondson Village Facade Improvements & Redevelopment
		588-947	Broadway East Redevelopment
		588-948	Woodbourne/McCabe Acquisition
		588-949	Somerset Court Demolition
		588-979	East Baltimore Redevelopment
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-984	Homeownership Incentive Program
		588-985	Housing Development
		588-986	Housing Repair Assistance Programs

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		588-987	Housing & Services - Community Action Partnership
		588-989	Loan Repayment
		588-991	Public Housing Redevelopment
		588-994	Special Capital Projects
		588-996	Stabilization Program
		588-999	Future Capital Projects
		601-115	West Side Initiative
LiveG1O1S1	Develop and implement City- wide inclusionary housing plan		
LiveG1O1S2	Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, homeless, and low-income households		
LiveG1O1S3	Expand eviction prevention services to help households retain their housing		
LiveG1O1S4	Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers		
LiveG1O1S5	Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology		
LiveG1O1S6	Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties		
LiveG1O1S7	Develop a comprehensive plan to eliminate homelessness in 10 years		
LiveG1O2	Strategically Redevelop Vacant Properties Throughout the City	474-783	Maryland Community Parks and Playground Program: Future
		474-786	Maryland Community Parks and Playground Program FY09
		527-293	East Baltimore Development Inc. Site Infrastructure
		527-393	Barclay Site Infrastructure
		527-493	Uplands Redevelopment Site Infrastructure
		588-921	American Brewery Acquisition & Demolition
		588-923	Greenmount West - Revitalization
		588-924	Baker/Division Street Acquisition & Demolition
		588-925	Park Heights Redevelopment
		588-926	Coldstream, Homestead & Montebello (CHM) Acquisition & Demolition
		588-932	Poppleton Acquisition, Relocation & Demolition
		588-933	Uplands Redevelopment (Sites A & B)
		588-936	O'Donnell Heights Master Plan
		588-937	Barclay Redevelopment
		588-938	Johnston Square Acquisition & Demolition
		588-941	West Baltimore Transit-Oriented Development (TOD)
		588-944	Penn North Transit-Oriented Development (TOD)
		588-946	Edmondson Village Facade Improvements & Redevelopment
		588-947	Broadway East Redevelopment
		588-948	Woodbourne/McCabe Acquisition
		588-951	Preston Street Acquisition & Demolition
		588-979	East Baltimore Redevelopment
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-989	Loan Repayment

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		588-996	Stabilization Program
		588-999	Future Capital Projects
LiveG1O2S1	Establish a multi-tiered property tax to encourage development of vacant property and parcels		
LiveG1O2S2	Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods		
LiveG1O3	Maintain and Create Safe, Clean, & Healthy Neighborhoods	127-003	Greenmount Senior Center Expansion
		127-157	Hatton Senior Center
		127-913	Various Senior Center Improvements
		197-134	Asbestos Management Program
		197-623	Police Headquarters 4th Floor Comfort Link Conversion
		197-830	68th Street Dump Site Environmental Remediation
		208-006	Fire Academy - Modernization
		208-200	Fire Station Facilities - Modernization
		312-324	Information Technology
		312-325	Eastern Modular Building
		312-326	Eastern Door Replacement
		312-327	Druid Door Replacement
		312-328	Eastern Laboratory
		312-329	Eastern Temperature Control
		312-330	Eastern Wait Room
		312-331	Eastern Lighting
		312-332	Eastern Air Conditioning
		312-333	Druid Temperature Control
		312-334	Immunization HVAC Replacement
		312-335	Eastern Bath Room
		312-336	Druid Bath Room
		312-337	Eastern Window Replacement
		312-338	Administration Temperature Control
		312-339	Druid Window Replacement
		312-340	Administration Air Conditioning
		474-753	Park Lighting : Future
		474-755	Street Tree Operations FY09
		474-757	Herring Run Greenway: Phase I Morgan State to Sinclair Ln
		474-758	Major Park Improvements FY09
		474-759	Park & Recreation Facility Renovation FY09
		474-761	Patterson Park Rec Center Expansion for Audubon Environmental Programing
		474-763	Wyman Park Dell Master Plan II: Stone Wall Renovation
		474-764	Park & Playground Renovation FY09
		474-765	Courts & Field Renovation FY09
		474-766	Herring Run Park Master Plan: Father Hooper Fields
		474-767	Baltimore Playlot Program FY09
		474-768	Waterway Improvement Program FY09

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		474-769	Park Building Renovations FY09
		474-770	Courts and Field Renovation: Future
		474-771	Park Building Renovations: Future
		474-773	Pool & Bathhouse Renovation: Future
		474-774	Herring Run Greenway: Future Phase II & III
		474-775	Major Park Improvements: Future
		474-776	Park & Recreation Facility Renovation: Future
		474-777	Park & Playground Renovation: Future
		474-778	Rash Field Renovation
		474-779	Pool & Bathhouse Renovation: Druid Hill
		474-780	Street Tree Operations: Future
		474-781	Baltimore Playlot Program: Future
		474-782	Waterway Improvement Program: Future
		517-022	Solid Waste Vehicle Storage / Repair Facility
		517-047	Quarantine Road Landfill Expansion
		517-500	Solid Waste Facility Renovations
		517-501	Methane Gas Collection System
		520-020	Lakewood Avenue Relief Drain - Phase IV Construction
		520-092	Roselawn Avenue Storm Drain Improvements
		520-100	Storm Water Drain - Safety Grates
		520-439	On Call Storm Drain Design/Engin. Service
		520-708	Storm Water Pumping Stations Improvements
		520-711	Emergency Flood Mitigation
		520-715	Northeast Baltimore Drainage Improvements
		525-449	Baltimore Harbor-Middle Branch Debris Collector
		527-293	East Baltimore Development Inc. Site Infrastructure
		527-393	Barclay Site Infrastructure
		527-493	Uplands Redevelopment Site Infrastructure
		551-401	Sewer Replacement Projects
		551-403	Small Sewer Extensions and Improvements
		551-404	Infiltration / Inflow Correction Program
		551-569	Urgent Sanitary A/E Services
		551-606	Rehab of Existing Jones Falls Force Main / Pressure Sewer
		551-609	Southwest Diversion Pressure Sewer Improvements
		551-611	Sewer System Rehabilitation Program - Low Level Sewershed
		551-612	Sewer System Rehabilitation Program - Main Outfall Sewershed
		551-614	Sewer System Rehabilitation Program - Dundalk Sewershed
		551-616	Sewer System Rehabilitation Program - Patapsco Sewershed
		551-620	Sewer System Rehabilitation Program - High Level Sewershed
		551-622	Sewer System Rehabilitation Program - Gwynns Falls Sewershed
		551-624	Sewer System Rehabilitation Program - Herring Run Sewershed

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		551-626	Sewer System Rehabilitation Program - Jones Falls Sewershed
		551-627	Wet Weather Program
		551-681	Wastewater Facilities Security Improvements
		551-934	Cherry Hill Utility Infrastructure Study
		557-031	Water Distribution System - Improvements
		557-100	Water Infrastructure Rehabilitation
		557-101	Water Mains - Installation
		557-130	Water System Cathodic Protection
		557-133	Meter Replacement Program
		557-300	Water Facilities - Annual Improvements
		557-312	Montebello WTP Filter Renovations
		557-400	Valve and Hydrant Replacement - Annual
		557-638	Water Audit
		557-689	Urgent Needs Water Engineering Services
		557-727	Deer Creek Pumping Station Improvements
		557-730	Fullerton Water Filtration Plant
		557-731	Montebello Water Recycle Program WC-1131
		557-732	Monitoring Water Transmission Mains
		557-917	Water Pumping Stations Annual Improvements
		557-918	Montebello Plants 1 & 2 Sedimentation Basin Improvements
		557-930	Uplands Water Infrastructure
		557-932	EBDI Water Infrastructure
		588-923	Greenmount West - Revitalization
		588-924	Baker/Division Street Acquisition & Demolition
		588-925	Park Heights Redevelopment
		588-926	Coldstream, Homestead & Montebello (CHM) Acquisition & Demolition
		588-932	Poppleton Acquisition, Relocation & Demolition
		588-933	Uplands Redevelopment (Sites A & B)
		588-936	O'Donnell Heights Master Plan
		588-937	Barclay Redevelopment
		588-938	Johnston Square Acquisition & Demolition
		588-944	Penn North Transit-Oriented Development (TOD)
		588-946	Edmondson Village Facade Improvements & Redevelopment
		588-947	Broadway East Redevelopment
		588-979	East Baltimore Redevelopment
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-986	Housing Repair Assistance Programs
		588-989	Loan Repayment
		588-996	Stabilization Program
		588-999	Future Capital Projects

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
LiveG1O2S3	Support creation of Community Garden Land Trust(s)		
LiveG1O3S1	Implement Crime Prevention Through Environmental Design (CPTED) standards	197-172	Fencing Improvements
LiveG1O3S2	Target housing and sanitation code enforcement using the Housing Typology		
LiveG1O3S3	Create a comprehensive City-wide sanitation plan	197-173	Fleet Management Substations Improvements
		197-189	Central Garage Relocation New Facilities Const. (Biddle Street)
LiveG1O3S4	Eliminate childhood lead poisoning		
LiveG1O3S5	Increase Substance Abuse Treatment City-wide		
LiveG1O3S6	Adopt and implement an Urban Forest Management Plan		
LiveG1O4	Target Neighborhood Planning to Leverage Investment	188-009	Area Master Plans
		474-732	Parkland Expansion / University of Baltimore Playing Fields
		527-331	Old Town Mall Streetscape
		527-393	Barclay Site Infrastructure
		527-493	Uplands Redevelopment Site Infrastructure
		588-921	American Brewery Acquisition & Demolition
		588-923	Greenmount West - Revitalization
		588-926	Coldstream, Homestead & Montebello (CHM) Acquisition & Demolition
		588-932	Poppleton Acquisition, Relocation & Demolition
		588-933	Uplands Redevelopment (Sites A & B)
		588-935	Healthy Neighborhoods Inc.
		588-937	Barclay Redevelopment
		588-938	Johnston Square Acquisition & Demolition
		588-941	West Baltimore Transit-Oriented Development (TOD)
		588-946	Edmondson Village Facade Improvements & Redevelopment
		588-947	Broadway East Redevelopment
		588-949	Somerset Court Demolition
		588-951	Preston Street Aquisition & Demolition
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-984	Homeownership Incentive Program
		588-985	Housing Development
		588-986	Housing Repair Assistance Programs
		588-989	Loan Repayment
		588-991	Public Housing Redevelopment
		588-994	Special Capital Projects
		588-996	Stabilization Program
		601-873	Brownfield Incentive Fund
LiveG1O4S1	Create Area Master Plans in a targeted manner		
LiveG1O4S2	Leverage CIP resources in targeted areas using the neighborhood plans	551-933	Middle Branch Utility Infrastructure Study
		551-934	Cherry Hill Utility Infrastructure Study
LiveG1O5	Increase the City's Population by 10,000 Households in 6 Years	527-393	Barclay Site Infrastructure
		588-923	Greenmount West - Revitalization

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		588-929	Pen Lucy Acquisition & Demolition
		588-932	Poppleton Acquisition, Relocation & Demolition
		588-933	Uplands Redevelopment (Sites A & B)
		588-936	O'Donnell Heights Master Plan
		588-937	Barclay Redevelopment
		588-938	Johnston Square Acquisition & Demolition
		588-941	West Baltimore Transit-Oriented Development (TOD)
		588-979	East Baltimore Redevelopment
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-984	Homeownership Incentive Program
		588-985	Housing Development
		588-986	Housing Repair Assistance Programs
		588-989	Loan Repayment
		588-991	Public Housing Redevelopment
		588-994	Special Capital Projects
		588-996	Stabilization Program
LiveG1O5S1	Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region		
LiveG1O5S2	Market the City to surrounding jurisdictions and Washington DC		
LiveG1O6	Improve neighborhood schools (See LEARN, Goal 1)		
LiveG2	Elevate the Design and Quality of the City's Built Environment		
LiveG2O1	Improve Design Quality of Baltimore's Built Environment	197-411	Guilford Building Elevator Upgrades
		197-412	Courthouse East Elevator Upgrades
		197-413	Mitchell Courthouse Elevator Upgrades
		197-414	Courthouse East Windows Replacement
		197-416	Abel Wolman Municipal Building Elevator Upgrades
		197-417	City Hall Elevator Upgrades
		197-513	City Hall Exterior Surface Repairs
		197-516	ADA Interior and Exterior Improvements
		197-518	City Council Chamber Improvements
		197-616	Abel Wolman Building Electrical System Upgrade
		197-621	Abel Wolman Building HVAC Fan Coil Unit Replacement
		197-622	Unit Ventilators Replacement
		197-845	Capital Construction and Maintenance Program
		208-006	Fire Academy - Modernization
		208-050	Replacement of Baltimore City Siren System
		208-200	Fire Station Facilities - Modernization
		208-201	Program and Site Evaluation for Police and Fire Training Academy
		474-757	Herring Run Greenway: Phase I Morgan State to Sinclair Ln
		474-758	Major Park Improvements FY09
		474-759	Park & Recreation Facility Renovation FY09

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		474-761	Patterson Park Rec Center Expansion for Audubon Environmental Programing
		474-763	Wyman Park Dell Master Plan II: Stone Wall Renovation
		474-764	Park & Playground Renovation FY09
		474-765	Courts & Field Renovation FY09
		474-766	Herring Run Park Master Plan: Father Hooper Fields
		474-767	Baltimore Playlot Program FY09
		474-768	Waterway Improvement Program FY09
		474-769	Park Building Renovations FY09
		474-770	Courts and Field Renovation: Future
		474-771	Park Building Renovations: Future
		474-774	Herring Run Greenway: Future Phase II & III
		474-775	Major Park Improvements: Future
		474-776	Park & Recreation Facility Renovation: Future
		474-777	Park & Playground Renovation: Future
		474-781	Baltimore Playlot Program: Future
		474-782	Waterway Improvement Program: Future
		508-617	Project Management Services
		527-319	Potee Garrett Access Road
		527-323	Key Highway/ Inner Harbor Intersection
		527-493	Uplands Redevelopment Site Infrastructure
		557-915	Maintenance Buildings at Prettyboy and Loch Raven Dams
		588-979	East Baltimore Redevelopment
		588-981	Acquisition/Relocation Fund
		588-983	Demolition Program
		588-985	Housing Development
		588-989	Loan Repayment
		588-991	Public Housing Redevelopment
LiveG201S1	Develop design guidelines to respond to the unique character of Baltimore City		
LiveG201S2	Create and adopt a City-wide landscape ordinance		
LiveG201S3	Update building code to promote sustainable, universal or high performance buildings through incentives and regulations		
LiveG201S4	Create standards for hiring design professionals to foster the design of high quality city projects		
LiveG202	Streamline and Strengthen the Development Process	188-011	Zoning Code Re-write (TransForm Baltimore)
		508-506	Constructability Review
		508-519	Construction Management Services
		588-981	Acquisition/Relocation Fund
		588-985	Housing Development
LiveG202S1	Modernize zoning codes to meet current needs		
LiveG202S2	Improve efficiency of One-Stop Shop permitting center		
LiveG202S3	Increase number of zoning code enforcers		
LiveG202S4	Create a task force on interagency coordination for web-based, real time access to development projects		

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
LiveG2O3	Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets	508-605	Little Italy Streetscape
		527-493	Uplands Redevelopment Site Infrastructure
		588-939	Byrd Properties - Acquisition & Demolition
		588-940	Oliver Redevelopment
		588-945	Harlem Park Acquisition & Demolition
		588-979	East Baltimore Redevelopment
LiveG2O3S1	Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers		
LiveG2O3S2	Provide preferential capital funding for TOD projects		
LiveG2O3S3	Create mixed-use with residential zoning category		
LiveG2O3S4	Ensure all residents are within 1		
LiveG2O4	Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods	188-012	Low Income, Historic Housing Rehabilitation Grants
		457-024	Central Library - Expansion & Renovation
		527-210	Mt. Vernon Place
		527-214	Calvert Street- Streetscape (Baltimore to Monument)
		527-313	Midtown Streetscape/Traffic Improvements
		588-984	Homeownership Incentive Program
		588-986	Housing Repair Assistance Programs
		588-989	Loan Repayment
LiveG2O4S1	Update City-wide historic preservation guidelines		
LiveG2O4S2	Promote use of Maryland Building Rehabilitation Code		
LiveG2O4S3	Simplify, and actively pursue the local historic district designation process for Baltimore neighborhoods		
LiveG2O4S4	Create, expand and promote the historic structure tax credit programs for local historic districts and landmarks		
LiveG2O4S5	Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines		
LiveG2O4S6	Implement a program that physically demarcates the City's locally designated historic districts		
LiveG2O4S7	Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts		
LiveG2O5	Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay	551-933	Middle Branch Utility Infrastructure Study
LiveG2O5S1	Adopt and implement the Comprehensive Water and Wastewater Plan	551-410	Improvements to Herring Run Interceptor- Phase 1 SC 836
		551-585	Patapsco LOX Plant
		557-070	Watershed Road and Bridge Maintenance
		557-713	Towson Finished Water Reservoir Improvements
		557-714	Guilford Finished Water Reservoir Improvements
		557-715	Ashburton Finished Water Reservoir Improvements
		557-716	Druid Lake Finished Water Reservoir Improvements
		557-717	Fullerton Finished Water Reservoir Improvements
		557-933	Middle Branch Utility Infrastructure Study
		557-934	Cherry Hill Utility Infrastructure Study
LiveG2O5S2	Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	520-099	Small Storm Drain and Inlet Repairs
		520-400	Pulaski Highway Storm Water Improvements

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		520-450	Annapolis Road Storm Drain Improvements
		520-451	Fairmount Storm Drain Improvements
		520-933	Middle Branch Utility Infrastructure Study
		520-934	Cherry Hill Utility Infrastructure Study
		551-410	Improvements to Herring Run Interceptor- Phase 1 SC 836
		551-585	Patapsco LOX Plant
		557-070	Watershed Road and Bridge Maintenance
		557-713	Towson Finished Water Reservoir Improvements
		557-714	Guilford Finished Water Reservoir Improvements
		557-715	Ashburton Finished Water Reservoir Improvements
		557-716	Druid Lake Finished Water Reservoir Improvements
		557-717	Fullerton Finished Water Reservoir Improvements
		557-933	Middle Branch Utility Infrastructure Study
LiveG3	Improve Transportation Access and Choice for City Residents		
LiveG3O1	Create a Comprehensive Transportation Plan to Improve Mobility and Choice	506-315	Edmondson Ave Bridge Reconstruction
		506-700	Edison Highway over Amtrak Bridge Rehabilitation (BC 4208)
		506-701	Minor Bridge Rehabilitation Projects
		507-752	Bridge Inspection Program (2008)
		508-373	Test Pits
		508-630	Revalidation of Survey Control Points
		508-644	ADA Ramp Upgrades
		508-899	DOT Facility Master Plan and Implementation
		508-941	Lafayette Avenue Bridge Over Amtrak
		508-981	In-House Street Resurfacing Program Enhancements
		508-998	Center for Aquatic Life Site/Access Improvements
		509-400	Fells Landing Bulkhead Repair
		509-401	Keith Avenue Ramp to Broening Highway
		509-402	Boston Street Viaduct
		510-019	Fiber Optic Design and Study
		512-034	Signal Timing Optimization Citywide
		512-035	Traffic Signal System Intergration
		512-046	Traffic Signal Reconstruction
		512-049	Reversible Lane System Replacement
		512-053	Traffic Surveillance Camera Expansion
		512-054	Traffic Signal Maintenance Equipment Purchase
		512-057	Geometric Improvements
		512-059	Variable Message Signs
		512-061	Traffic Engineering On-Call
		512-062	Traffic Detector Upgrade Program
		512-070	Wilkins at Caton Avenue Intersection Improvement
		512-073	41st Street at Falls Road Intersection Improvement

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		514-726	Pavement Management System/ Asset Management
		527-310	Future Development Projects Infrastructure/Utility
LiveG3O1S1	Create a City-wide pedestrian plan		
LiveG3O1S2	Implement Bicycle Master Plan to create a complete bikeway system		
LiveG3O1S3	Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system		
LiveG3O1S4	Create traffic- calming policies and procedures		
LiveG3O1S5	Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings		
LiveG3O2	Facilitate Movement throughout the Region	504-100	Footway Reconstruction
		504-200	Alley Reconstruction
		504-300	Tree Root Damage
		506-516	Annapolis Road Bridge Over BW Pkwy. (BC 5401)
		507-412	Frederick Avenue over Gwynns Falls
		508-280	Wilkens Avenue Gateway Reconstruction
		508-363	Sinclair Lane Over CSX (SAFETEA-LU)
		508-453	Dundalk Ave. Streetscape (Eastern to City Line)
		508-454	Reisterstown Rd. Streetscape (Northern Pkwy to City Line)
		508-460	York Road (Glenwood Ave to 33rd St.)
		508-462	Edmondson Avenue (Warwick Ave to City Line)
		508-465	Curb Repair Job Order Contract (JOC)
		508-496	Slab Repairs
		508-550	Neighborhood Street Reconstruction
		508-608	North Avenue (US1) (SAFETEA-LU)
		508-882	Annapolis Waterview and Maisel Road Bridges
		508-980	Downtown Shuttle System
		509-087	Harford Road Bridge
		509-185	Central Avenue Reconstruction (Monument St to Lancaster St)
		509-299	Hanover Street Bridge (SAFETEA-LU)
		509-326	Wilkens Avenue Bridge
		509-401	Keith Avenue Ramp to Broening Highway
		509-402	Boston Street Viaduct
		509-403	Fort Avenue Bridge Over CSX
		512-069	Neighborhood Traffic Calming
		512-071	SE Transportation Action Plan
		512-072	Middle Branch Transportation Plan & Implementation
		514-207	Charles Street Gateway Rehabilitation
		514-664	Russell Street Gateway Rehabilitation
		514-705	Harford Rd. (North Ave to Erdman)-Federal Resurf. NE
		514-718	Pratt Street Resurfacing (MLK to President)
		514-719	Lombard Street Rehabilitation (MLK to President)
		514-725	Emergency Resurfacing (JOC)

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		514-733	Northern Parkway Phase I (Liberty Heights to Falls Road)
		514-736	Belair Road Streetscape
		514-762	Resurfacing Highways Northeast - Sector I
		514-763	Resurfacing Highways Northwest - Sector 2
		514-764	Resurfacing Highways Southwest - Sector 3
		514-765	Resurfacing Highways Southeast - Sector 4
		514-766	Federal Resurfacing - Northeast - Sector I
		514-767	Federal Resurfacing - Northwest - Sector II
		514-768	Federal Resurfacing - Southwest - Sector III
		514-769	Federal Resurfacing - Southeast - Sector IV
		514-880	Beckley Street
		514-881	Roadway Improvements -- Midtown
		588-981	Acquisition/Relocation Fund
LiveG3O2S1	Create a regional authority to manage public transit services throughout the metropolitan area		
LiveG3O2S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments		
LiveG3O2S3	Protect and create Rights-of-Way along existing and proposed rail lines		
LiveG3O2S4	Create intermodal transit hubs in areas of low automobile ownership		
LiveG3O2S5	Establish a development mitigation program to reduce congestion effects of development		
PlayG1	Enhance the Enjoyment, Appreciation, and Stewardship of Baltimore's Historical and Cultural Resources		
PlayG1O1	Market, Develop, and Promote Visitor Attractions in Baltimore City	127-152	Baltimore City Heritage Area Projects
		127-165	Upton Cultural Vistor Center
		127-765	National Great Blacks in Wax Museum Expansion
		127-768	Reginald F. Lewis Museum - Permanent Exhibits and Facility Enhancements
		127-769	Creative Alliance-The Patterson
		127-776	Sankofa Cultural Center
		127-779	USS Constellation Museum-Heritage & Education Center
		508-605	Little Italy Streetscape
PlayG1O1S1	Market and promote the City through increased funding for BACVA and BCHA		
PlayG1O1S2	Develop new visitor centers and enhance existing visitor centers	197-171	Conservatory Improvements
PlayG1O1S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore's Heritage Area attractions		
PlayG1O1S4	Pursue designation of Baltimore as a National Heritage Area		
PlayG1O1S5	Prepare for the bicentennial anniversary of the War of 1812		
PlayG1O2	Increase Everyday Historical and Cultural Encounters for Baltimore City Residents	127-767	B&O Storage Pavillion
		127-780	Baltimore Museum of Art- Comprehensive Renovation
		127-781	Baltimore Office of the Promotion and Arts- School 33 Art Center
		127-782	Everyman Theatre- Renovation to Town Theatre
		127-783	Lyric Opera House- Stagehouse Expansion and Modernization
		127-784	Maryland Science Center- Green Roof Environmental Learning Lab
		127-785	Meyerhoff Symphony Hall- Renovation and Rehabilitation of the Envelope Systems
		127-786	National Aquarium in Baltimore- Pier 3 Electrical and Life Support System Upgrade

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		127-787	Port Discovery Children's Museum's Green Renovation Project
		127-789	The Maryland Zoo in Baltimore
		474-673	Gateways: Mt Vernon Park Master Plan Implementation Phase II
		474-744	FY08 Recreation and Park Facilities Improvements: Clifton Park
		474-753	Park Lighting : Future
		474-772	Baltimore Gateways:Future
		474-783	Maryland Community Parks and Playground Program: Future
		474-786	Maryland Community Parks and Playground Program FY09
PlayG102S1	Implement Heritage trails in historic areas of the city		
PlayG102S2	Teach American History using Baltimore's history museums, establishing links to the City's public and private school curriculums		
PlayG102S3	Support special events and festivals by improving festival space and infrastructure throughout the City		
PlayG103	Enhance Accessibility to Historical and Cultural Resources through Transportation Improvements	504-100	Footway Reconstruction
		508-550	Neighborhood Street Reconstruction
		509-299	Hanover Street Bridge (SAFETEA-LU)
		509-400	Fells Landing Bulkhead Repair
		514-664	Russell Street Gateway Rehabilitation
		514-733	Northern Parkway Phase I (Liberty Heights to Falls Road)
PlayG103S1	Develop plans for and implement Charles Street Trolley Line		
PlayG103S2	Implement Charles Street Scenic Byway Plan		
PlayG104	Strengthen Stewardship of Historical and Cultural Resources	127-103	PS 103- Thurgood Marshall's First Public School
		188-010	Historic Public Buildings/Monuments
		197-517	Historic Buildings Exterior Preservation Repairs
PlayG104S1	Expand "Authentic Baltimore" program and link to Baltimore City Historic landmark program		
PlayG104S2	Create more effective management agreements by completing inventory of city-owned historic/cultural sites and attractions		
PlayG104S3	Implement a feasibility study to enhance and reuse under-utilized historic structures		
PlayG105	Establish Baltimore City as the Region's Center of Culture and Entertainment		
PlayG105S1	Establish regional policy to increase regional funding resources for cultural activities within Baltimore City		
PlayG2	Improve Night Life, Entertainment, and Recreation Experiences for Residents and Visitors		
PlayG201	Expand Access to Night Life		
PlayG201S1	Create Mixed-use zoning categories that allow live entertainment where appropriate		
PlayG202	Promote Unique Retail Venues as Shopping and Tourist Destinations	127-765	National Great Blacks in Wax Museum Expansion
		127-776	Sankofa Cultural Center
		474-673	Gateways: Mt Vernon Park Master Plan Implementation Phase II
		474-772	Baltimore Gateways:Future
		508-980	Downtown Shuttle System
		527-200	Star Spangled Heritage Trails- Phases IV/V
PlayG202S1	Reinstate the "Shuttle Bug" system along main streets and shopping districts within the City		
PlayG202S2	Designate Main Street areas as local and/or national historic districts in order to access tax credits		
PlayG202S3	Increase retail space downtown by 400,000 sq		
PlayG202S4	Designate and support Art and Entertainment Districts		

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
PlayG2O3	Improve Local Participation in City Recreational Activities	127-996	Baltimore Municipal Golf Courses
		474-740	Jones Falls Greenway Phase V: Cylburn to Mt Washington
		474-744	FY08 Recreation and Park Facilities Improvements: Clifton Park
		474-753	Park Lighting : Future
		474-757	Herring Run Greenway: Phase I Morgan State to Sinclair Ln
		474-758	Major Park Improvements FY09
		474-759	Park & Recreation Facility Renovation FY09
		474-761	Patterson Park Rec Center Expansion for Audubon Environmental Programing
		474-763	Wyman Park Dell Master Plan II: Stone Wall Renovation
		474-764	Park & Playground Renovation FY09
		474-765	Courts & Field Renovation FY09
		474-766	Herring Run Park Master Plan: Father Hooper Fields
		474-767	Baltimore Playlot Program FY09
		474-768	Waterway Improvement Program FY09
		474-769	Park Building Renovations FY09
		474-770	Courts and Field Renovation: Future
		474-771	Park Building Renovations: Future
		474-773	Pool & Bathhouse Renovation: Future
		474-774	Herring Run Greenway: Future Phase II & III
		474-775	Major Park Improvements: Future
		474-776	Park & Recreation Facility Renovation: Future
		474-777	Park & Playground Renovation: Future
		474-778	Rash Field Renovation
		474-779	Pool & Bathhouse Renovation: Druid Hill
		474-781	Baltimore Playlot Program: Future
		474-782	Waterway Improvement Program: Future
		474-783	Maryland Community Parks and Playground Program: Future
		474-786	Maryland Community Parks and Playground Program FY09
PlayG2O3S1	Develop a strategic recreational plan that will target recreational opportunities to address the City's needs		
PlayG2O3S2	Implement Bicycle Master Plan to provide recreational opportunities for residents		
PlayG3	Increase the Health of Baltimore's Natural Resources and Open Spaces for Recreation and to Improve Water Quality		
PlayG3O1	Maintain a Well-managed System of Parks & Open Spaces	127-996	Baltimore Municipal Golf Courses
		474-755	Street Tree Operations FY09
		474-757	Herring Run Greenway: Phase I Morgan State to Sinclair Ln
		474-758	Major Park Improvements FY09
		474-763	Wyman Park Dell Master Plan II: Stone Wall Renovation
		474-764	Park & Playground Renovation FY09
		474-765	Courts & Field Renovation FY09
		474-766	Herring Run Park Master Plan: Father Hooper Fields
		474-767	Baltimore Playlot Program FY09

CMP Code	ALL Sections, Goals, Objectives, Strategies	CIP #	Project Title
		474-769	Park Building Renovations FY09
		474-770	Courts and Field Renovation: Future
		474-773	Pool & Bathhouse Renovation: Future
		474-774	Herring Run Greenway: Future Phase II & III
		474-775	Major Park Improvements: Future
		474-777	Park & Playground Renovation: Future
		474-778	Rash Field Renovation

C. Evaluation of CMP Strategies with a CIP component

The strategies in the table below were identified in the CMP as potentially being achieved through the City's Capital Improvement Program (CIP). By further analyzing the FY 2009 CIP projects, this reports identifies 1) specific strategies that do have a CIP project linked to them, 2) strategies with a CIP component and NO direct CIP link but a partial link to CIP items linked to objectives, and 3) near and long term strategies with no direct CIP link that should potentially be the focus for FY 2010 allocations.

Full ID	Strategy	Linked with FY2009 CIP? Associated CIP Project?	Status of Strategy
LIVE			
LiveG1O1S1	Develop and implement City- wide inclusionary housing plan	No	
LiveG1O1S2	Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, homeless, and low-income households	Partial: 588-991; 588-985; 588-984	CIP provides funds for Public Housing Redevelopment; Housing Development; and Homeownership Incentive Program
LiveG1O1S3	Expand eviction prevention services to help households retain their housing	No	
LiveG1O1S4	Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers	Partial: 588-991; 588-904	
LiveG1O1S5	Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology	No	
LiveG1O1S6	Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties	Partial: 588-935 (Healthy Neighborhoods Inc.)	CIP identifies funding to improve infrastructure for mixed-income redevelopments: Claremont/Freedom Village, Uplands, and Barclay/Greenmount, but not citywide.
LiveG1O1S7	Develop a comprehensive plan to eliminate homelessness in 10 years	No	
LiveG1O3S2	Target housing and sanitation code enforcement using the Housing Typology	No	
LiveG1O3S3	Create a comprehensive City-wide sanitation plan	No	
LiveG1O3S4	Eliminate childhood lead poisoning	No	
LiveG1O3S5	Increase Substance Abuse Treatment City-wide	No	
LiveG1O3S6	Adopt and implement an Urban Forest Management Plan	Partial: 474-739; 504-300	CIP identifies certain funding for street tree operations and tree root damage.
LiveG1O4S2	Leverage CIP resources in targeted areas using the neighborhood plans	No	
LiveG1O5S1	Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region	No	
LiveG1O5S2	Market the City to surrounding jurisdictions and Washington DC	No	
LiveG2O3S2	Provide preferential capital funding for TOD projects	Partial: 588-941 (West Baltimore); 588-944 (Penn N)	Adopted City policy
LiveG2O4S6	Implement a program that physically demarcates the City's locally designated historic districts	Partial: 188-009	CIP provides funding for Planning Department Initiatives including historic programs.
LiveG2O4S7	Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts	Partial: 188-012	CIP provides funds for Low Income Historic Housing Rehabilitation Grants; pilot program in Upton's Marble Hill Historic District
LiveG2O5S1	Adopt and implement the Comprehensive Water and Wastewater Plan	Partial: 551-930; 551-932	CIP provides funds for improving wastewater operations in certain neighborhoods but not citywide.
LiveG2O5S2	Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	Partial: 525-646; 525-649; 525-703; 525-704; 525-705; 525-706; 525-993; 525-994; 525-995	CIP provides funding for stream and watershed restoration studies and projects.

Full ID	Strategy	Linked with FY2009 CIP? Associated CIP Project?	Status of Strategy
LiveG3O1S1	Create a City-wide pedestrian plan	Partial: 527-176; 508-465; 504-100; 508-550	CIP provides funds for improving and creating pedestrian facilities but is not citywide. Pedestrian improvements included in Curb Repair Job Order Contract; Footway Reconstruction; and Neighborhood Street Reconstruction.
LiveG3O1S2	Implement Bicycle Master Plan to create a complete bikeway system	Yes: 527-175	
LiveG3O1S3	Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system	Yes: 512-034; 512-070; 512-073; 504-200; 508-280; 509-185; 514-207; 514-664; 514-719; 514-733; 514-880; 508-460; 508-462; 508-453; 508-454; 514-736	CIP provides funds for Signal Timing Optimiz-ation City-wide; intersection improvements at Wilkens – Caton Avenue and 41 st St at Falls Road; alley reconstruction; reconstruction of Wilkens Avenue, Central Avenue, Charles Street, Russell Street, Lombard Street, Northern Parkway (Liberty – Falls), Beckley Street; etc.
LiveG3O1S4	Create traffic-calming policies and procedures	Partial: 512-069	CIP provides funds for Neighborhood Traffic-calming measures.
LiveG3O1S5	Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings	Partial: 514-726	CIP provides funds for Pavement Management System/ Asset Management
LiveG3O2S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	No	
LiveG3O2S3	Protect and create Rights-of-Way along existing and proposed rail lines	No	
LiveG3O2S4	Create intermodal transit hubs in areas of low automobile ownership	No	
LiveG3O2S5	Establish a development mitigation program to reduce congestion effects of development	No	
EARN			
EarnG1O1S3	Establish microenterprise loans for start up businesses specifically in the growth sectors	Partial: 601-354; 601-483; 601-575; 601-860	CIP provides funds for loans to attract new and retain existing businesses in certain industrial/commercial redevelopment areas.
EarnG1O1S4	Work with growth sector employers to identify training needs	No	
EarnG1O1S5	Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land	No	
EarnG1O2S2	Create incubator space around biotechnology areas	No	
EarnG1O3S1	Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties	Partial: 188-011	Included in Zoning Code re-write initiative: TransForm Baltimore
EarnG1O3S2	Preserve and enhance CBD office space	No	
EarnG1O4S1	Develop a master plan for the City's current and future CIDS infrastructure	No	
EarnG1O4S2	Provide Wireless Technology Zones in public areas throughout the City	Partial: 197-843 (800 MHz SONET Ring Improvements)	Not being pursued by City; XIOM-Sprint private venture
EarnG1O5S1	Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding	No	
EarnG1O7S2	Install environmental and aesthetic improvements around tourist areas	Yes: 527-171; 527-214; 527-219; 527-222; 527-332; 524-052	St. Paul Place Streetscape Phase II; Calvert St Streetscape (Balt – Monument); Lexington St Streetscape (Charles – JFX); Liberty St Street-scape (Fayette – Saratoga); Howard Park/ Liberty Heights Streetscape; Public Markets
EarnG3O1S2	Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	No	
EarnG3O1S3	Implement Transportation Demand Management (TDM) strategies with large employers and institutions	No	
EarnG3O1S4	Implement Bicycle Master Plan	Yes: 474-740	CIP funds Jones Falls Greenway Phase V: Cylburn to Mount Washington
EarnG3O1S5	Increase number of water taxi stops near employment locations	Partial: 508-661	CIP provides funds for improving Inner Harbor water taxi stop.
EarnG3O2S1	Restore and increase on-street parking in mixed-use and business districts	No	

Full ID	Strategy	Linked with FY2009 CIP? Associated CIP Project?	Status of Strategy
EarnG3O2S2	Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City	Partial: 188-011	Included in Zoning Code re-write initiative: TransForm Baltimore
EarnG3O2S4	Capture share of regional growth in defense-related industries due to BRAC	No	
PLAY			
PlayG1O1S1	Market and promote the City through increased funding for BACVA and BCHA	Partial: 127-152	BCHA addressed by CIP but not BACVA.
PlayG1O1S2	Develop new visitor centers and enhance existing visitor centers	Partial: 127-165	Currently, CIP only includes efforts for Upton Visitor Center – need more citywide.
PlayG1O1S3	Complete pedestrian and automobile-oriented wayfinding system to help visitors navigate Baltimore’s Heritage Area attractions.	Partial: 508-616; 527-200	
PlayG1O2S1	Implement Heritage trails in historic areas of the city	Partial: 127-152; 127-165; 527-200	Star Spangled Banner Trail
PlayG1O2S3	Support special events and festivals by improving festival space and infrastructure throughout the City	Partial: 127-767	
PlayG1O3S1	Develop plans for and implement Charles Street Trolley Line	No	
PlayG1O3S2	Implement Charles Street Scenic Byway Plan	No	
PlayG1O4S1	Expand “Authentic Baltimore” program and link to Baltimore City Historic landmark program	No	
PlayG1O4S2	Create more effective management agreements by completing inventory of city-owned historic/cultural sites and attractions	No	
PlayG1O4S3	Implement a feasibility study to enhance and reuse under-utilized historic structures	Partial: 127-103; 508-641	PS103 – Thurgood Marshall’s First Public School
PlayG2O2S1	Reinstate the “Shuttle Bug” system along main streets and shopping districts within the City	No	
PlayG2O2S4	Designate and support Arts and Entertainment Districts	Partial: 527-303	To date, CIP only supports Station North Arts and Entertainment District – need more coverage across City.
PlayG2O3S1	Develop a strategic recreational plan that will target recreational opportunities to address the City’s needs	Yes: 474-695; 474-742; 474-743; 474-744; 474-753	
PlayG2O3S2	Implement Bicycle Master Plan to provide recreational opportunities for residents	Yes: 527-175	
PlayG3O2S1	Meet the goals and requirements of the Chesapeake Bay Program, the City’s National Pollution Discharge Elimination Permit (NPDES) and Tributary Strategies	Partial: 525-649; 525-646	Various stream restoration projects; need to further achieve goals of Chesapeake Bay Program and NPDES
PlayG3O2S2	Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit	Partial: 525-449	Currently Jones Falls Debris Collector achieves this, but further efforts are needed citywide.
PlayG3O2S3	Construct one ultra-urban Best Management Practices (BMP) per year as identified in the Watershed 263 Plan	No	
PlayG3O2S4	Restore and protect at least one mile per year of streams and river banks in floodplains and stream valleys	Yes	Numerous stream restoration projects address this throughout CIP.
PlayG3O2S5	Target sidewalk, lighting and signal improvements near parks and open space	Partial: 474-753	Improved lighting efforts are being undertaken, but need similar efforts for sidewalks.
PlayG3O2S6	Develop a plan to reduce trash within and along Baltimore’s parks and open space	No	
PlayG3O2S7	Complete plans for and creation of Greenway Trail system	Partial: 474-740; 474-751	Certain parts of trail system are being addressed, but not all.
PlayG3O2S8	Increase Baltimore’s green infrastructure by increasing the number of trees and tree canopy size (See LIVE, GOAL 1, Objective 3, Strategy 6)	Partial: 525-966; 474-739	Certain CIP projects address tree coverage but need more efforts citywide.
PlayG3O3S1	Complete the Harbor Promenade and Middle Branch park/trail systems	Partial: 527-312	Efforts for Inner Harbor Promenade are being addressed by CIP – however, no identified CIP efforts for Middle Branch waterway access.

Full ID	Strategy	Linked with FY2009 CIP? Associated CIP Project?	Status of Strategy
LEARN			
LearnG1O1S1	Eliminate poor building conditions within school facilities.	Partial: 417-123; 418-226; 418-245	CIP provides funding for improvements to individual schools but not citywide.
LearnG1O1S2	Create school facilities that effectively support learning, teaching, and community activities.	Partial: 418-088; 418-212; 418-226; 418-234; 418-245; 418-414; 418-454; 127-086	CIP provides funding for multiple schools throughout the City.
LearnG1O2S2	Create a dozen community school centers, with dedicated space for community uses.	No	
LearnG1O2S3	Ensure access to public library services for all residents	No	
LearnG3O1S2	Increase opportunities to locate school readiness programs and support services in public schools, such as 'Judy Centers'.	No	
LearnG3O1S3	Co-locate tot lots at schools	No	
LearnG3O3S2	Create opportunities for continuing education programs to locate in Baltimore	No	
LearnG3O3S3	Broaden access to job training centers and increase awareness of professional development opportunities	No	
LearnG4O1S1	Implement "Safe Routes to School" Program at schools.	No	
LearnG4O1S2	Implement physical improvements near educational facilities to ensure safe access.	Partial: 508-616; 510-034; 512-057	CIP provides funding for citywide pedestrian improvements, some of which are nearby schools.
LearnG4O1S3	Coordinate Implementation of Bicycle Master Plan with school facilities plan	Yes: 527-175	

D. Indicators

LIVE

Neighborhood Indicators

Number and concentration of vacant and abandoned housing

Year	Number of Vacant and Abandoned Houses
1970	6229
1980	6302
1990	6049
1995	9247
2000	12,338
2001	13,227
2002	13,830
2003	15,302
2004	15,807
2005	16,165
2006	16,916
2007	16,009

Source: Baltimore Housing

Population change

City Population Estimates

2000	651,154
2001	645,253
2002	643,775
2003	642,324
2004	641,004
2005	640,064
2006	640,961
2007	637,455

Source: U.S. Census Bureau

Cost of living index

Cost of Living Index for Baltimore (Average for all urban areas = 100.0)

2005	101.6
2007	118.0

Average, Median and Percent Change in Sales Price

Average and Median Sales Price of Homes by Jurisdiction in the Baltimore Metro Area, 2006

	Average Sales Price of a Home	Median Sales Price of a Home
Anne Arundel County	\$418, 564	\$344,000
Baltimore City	\$173, 157	\$140,400
Baltimore County	\$362, 271	\$253,000
Carroll County	\$358, 545	\$330,000
Harford County	\$293,728	\$258,000
Howard County	\$453, 751	\$385,000

Source: Maryland Association of Realtors

Percent Increase in Median Sales Price by jurisdiction (versus year ago)										
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Anne Arundel County	3%	5%	-1%	5%	4%	16%	17%	22%	20%	6%
Baltimore City	4%	-3%	5%	-2%	-5%	8%	12%	20%	33%	17%
Baltimore County	4%	2%	0%	3%	5%	8%	15%	21%	26%	8%
Carroll County	9%	5%	5%	4%	5%	12%	15%	20%	20%	0%
Harford County	4%	3%	0%	4%	2%	2%	19%	18%	22%	6%

Source: Maryland Association of Realtors

Crime rate

Crime Rates per 1,000 People		
	Part 1 Crime	Violent Crime
2000	105.97	26.19
2001	100.07	23.74
2002	88.12	22.06
2003	79.42	19.83
2004	74.79	18.82
2005	68.24	17.80
2006	66.04	16.94
2007	62.87	16.58

Source: Baltimore City Police Department

Homeownership rate, turnover, mortgage defaults

Baltimore’s homeownership rate has hovered around 50% Citywide for the past several years. The number of home sales has continued to decline in calendar year 2008 and we anticipate an annual decline of approximately one-third as compared w/ CY 2007. (Somewhat surprisingly mean sales prices through August have, on a month by month basis, held up well and generally outpaced 2007 means.)

Mortgage Defaults	
Foreclosure Filings	
2006	3,000+
2007	4,000+
2008 Q1	1,300+

Source: Baltimore Housing

Design

Improved air and water quality, Reduction in impervious surfaces

Municipal Comparison

Use	% of Emission		
	Baltimore	Annapolis	Durham
Buildings	51	28	47
Vehicle Fleet	12	32	16
Streetlights	12	10	8
Water/Sewer	25	30	29
Total	100	100	100

MD Climate Change Task Force

15% below 2006 by 2015

25% below 2006 by 2020

90% below 2006 by 2050

Baltimore City Emissions CO₂

Year	CO ₂ E (tons)	Change	Per Capita (tons/pp)
2003	9,266,597		14.43
2004	9,192,035	-0.80%	14.34
2005	9,312,724	1.31%	14.55
2006	8,927,271	-4.14%	13.93
2007	9,181,776	2.85%	14.40

Source: Baltimore Office of Sustainability

Access

- Access to services and amenities: grocery stores, neighborhood services
- Transit mode share for residents
- Reduced or managed traffic, increased car and vanpooling

EARN

Growth Sectors

Number of Jobs and Firms in Growth Sectors			
Leisure and Hospitality			
	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	26,381	1,537	1,716.40
2002	27,364	1,637	1,671.59
2003	27,058	1,667	1,623.16
2004	26,269	1,669	1,573.94
2005	26,563	1,689	1,572.71
2006	25,983	1,735	1,497.58
2007	26,315	1,809	1,454.67

Source: Maryland DLLR

Education and Health Services

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	84,714	1,658	5,109.41
2002	86,759	1,672	5,188.94
2003	88,744	1,679	5,285.53
2004	88,284	1,734	5,091.35
2005	89,497	1,716	5,215.44
2006	90,055	1,674	5,379.63
2007	91,742	1,742	5,266.48

Source: Maryland DLLR

Trade, Transportation, and Utilities

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	49,624	3,169	1,565.92
2002	44,860	3,178	1,411.58
2003	44,527	3,100	1,436.35
2004	44,003	3,173	1,386.79
2005	42,820	3,148	1,360.23
2006	42,998	3,150	1,365.02
2007	40,223	3,126	1,286.72

Source: Maryland DLLR

Information

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	9,521	262	3,633.97
2002	7,396	233	3,174.25
2003	6,833	219	3,120.09
2004	6,858	222	3,089.19
2005	5,554	210	2,644.76
2006	6,115	207	2,954.11
2007	6,014	220	2,733.64

Source: Maryland DLLR

Construction

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	12,135	854	1,420.96
2002	11,649	880	1,323.75
2003	11,530	894	1,289.71
2004	11,342	911	1,245.01
2005	11,167	914	1,221.77
2006	11,154	959	1,163.09
2007	11,060	986	1,121.70

Source: Maryland DLLR

Financial Activities

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	30,442	1,361	2,236.74
2002	28,786	1,355	2,124.43
2003	27,176	1,295	2,098.53
2004	25,134	1,301	1,931.90
2005	23,404	1,318	1,775.72
2006	22,594	1,345	1,679.85
2007	21,620	1,396	1,548.71

Source: Maryland DLLR

Other Services

	Average Annual Employment	Average Annual Number of Businesses	Average Employees per Business
2001	11,990	1,771	677.02
2002	11,964	1,757	680.93
2003	11,693	1,696	689.45
2004	11,291	1,680	672.08
2005	11,117	1,609	690.93
2006	11,099	1,623	683.86
2007	10,831	1,612	671.90

Source: Maryland DLLR

CBD Office Rental rates

Average office rental		
Year	Class A	Class B
2005	\$24 – 28/SF	\$18 – 21/SF
2006	\$25 – 30/SF	\$19 – 22/SF
2007	\$26 – 33/SF	\$19 – 23/SF

Source: Downtown Partnership

Labor Supply**Labor force participation of City residents**

Labor Force Participation for the Population 16-64				
	Employed	Unemployed	Not in Labor Force	Unemployment Rate per 1,000
2000	58.63%	7.15%	34.11%	10.86
2006	61.79%	7.53%	30.68%	10.97

Source: U.S Census Bureau

Percent of Population 16-19 That Is Employed

2003	19.77%
2004	24.11%
2005	25.94%
2006	23.63%
2007	24.10%

Source: U.S Census Bureau

Labor Force Participation for the Population 20-24*

	Employed	Unemployed
2003	64.02%	16.27%
2004	63.85%	15.13%
2005	65.64%	13.70%
2006	58.53%	13.51%
2007	56.00%	17.00%

Source: U.S Census Bureau

*Data does not sum to 100% because individuals in the armed forces and those not in the labor force are not included

Residents using One Stop Centers

Number of new registrants at One-stops in FY07 (July 1, 2007 - June 30, 2008)	18,080
-------------------------------------------------------------------------------	---------------

Ex-offender initiative placement

Number of ex-offender initiative - placements in FY05-FY07 (July 1, 2005 - June 30, 2008)	425
-------------------------------------------------------------------------------------------	------------

Students completing Career/Technical Ed program**Percent Students Who Complete Career/Technical Education Programs**

2003	10.20%
2004	10.80%
2005	8.80%
2006	5.60%
2007	6.60%

Source: Maryland Report Card

Access

Employers with Commuter choice

- Bike lanes and bike racks at employment centers
- Number of jobs within ½ mile radius of transit stations

Employers with Commuter Choice

- 111 Employers are in Baltimore City
- 63 Employers use pre-tax salary deductions
- 48 Employers pay completely for employee commuter benefits

Source: Baltimore City Transportation

“Transit mode share” and ridership for people who work in the City

Percentage of Workers Who Use
Public Transportation

2002	24.74%
2003	18.20%
2004	20.51%
2005	18.93%
2006	19.55%
2007	19.37%

Source: U.S Census Bureau

MTA Annual Ridership (Thousands of Riders)

	2001	2002	2003	2004	2005	2006	2007
Total Users	92,261	92,915	92,915	82,037	80,979	81,846	84,618
Bus	70,145	70,127	66,736	63,793	63,241	63,526	64,272
Metro	13,597	14,240	13,196	12,426	12,863	12,919	13,225
Light Rail	8,519	8,548	7,387	5,818	4,875	5,401	7,121

Source: Maryland MTA

MARC Annual Ridership (Thousands of Riders)

	2001	2002	2003	2004	2005	2006	2007
Total Users	5,735	6,063	6,336	6,727	6,884	7,275	7,505

Source: Maryland MTA

PLAY

Enhancement of Historical and Cultural Resources

Tourism Indicators

	Aug. 2007	Aug. 2008	YTD 2006	YTD 2007	YTD 2008	% chg, 2007- 2008
Room Nights Filled – Baltimore City	181,010	181,776	1,195,179	1,222,334	1,214,515	-0.6%
Occupancy Rate – Baltimore City	79.4%	69.9%	68.5%	68.4%	64.7%	-5.5%
Avg. Daily Rate – Baltimore City	\$165.31	\$165.98	\$152.73	\$160.29	\$159.21	-0.7%
Room Nights Filled – Inner Harbor	119,469	115,603	787,565	792,033	752,118	-5.0%
Occupancy Rate – Inner Harbor	82.2%	68.5%	69.1%	69.5%	64.7%	-7.0%
Avg. Daily Rate – Inner Harbor	\$175.90	\$178.87	\$164.61	\$172.63	\$172.11	-0.3%
Occupancy Rate – Baltimore Metro	75.4%	71.4%	67.7%	66.9%	63.0%	-5.8%
Avg. Daily Rate – Baltimore Metro	\$136.08	\$133.36	\$124.87	\$131.78	\$131.19	-0.4%
Hotel Room Tax Receipts ¹	\$1,932,000	\$1,807,000	\$14,103,000	\$14,387,000	\$13,759,000	-4.4%
Total BWI Marshall	1,022,048	935,052	7,042,246	7,076,483	7,060,669	-2.2%
International Arrivals	23,593	17,548	242,963	187,180	133,931	-28.4%
Domestic Arrivals ²	998,455	917,504	6,799,283	6,889,303	6,926,738	0.5%
Amtrak Arrivals	38,100	38,400	272,100	295,500	307,600	4.1%
Attendance At Select Area Venues ³	120,340	194,395	893,155	893,155	1,158,527	29.7%
Leisure & Hospitality Employment	28,200	28,000	27,000	28,200	28,000	-0.7%

Source: Baltimore Department of Finance; as of August, Maryland Aviation Administration; as of August, Smith Travel Research; as of August, Amtrak; as of August

4 select Baltimore attractions/cultural institutions
Bureau of Labor Statistics; as of August

¹ 7.5% city tax; unaudited. ² Excluding commuters; August data.
³ Four of eight venues routinely monitored by Sage reported data for both August 2007 and August 2008.
⁴ 5% state tax in 06/07 and 6% in 2008; 10 industries included in Leisure/Hospitality NAICS sector.
⁵ Reported monthly; 1985 = 100.

- Percentage of completed marked trail system throughout City’s heritage areas

Improve Entertainment Experiences (Nightlife, Retail, Recreation)

- Increase in number of mixed-use zones allowing outdoor seating and live music
- Increased in total retail square footage downtown
- Increase use of City’s recreational spaces and programs and social sports clubs

Improve the quality and use of City’s Natural Environment, Water Resources, and Open Space

- Increase in number of areas zoned as park/open space
- Increase in funding for parks (public and private)
- Improved water quality levels, reduced pollutants, increase in riparian buffer
- Increase in usage of bicycle/pedestrian trails and Inner Harbor Promenade

LEARN

Improve Public Schools and Library Facilities

- Increased number of library patrons
- Increase use of schools after hours
- Reduction in number of vacant/distressed schools, reduced utility costs

Higher Education

Enrollment at higher education institutions

Trends in Total Headcount Enrollment 1995 – 2005 (Baltimore City)		
Year	Baltimore City	CCBC
1995	5,970	22,754
1996	6,002	20,920
1997	5,926	19,883
1998	5,974	19,329
1999	5,905	18,807
2000	5,883	18,168
2001	6,268	18,898
2002	7,095	19,676
2003	7,299	20,025
2004	7,318	19,968
2005	7,160	19,622
1995- 2005	20%	-14%

Source: MHEC Enrollment Information

Maryland Independent Institutions

Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	1995- 2005
Persons	44,239	44,101	44,187	45,688	47,417	48,347	50,794	52,197	54,082	53,902	54,720	24%

Source: MHEC Enrollment Information System

Culture of Learning

- Increased number of school readiness programs and increased number of children participating in school readiness programs
- Increased number of people enrolled in job training programs
- Increased number of continuing education programs and number of people enrolling in these programs

Access

- Increased number of schools participating in transportation programs
- Increased transportation facilities including provisions for pedestrians and bicyclists
- Increased usage of public transit by students (elementary – higher education)