

A MESSAGE FROM MAYOR STEPHANIE RAWLINGS-BLAKE

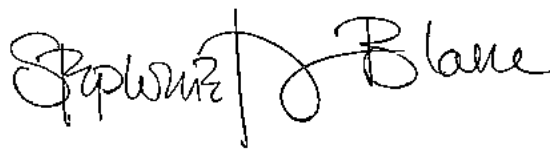
It is with great pleasure that I introduce the South Baltimore Gateway Master Plan and thank the Local Development Council, City agencies, citizens and stakeholder groups who contributed to this effort.

This Plan envisions thriving communities, business areas and open spaces ringing the Middle Branch of the Patapsco, from Cherry Hill, Lakeland, Mount Winans, Saint Paul and Westport on the south, to Carroll-Camden, Pigtown, Barre Circle, Ridgely's Delight and Otterbein on the north, to Sharp-Leadenhall, Federal Hill, Riverside, South Baltimore and Port Covington on the east. The strategies presented here will foster growth while strengthening these neighborhoods' unique identities and ensuring they are clean, safe and economically diverse.

The input and aspirations of community residents come through in the Plan's wide-ranging, but targeted strategies and recommendations, which will guide the area's development in the future. Like all Baltimore communities, residents of the South Baltimore Gateway area deserve state-of-the-art schools, effective public services, high-quality amenities and genuine opportunities in work, education, health and recreation. This Plan provides community leaders and City agencies the roadmap for achieving these goals.

With the annual Local Impact Grant funding, plus additional public and private-sector investment, this Plan gives us the opportunity to remake the South Baltimore Gateway area as a model of civic, residential and commercial development within the City and the region. Through our continued collaboration and steadfast dedication, I know that together we can make this Plan a reality as we continue to Grow Baltimore.

Sincerely,



Stephanie Rawlings-Blake
Mayor
City of Baltimore



SOUTH BALTIMORE GATEWAY MASTER PLAN

Baltimore City Department of Planning
417 E. Fayette Street, 8th Floor
Baltimore, MD 21202
410-396-PLAN

www.southbaltimoregatewaymasterplan.com
plan@baltimorecity.gov

Adopted by the Baltimore City Planning Commission October 29, 2015



Stephanie Rawlings-Blake
Mayor

**Baltimore Casino
Local Development
Council**



Thomas J. Stosur
Director

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Barre Circle, Carroll Camden, Cherry Hill, Federal Hill, Lakeland, Mount Winans, Otterbein, Pigtown/Washington Village, Ridgely's Delight, Riverside, South Baltimore, Sharp-Leadenhall, Saint Paul and Westport.

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City of Baltimore

Mayor Stephanie Rawlings-Blake

Kaliopé Parthemos, Chief of Staff

Colin Tarbert, Deputy Mayor

Office of Economic and Neighborhood Development

Ethan P. Cohen

Mackenzie Garvin

Leon Pinkett

Baltimore City Department of Planning

Thomas J. Stosur, Director

Theo Ngongang, Assistant Director

Brent Flickinger, Southern District Planner and Project Manager

Travis Pate, Demographer

Lyneisha Jackson, Intern

Working Group Leaders

Transportation, Infrastructure and Energy: Kyle Leggs, Martin French

Housing and Land Use: Tamara Woods, Alex Hoffman

Parks, Environment and Sustainability: Amy Gilder-Busatti, Sara Paraniham

Workforce, Education and Economic Development: Jill Lemke, Brent Flickinger

Public Safety, Sanitation and Code Enforcement: Brent Flickinger, Katie-Rose Imbriano

Health and Human Services, Recreation, Art, History and Culture: Carmen Morosan, Eric Holcomb

Baltimore Development Corporation

William H. Cole, President and CEO

Kimberly Clark, Executive Vice President

Larysa A. Salamacha, Managing Director Business Development

Patrick Terranova, South Team Director

Local Development Council (current and former members)

Chair: Sen. Bill Ferguson

Vice Chair: Rev. Dr. Alvin Gwynn Jr., Leadenhall Baptist Church

Del. Luke Clippinger, City Councilmember Eric Costello, City Councilmember Edward Reisinger, Keisha Allen, James Alston, Chad Barnhill, Leonard Bush, Andrew Gervase, Samuel Himmelrich, Corwin Jones, Amy Mutch, Nina Nescio, Richard Parker, Bill Reuter, Garrett Schiche, Matt Tary, Wayne Vance, Beth Whitmer and Justin Wilde

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Mayor's Office of Emergency Management
Mayor's Office of Employment Development
Mayor's Office of Human Services
Mayor's Office of Information Technology

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TABLE OF CONTENTS

1 SECTION 1 Introduction

11 SECTION 2 Planning Process

19 SECTION 3 History of the Area

31 SECTION 4 Existing Conditions

49 SECTION 5 Goals, Strategies and Recommendations

139 SECTION 6 Investing in Local Communities

155 SECTION 7 Plan Implementation

169 Appendices

Appendix 1: *Overview of Planning Process Meetings*

Appendix 2: *SWOT Analyses: Strengths, Weaknesses, Opportunities and Threats; Summary of Public Input: Visioning and Prioritization Session*

Appendix 3: *Baltimore Casino LDC Operating Procedures*

Appendix 4: *Potential Funding Sources*

Appendix 5: *List of Maps*



Guiding Principles

Transformative Initiatives for the South Baltimore Gateway Area

The Opportunity at Hand

SOUTH BALTIMORE GATEWAY AREA NEIGHBORHOODS

Barre Circle

Carroll Camden Industrial Area

Cherry Hill

Federal Hill

Lakeland

Mount Winans

Otterbein

Pigtown/Washington Village

Ridgely's Delight

Riverside

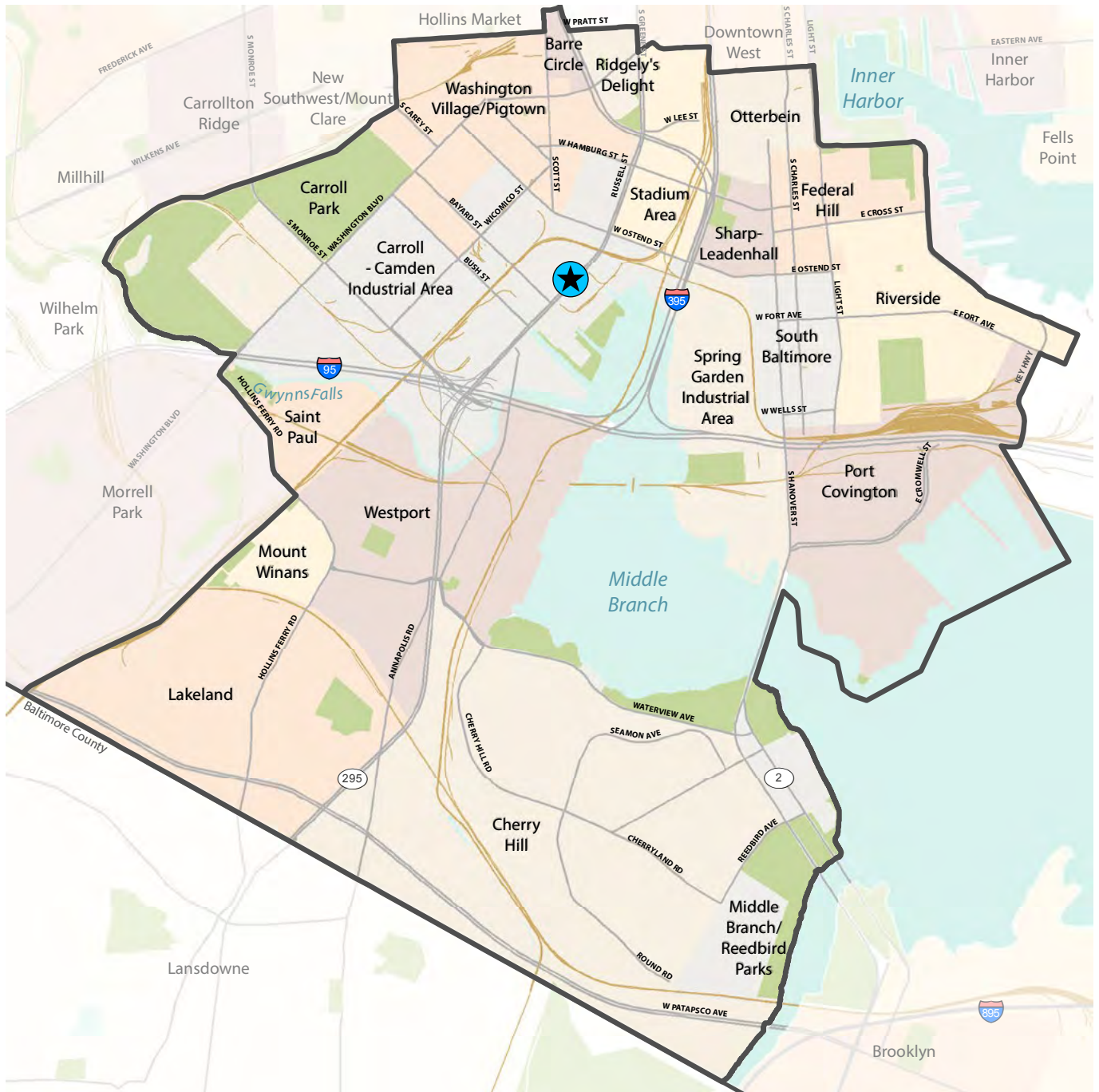
South Baltimore Neighborhood

Sharp-Leadenhall







Saint Paul

Westport

MAP 1



South Baltimore Gateway Neighborhoods

-  Casino
-  South Baltimore Gateway Boundary
-  Major Roads
-  Railroad
-  Park
-  Water

October 29, 2015

INTRODUCTION

The South Baltimore Gateway Master Plan (the Plan), carefully examines the challenges and rich potential of a large and diverse section of Baltimore City that includes more than a dozen distinct neighborhoods, extensive waterfront and three industrial areas. It outlines strategies for fostering a community that is economically strong and offers all residents the chance to live healthy lives and build vibrant futures. The Plan provides guidance on a wide array of issues – from increasing homeownership and improving transportation to achieving cleaner streets and garnering more resources for arts and culture.

Residents of South Baltimore have worked with the Baltimore City Department of Planning over the past two years to envision and plan for a brighter future for their communities. They came together to assess their neighborhoods' strengths and opportunities and think big about changes that will foster economic growth and healthier, more fulfilling lives for residents.

While the area is diverse, over and over again, participants focused on similar themes related to improving quality-of-life, such as taking advantage of the Middle Branch waterfront; developing more engaging recreational and entertainment opportunities; improving pedestrian, bicycle and transit access; and strengthening educational programs.

Residents raised a range of concerns about their communities from the small-scale, such as a lack of adequate signage around a transit stop, to the big-picture—a shortage of family-supporting jobs. And they voiced support for the steps needed to bring new resources, energy and opportunities to their neighborhoods and to area as a whole. While the Plan focuses on improving the lives of

people already living in the area, it also seeks to create an environment that will attract new residents and development.

The genesis for this planning process was the development of the Horseshoe Casino, which opened in 2014 on Russell Street just south of M&T Bank Stadium. The state law that authorized casino gaming calls for a portion of gambling revenues to directly benefit the surrounding communities in the form of Local Impact Grant funds.

Under that law, these funds may support “infrastructure investments, facilities, public safety, sanitation, economic and community development, including housing, and other public services and investments.” Within the City of Baltimore, the South Baltimore Gateway Area is the geographic area designated to receive Local Impact Grant funds.

Used effectively, this new funding source will help to strengthen communities in South

A Vision for the South Baltimore Gateway Area

A thriving South Baltimore Gateway area benefits from investments that foster growth and strengthen its neighborhoods' distinctive identities, while ensuring they are clean, safe and economically viable. The area has state-of-the-art schools, effective public services and attractive amenities. Residents are healthy, happy and have access to opportunities for high-quality education and meaningful work at family-supporting wages.

Baltimore by supplementing, not replacing, what is available for community services and development initiatives through existing City resources. City and community leaders envision this new revenue as leveraging other funding sources to help realize the goals outlined within the Plan.

The Baltimore Casino Local Development Council (LDC) is the official advisory body of community representatives, businesses and institutions tasked with advising the Mayor on how Local Impact Grant funds should be spent. This Plan will guide the work of the LDC and City agencies in allocating and leveraging Local Impact Grant funding on an annual basis and over the long term.

REGIONAL CONTEXT

The study area is located amid the Northeast Corridor, close to Washington, D.C., Annapolis and Philadelphia to the northeast, and has excellent access to transportation. Both I-95 and the Baltimore-Washington Parkway bisect the area (along with the I-395 spur) and Russell Street is a major access road in and out of downtown.

The Baltimore Light Rail line, which connects the city with Baltimore and Anne Arundel counties, serves neighborhoods in the area. The commuter MARC rail line, with direct access to Washington, D.C.'s Union Station, has stops in the SBG Area –both providing access to employers. Map 2 shows the planning area in relation to the Baltimore-Washington region.

The Baltimore-Washington Parkway (MD-295) corridor is close to major employment centers and bisects Baltimore, Anne Arundel, Howard and Prince George's counties, which offer regional housing choices. In envisioning a new South Baltimore, the SBG Area could absorb a portion of the regional housing market, just as areas in downtown and in Central Baltimore do.

The chart below compares key U.S. Census data for the jurisdictions along I-95 and MD-295 between Baltimore City and Washington, D.C. For example, the Mean Travel to Work time is consistent across the counties, but the median home value is much lower in Baltimore City. Though not noted, home sales prices in certain parts of Baltimore City are likely much more affordable for those working in job centers along the corridor.

Jurisdiction	Population (2014 Estimate)	Mean Travel Time to Work (minutes ages 16+ 2009-2013)	Homeownership Rate (2009- 2013)	Median Value of Owner Occupied Housing Unit (2009-2013)	Median Household Income (2009-2013)	Private Non-Farm Employment (2013)
Baltimore City	622,793	30.1	48.30%	\$157,900	\$41,385	284,084
Baltimore County	826,925	28.8	66.50%	\$253,300	\$66,486	310,635
Anne Arundel County	560,133	29.8	74.20%	\$340,000	\$87,430	220,926
Howard County	309,284	30.6	73.90%	\$428,100	\$109,865	165,518
Prince George's County	904,430	35.8	62.50%	\$269,800	\$73,623	243,260
District of Columbia	658,893	29.7	42.10%	\$445,200	\$65,830	491,130

As the South Baltimore Gateway Area is reimagined, parcels and existing structures in such neighborhoods as Cherry Hill and Westport have the potential for redevelopment. The SBG Area has good access to jobs in Baltimore City as well as other job centers in the counties between Baltimore and Washington, D.C. The combination of lower housing prices and proximity would allow people to live more affordably in the SBG Area and commute more easily to these other jurisdictions.

This plan identifies key potential redevelopment sites, and makes a range of recommendations related to connectivity and quality of life that will can spur new housing for a range of income levels in the SBG Area. This will help the city better compete in the regional housing market, attract new residents and improve the quality of life for current residents.

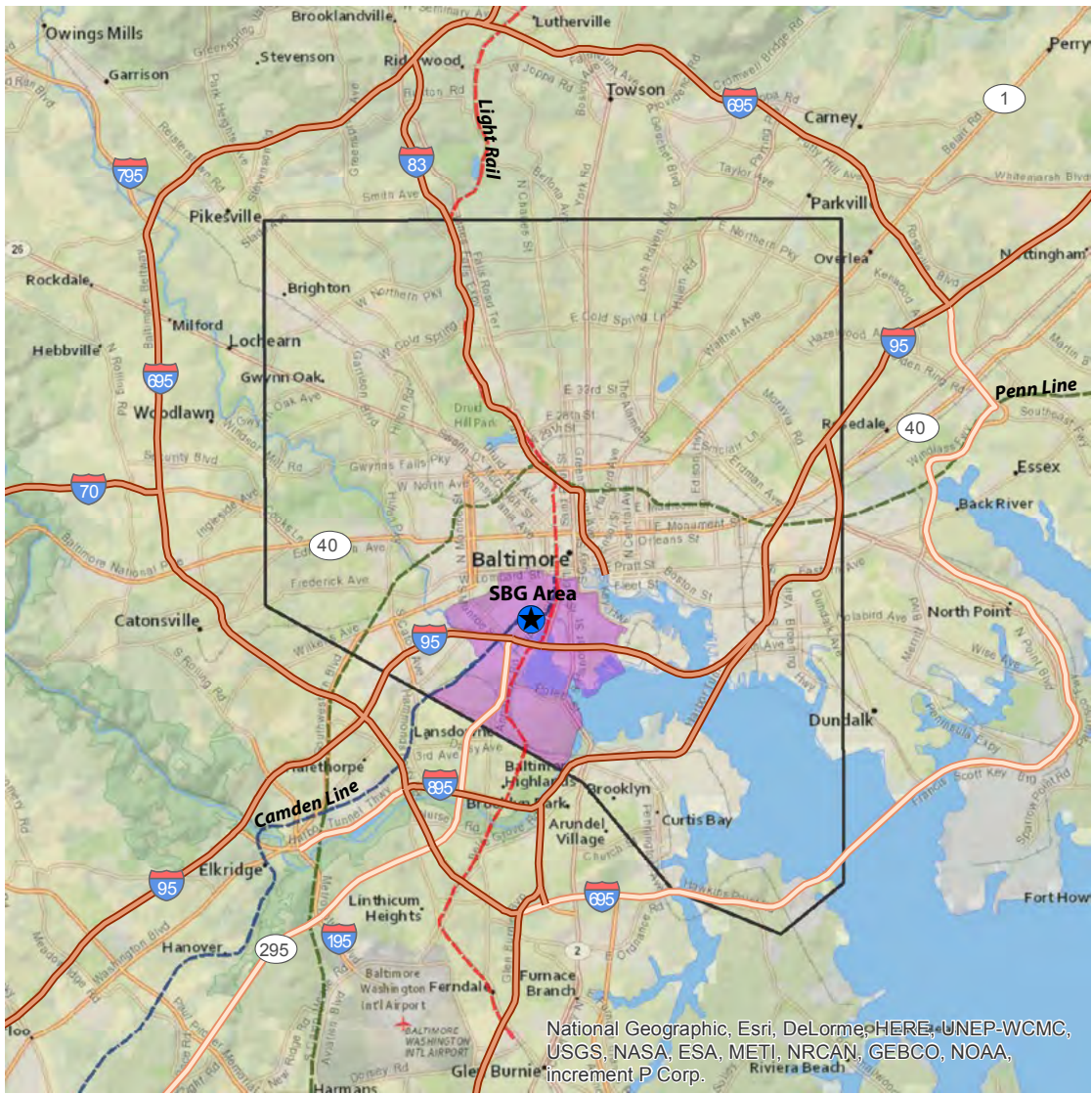
In June 2015, the Opportunity Collaborative in conjunction with the Baltimore Metropolitan Council released the Baltimore

Regional Plan for Sustainable Development (http://www.opportunitycollaborative.org/assets/RPSD_Final_June_2015.pdf?ae56d8). The plan’s goal was to connect “housing, transportation and workforce development strategies to identify crosscutting responses to the challenges created by regional disparities.” That plan’s analysis and recommendations for connectivity and workforce development provide key insights into redeveloping the SBG Area.

This plan identifies key potential redevelopment sites, and makes a range of recommendations related to connectivity and quality of life that will can spur new housing for a range of income levels in the SBG Area. This will help the city better compete in the regional housing market, attract new residents and improve the quality of life for current residents.



MAP 2



The SBG Area's Location in the Baltimore Region

-  Casino
-  Master Plan Area
-  City Boundary



October 29, 2015

GUIDING PRINCIPLES

The development of this Plan brought together hundreds of residents and other community stakeholders, working hand-in-hand with personnel from the Baltimore City Department of Planning and other City agencies to assess the area's needs and develop recommendations. The process led to the development of five guiding principles for any new investments in the South Baltimore Gateway area:

- **Transparency:** City government will keep the communities informed and provide opportunities for input in the planning for appropriation of Local Impact Grant funds within the planning area.
- **Collaboration:** City government will coordinate investments with internal and external stakeholders to ensure shared goals are met.
- **Sustainability:** Investments will be socially, economically and environmentally sustainable over the long term and will be resilient to fluctuations from outside influences.
- **Innovation:** Investments will support the latest technologies and best practices over the long term and will be resilient to fluctuations due to outside influences.
- **Sense of Place:** Projects will support and enhance those community characteristics that make South Baltimore's neighborhoods attractive and unique.

TRANSFORMATIVE INITIATIVES FOR THE SOUTH BALTIMORE GATEWAY AREA

Among its list of more than 100 recommendations, the Plan recommends that the City place a high priority on 15 key investments that have the potential to transform the area while aligning with the guiding principles above:

- **Expanded trail networks** around the Middle Branch, connecting the Gwynns Falls Trail, Waterfront Promenade and Jones Falls Trail.
- **A world-class waterfront park system** that offers engaging programs and provides access to high-quality open space and ecologically rich habitat areas.
- **Clean water in the Middle Branch** allowing for swimming and fishing at local beaches.
- **A Community Benefits District or other non-profit organization** to oversee and manage programs that support local neighborhoods with events, sanitation and security services.
- **Expanded and coordinated arts, cultural and historical institutions and programs**, including state-of-the-art public libraries.
- **Local business support networks and resources** that provide financing and technical assistance for business start-ups and expansions.

The Plan offers both a sweeping 20-year vision for the SBG Area as well as a detailed set of recommendations for short-, medium-, and long-term actions.

- **Transformative redevelopment** along Russell and Warner Streets creating an entertainment district with restaurants, hotels and shopping near the Horseshoe Casino and sports stadiums.
- **Programs and incentives to spur reinvestment and redevelopment** of vacant or under-utilized properties.
- **Transit-oriented development offering housing, retail and employment opportunities** around Light Rail stations in Westport and Cherry Hill.
- **An upgraded Carroll Park and connections across the B&O Railroad tracks**, consistent with the Southwest Partnership Vision Plan.
- **Increased transit options** to connect isolated neighborhoods to one another and afford residents better access to services and opportunities.
- **Complete Streets that are safer and better accommodate all users of the roadways**, especially pedestrians and cyclists.
- **Increased police and fire resources** to improve emergency response times and ensure public safety.
- **Fiber optic networks** providing free or low-cost Internet access to all properties within the area.
- **Improved school readiness and achievement for all children**, especially those from disadvantaged families.

THE OPPORTUNITY AT HAND

This Plan provides a blueprint for making the communities of South Baltimore better places to live, work, recreate and invest. It offers a sweeping 20-year vision for the SBG Area as well as a detailed set of recommendations for short-, medium- and long-term actions. Some of the issues and strategies developed here are relevant to the SBG Area as a whole, while others are focused on individual neighborhoods, and still others must be addressed as part of citywide efforts.

The Plan's multi-pronged approach—the result of extensive input from residents and other stakeholders—is a guide for the City and local communities to bring unprecedented vitality to the SBG Area by directing new resources to the issues and areas that need them. With the availability of annual Local Impact Grant funding, coupled with public and private-sector investment, the adoption of this Plan affords the City and communities the opportunity to remake the SBG Area as a hub of civic, residential and commercial growth that will be a model for Baltimore and the region.





PLANNING PROCESS

Plan Development

Building on Previous Plans



DEVELOPING THE VISION

Over the course of 18 months, beginning in September 2013, the Department of Planning engaged other City agencies, residents, businesses, non-profits and institutional partners to assess existing conditions in the South Baltimore Gateway Area and to create goals and strategies for the area's growth over next 20 years.

The work began with Planning staff convening City agencies to develop an overview of the area's needs and current level of public services. Next, through meetings with residents and other stakeholders, Planning compiled an inventory of the community's resources and concerns, which included a "SWOT" analysis of strengths, weaknesses, opportunities and threats, (Appendix 2) that led to a listing of overall needs; short-, medium- and long-term priorities; and preliminary recommendations.

During this phase, Planning created six work groups to focus on different topic areas. Planning staff served as facilitators for each of the work groups, comprised of residents, businesses, agency representatives and members of the Local Development Council (LDC), which formed in early 2014. Each of the six work groups developed a report that established key issues, opportunities and recommendations in their topic areas. Those reports guided the development of the first Spending Plan for Fiscal Year 2015 Local Impact Grant funds and provided the foundation for the Master Plan's goals, strategies, and recommendations.

The work groups' reports are found on the Plan's website at:
www.southbaltimoregatewaymasterplan.com

Building on Previous Plans

Over the past 13 years, seven adopted plans have addressed issues in parts of the South Baltimore Gateway area:

The Middle Branch Master Plan (2007) details a strategy for conserving and enhancing the environment and open space along the Middle Branch. The **Middle Branch Transportation Plan** (2011) identifies ways that development projects can use traffic-mitigation funds to address site-specific improvements and support larger transportation projects in the area.

The Key Highway Waterfront Plan (2008) was created to guide future waterfront development and calls for preserving view corridors and water access while allowing for high-density buildings along this artery.

The **Sharp-Leadenhall Master Plan** (2004) and the **Westport-Mount Winans-Lakeland Master Plan** (2005) address zoning and physical development in those communities. The **Cherry Hill Master Plan** (2008) makes comprehensive recommendations on a range of issues. The **Carroll Camden Urban Renewal Plan** (2002) offers a blueprint for renewing that industrial area.

All of these plans include recommendations applicable to areas of the SBG Area. The most relevant of the recommendations in these documents have been reevaluated and included in this plan in the appropriate sections.

These plans may be accessed at:
<http://archive.baltimorecity.gov/Government/AgenciesDepartments/Planning/MasterPlansMapsPublications.aspx>

Planning Work Groups

The planning team created six work groups to focus on key areas; each work group developed a general vision statement:

Housing and Land Use

To improve the quality of neighborhood amenities and infrastructure that will help make individual vacant and underutilized parcels more marketable for future development. At the same time, pursue opportunities for larger-scale redevelopment initiatives. These activities should support and stimulate economic development opportunities for retail and jobs because of increased marketability and population.

Education, Workforce and Economic Development

To find education, workforce and economic development solutions that better connect area citizens from all neighborhoods and backgrounds to existing and future opportunities to grow personal and community wealth, ultimately resulting in an improved quality of life for all.

Health, Human Services, Art, History and Culture

To create complete and self-determining communities with identifiable centers that provide all essential health, recreational, historical and cultural services that support and enrich the physical and mental well-being of all residents.

Parks, Environment and Sustainability

To promote green, healthy and sustainable neighborhoods with tree-lined streets and trails, great parks and open spaces, and a clean and accessible Middle Branch that can be a recreational and environmental amenity for the surrounding neighborhoods and the city at large.

Public Safety, Sanitation and Code Enforcement

To ensure that safety and cleanliness are interwoven. A poorly maintained neighborhood is often a magnet for crime, abandonment, rodent infestation and fire-related incidents. Therefore, residents, businesses, and City agencies must work together to coordinate addressing vacancies, sanitation problems, and public safety concerns.

Transportation, Infrastructure and Energy

To improve transportation access throughout the Master Plan area, create a sustainable comprehensive multimodal strategy, and improve water and wastewater and other subsurface infrastructure throughout the Master Plan area. To create a sustainable and environmentally healthy community. In all future projects, to prioritize energy efficiency and the development of clean, renewable energy sources.

DEVELOPING THE GOALS, STRATEGIES AND RECOMMENATIONS

The second phase of work on the Master Plan began with Planning staff and their consultants, led by McCormick Taylor, conducting an in-depth review of the work groups' reports, identifying common themes, conflicts and policy implications. They identified overarching issues and presented their analysis to the work groups and wider public through community input sessions. These meetings gave residents and other stakeholders not previously involved a chance to contribute their ideas and concerns.

Following these sessions, the Planning Team continued to refine the common themes and issues and developed recommendations for actions that would support these goals. Leaders of the work groups and members of the Planning Team met with agency representatives to evaluate the draft recommendations to ensure they aligned with the agencies' missions and objectives and would be achievable over the long term.

Based on feedback from agencies, recommendations were adjusted, added or deleted to ensure that the final list of actions could be fully supported by the City and would provide realistic opportunities for success within the SBG Area.

The consultants also developed language to organize the community's myriad aspirations and actions into a hierarchy of "goals, strategies and recommendations," which make up the body of this Plan. The goals expand on the topic areas of the original working groups. Both the strategies and the recommendations, specific action-steps that emerged through this process, were sorted and grouped under the appropriate goals.

Through continued dialogue with the LDC, the Planning Team refined the language of the goals into the following nine, which are described in detail in Section 5. That process also served to identify appropriate timeframes and lead entities to move each recommendation forward.

GOAL I. Transportation Connectivity: Increase and improve multi-modal transportation connections, access, safety and mobility.

GOAL II. Environmental Sustainability: Make neighborhoods greener, cleaner and healthier.

GOAL III. Safety: Promote public safety through enhanced crime prevention efforts and improved emergency response.

GOAL IV. Community Development and Revitalization: Improve the quality of neighborhoods to increase the marketability of properties to promote investment.

GOAL V. Economic Growth: Improve and expand economic well-being throughout the area with support for businesses, workforce development and job creation.

GOAL VI. Education: Ensure that all people in the area have equitable access to a quality education.

GOAL VII. Health and Wellness: Ensure that all people in the area have equitable opportunities to lead healthy lives.

GOAL VIII. Quality of Life: Support recreational and cultural initiatives that improve the lives of residents, workers and visitors.

GOAL IX. Infrastructure: Maintain and expand a public infrastructure network promoting growth and safety.

NEXT STEPS

With its release to the public and adoption by the Planning Commission in the fall of 2015, the Master Plan becomes the governing document for City policies and spending priorities in the South Baltimore Gateway Area for years to come.

As the Master Plan moved towards this final version, the LDC and the Administration began identifying which recommendations

should be incorporated into a Multi-Year Spending Plan for Local Impact Grant funds. Other initiatives are underway, yet could benefit from attention by community groups to ensure that actions by City agencies and other partners fulfill the potential for leverage and synergy captured in this plan. The Implementation Matrix in the last section of this document is a tool for communities, the LDC and elected officials to monitor this process and track its progress.







SECTION 3

HISTORY

Pigtown/Washington Village

Barre Circle

Ridgely's Delight

Carroll Camden Industrial Area

Otterbein and Sharp-Leadenhall

Federal Hill and Federal Hill South

Riverside/Port Covington

Westport

Mount Winans

Cherry Hill

Lakeland



HISTORY

When Baltimore – then known as Baltimore Town – was first laid out with 60 one-acre lots in 1729, its borders did not include the land now part of the South Baltimore Gateway planning area. That area was settled and developed over the next two centuries as the city’s population soared, driven largely by its maritime industry, railroads and manufacturing.

Development in the area was first spurred by the creation of the Baltimore Company Ironworks in the early 1700s by the Carroll family. By the 1730s, an iron furnace and sawmill were constructed near where the Gwynns Falls emptied into the Middle Branch, near the location of the Horseshoe Casino. Approximately 100 workers tended to the iron furnace, including 46 slaves. The slaves became highly skilled ironworkers and many were able to gain their freedom and went on to form the foundation of Baltimore’s free black community.

The Mount Clare mansion, now located in Carroll Park, is Baltimore’s oldest standing structure, built in the mid-1750s on the Carroll family’s 800-acre plantation

From that beginning, the area’s commerce and manufacturing expanded rapidly over many decades, and the population soared, attracting a diverse population that included generations of workers for the city’s booming industry. Neighborhoods emerged, each with its own character. Baltimore was one of the nation’s prime economic engines, and the people and businesses of South Baltimore helped fuel its momentum.

Economic growth and population expansion continued in South Baltimore for well over a century. But like many other urban centers, the area began to decline in the 1950s, as manufacturers and other industrial employers closed their doors and residents

moved to the suburbs. New highway construction created physical barriers in the area and divided some neighborhoods, and the number of public housing units grew in some areas.

An important turning point came in the 1970s when Baltimore launched an urban renewal effort to rehabilitate hundreds of houses that were condemned for a highway planned to be built in South Baltimore. The majority of these houses were owned and occupied by African Americans whose families lived in the area since the late 18th century.

Each neighborhood in the SBG Area has its distinct history and significance. Together, the evolution of these neighborhoods tells the rich story of Baltimore’s early development into a major urban center for industry and commerce.

It’s a story that parallels the development of the early United States, and one that deserves to be told to and appreciated by a wide audience. This chapter provides a brief historical sketch of these diverse communities.

PIGTOWN/WASHINGTON VILLAGE

The area known to some as Pigtown and others as Washington Village was originally part of the Mount Clare estate owned by Charles Carroll and was the site of an iron foundry and other manufacturing during the late 18th Century. The area began to grow along with the Baltimore and Ohio (B&O) Railroad, which opened Mount Clare Station along Pratt Street, the first passenger and freight railroad station in the country when it was established in 1830. Today, the site is a National Historic Landmark and the home of the B&O Railroad Museum.



B&O Roundhouse, built in 1884

In the 1870s, the area became home to the city's gas works that provided outdoor and later indoor lighting. The former Chesapeake Gas Company office is located at 1415 Bayard St.

The neighborhood became known as Pigtown because of the animals – especially pigs – that were offloaded from the trains and herded through the streets to local butchers. Large stockyards stabled pigs, cattle and sheep that were shipped across the country. Tanning, soap, and hair and bristle factories also were located nearby.

In the 1950s, many industries in the area closed, and the neighborhood suffered. Beginning in the 1970s, there was a push to revitalize the community, at which point the neighborhood was rebranded as Washington Village, named after Washington Boulevard, the main commercial street. The neighborhood features mainly smaller brick rowhouses and some larger homes built in the 19th Century.

BARRE CIRCLE

Barre Circle was developed in the mid-19th Century to house workers associated with the nearby B&O Railroad, the Hayward & Bartlett Company, Winans Locomotive Works

and other industries. The neighborhood of approximately 200 homes still retains its original street plan as laid out in the Poppleton survey in 1823, and the neighborhood developed rapidly beginning in the 1840s.

Barre Circle is striking in its architectural homogeneity; the entirely residential neighborhood is made up of two-story brick rowhouses. Unlike surrounding neighborhoods, which had a variety of housing options, Barre Circle instead exclusively housed the working class. Skilled craftsmen typically lived on the main streets, and semi-skilled laborers and free African Americans lived on the alley streets. Most residents were white American-born descendants of British or German origins, many of whom were Catholic.

As industry declined and highways were constructed nearby, the neighborhood lost population.

The City's "dollar home" program led to more than 75 percent of the homes in the neighborhood being rehabbed, stabilizing an area that today is thriving.

RIDGELY'S DELIGHT

Ridgely's Delight is a wedge-shaped neighborhood south of Pratt Street and just west of Russell Street that was originally home to the estate of Charles Ridgely. The neighborhood used to be larger, but its edges were lost to road construction and development downtown, although the current streets have not changed from when they were laid out in 1823.

The majority of the neighborhood was developed between 1816 and 1875, and today the neighborhood features a variety of architectural styles popular during that

time, ranging from Federal to Italianate and Second Empire. It is largely a rowhouse neighborhood, but there are some commercial and industrial structures. Its development was fueled by the University of Maryland Medical School to the north and industrial developments to the west, including the B&O Railroad, Winans Locomotive Works and the Hayward & Bartlett Company.

Historically the neighborhood had a mix of working-, middle-, and upper-class residents and was a prosperous neighborhood through the early 20th Century. As industry declined and highways were constructed nearby, the neighborhood lost population. The City's homesteading program helped stabilize the neighborhood, which today is highly-sought after.

Home of the Babe

The neighborhood of Ridgely's Delight's most famous son is baseball legend George Herman "Babe" Ruth, whose birthplace in the neighborhood is now a museum.

CARROLL CAMDEN INDUSTRIAL AREA

The Carroll Camden Industrial Area, while zoned for industry, is a mix of industrial, commercial, civic and residential buildings. Historically called Spring Gardens, this area has industrial buildings as well as rowhouses and an early 20th Century fire station.

One Carroll Camden building is listed on the National Register of Historic Places: the Equitable Gas Works building, at 1401 Severn Street, a brick late 19th Century gas factory complex. This building is significant for its architecture and for its role in the 19th Century natural gas manufacturing

and distribution. Baltimore was the first city in the country to implement gas lighting in 1816, and the Carroll Camden area is home to several buildings related to the gas industry, including the Chesapeake Gas Company Generator and Retort House at 1226 Wicomico Street.

OTTERBEIN AND SHARP-LEADENHALL

Two of the earliest neighborhoods in Baltimore are Otterbein and Sharp-Leadenhall. Otterbein originally centered on the Otterbein Church (1785) at Conway and Sharp Streets, and extended from Pratt Street to Lee Street, bounded roughly by Howard and Hanover streets. The history of this neighborhood is tied to that of its neighboring community to the south, Sharp-Leadenhall.

Early residents of these areas were economically diverse, ranging from prosperous citizens who occupied the houses on the main streets to artisans, laborers and free blacks who lived in more modest houses on the alleys and block interiors. The Otterbein area especially contained a high percentage of black residents.

This settlement pattern spread southward



Bevan Street, Sharp-Leadenhall

into the Sharp-Leadenhall area during the mid-19th Century and remains in place today. The Ebenezer African Methodist Episcopal Church at 20 West Montgomery Street is one of the oldest black congregations in Baltimore – dating to 1816 – and has been a bulwark of the community for more than 100 years.

In the late 18th Century and early 19th Century, the city's population grew quickly, as did its African American population. Free African Americans settled throughout the city, but some of Baltimore's most influential African American institutions emerged along Sharp Street, spanning a stretch from what is now downtown to the current-day Sharp-Leadenhall. In 1797, the Baltimore Abolitionist Society opened the African Academy of Baltimore at Sharp and Pratt streets, the first African American school in the South, which was soon taken over by the Sharp Street Methodist church, an African-American congregation. The school and the presence of numerous churches leading the abolitionist cause drew many African

Americans to the area. By 1857, more than 300 African American families lived in South Baltimore, most of them in an area bounded by Hanover, Cross and Eutaw Streets.

Many 19th Century residents worked as grain measurers and brick makers, sailors and oystermen, or in any number of other industrial jobs. Between 1828 and 1852, railroads began to amass property on the western boundary of Sharp-Leadenhall, leading to the construction of the B&O Railroad tracks between Howard and Eutaw Streets and the building of Camden Station on the area's western edge.

Many African Americans were relocated into the current Sharp-Leadenhall to make room for new infrastructure. By 1890, the Sharp-Leadenhall and Otterbein areas had a population of 4,461 – 2,119 whites and 2,342 African Americans.



Cross Street Market

German Immigration

South Baltimore's early settlers were mostly German, with immigration from Germany beginning around 1817 and peaking around 1848. In 1870, 62 percent of Baltimore's foreign-born population was German. The area was home to several beer gardens and breweries, and a portion of Carroll Park became a Schuetzen Park, or German shooting club with a beer garden. Later waves of immigration brought other cultural groups to South Baltimore, largely eastern Europeans.

In 1907, a report on housing conditions and poverty identified the Otterbein area as an overcrowded slum with high mortality rates. Local officials responded in several ways, including building a comprehensive sewer system and developing a citywide park system that included Swan and Latrobe parks in South Baltimore. The City also began separating residences, businesses and industry in an early version of today's zoning code. Over time, the City made Sharp-Leadenhall an industrial area, attracting industry and driving out residents.

After World War II, the construction of I-395 fueled the deterioration of the neighborhood, as hundreds of African American families were forced to relocate. As other projects occurred between 1968 and 1974, approximately 620 families were relocated, more than 80 percent of whom were African Americans. Sharp-Leadenhall residents responded to these tumultuous times with extraordinary efforts. Local resident Mildred Mae Moon helped squelch a proposed new highway that would have demolished buildings throughout south and southeast Baltimore, and she helped secure federal funds to build a 77-unit senior

housing project and 100 townhomes. In April 1993, the Hamburg Street Bridge on Sharp-Leadenhall's western border was dedicated to Mildred Mae Moon.

Like others in the area, the Otterbein neighborhood participated in the "dollar home" program in the 1970s.

FEDERAL HILL AND FEDERAL HILL SOUTH

Federal Hill began to develop in the early 1800s along a steep slope facing the harbor. An observatory on the hill was used to signal the docks that ships were coming up the Patapsco River. At the foot of Federal Hill was the Amelung Glass Works, one of the earliest glass factories established in the country, founded in 1800. The hill itself was mined by tunneling for sand and clay. By 1816, when the City annexed the entire South Baltimore peninsula, the neighborhood now known as Federal Hill had begun to develop and was beginning to merge with the neighborhoods of Otterbein and Sharp-Leadenhall.

Neighborhoods within the area were inhabited by immigrant populations that settled the area to work in the nearby waterfront industries. Many early residents have descendants still living in the area; often the same family has occupied a particular property for five generations.

While Federal Hill, like other areas of South Baltimore, lost population after World War II, today it is one of the city's most sought-after urban neighborhoods.



Port Covington area, circa 1926

RIVERSIDE/PORT COVINGTON

Located south of Federal Hill, Riverside developed in the second half of the 19th Century when the B&O Railroad constructed a line across South Baltimore, from its trunk line in West Baltimore to Locust Point. The track ran along Ostend, Race and Wells streets and sparked the development of the Locust Point marine terminal. The terminal rapidly became a major depot for shipment of coal, grain and other commodities and served as a major immigration point. Shortly after the B&O line was constructed, Western Maryland Railroad established a similar line down to the water at the foot of Covington Street. The growth of the railroad led to the rapid development of the area today known as Riverside.

South of Randall Street, the City established Riverside Park, which includes the site of the Circular Battery, an earthworks erected during the War of 1812. Nearby residences are generally two-story rowhouses built for mechanics and laborers who worked in the area.

The southern shore became a major location for packing and canning factories, and became the site of a coal tar works and chemical works (both on Race Street below the gasworks). By around 1910, the development of South Baltimore north of Wells Street was virtually completed. The new blocks had housing that was more modern and sanitary than in much of South Baltimore.

WESTPORT

Westport is a self-contained community on the northern shore of the Middle Branch. In the 1800s, it was the site of an iron works, but it didn't develop into a large settlement until Maryland-born children of German immigrants arrived and it became a working-class industrial neighborhood at the turn of the 20th Century. The Carr-Lowrey Glass Company built a glass manufacturing plant on the shores of the Middle Branch in 1889, followed by construction of the Baltimore Novelty Steam Boiler Works and the Westport Power Plant.

Westport was a stable settlement characterized by longtime residents well into the mid-20th Century. In addition to the German-American core, Westport gained new residents from other states and immigrants from other countries as the Carr-Lowrey Glass Works expanded and intensive residential development took place. The community was one of the most racially diverse neighborhoods in South Baltimore, with the residential area centered on Annapolis Road and adjoining the Mount Winans community.

Westport is home to the oldest African American cemeteries in Baltimore, Mount Auburn Cemetery, established in 1872 as the "City of the Dead for Colored People" by the Reverend James Peck, pastor of Sharp Street African Methodist Episcopal Church.

Westport has long served as a convenient transportation crossroads. The Annapolis Short Line Railway and the Washington, Baltimore, and Annapolis Electric Railway ran through the community, and the Western Maryland Railroad constructed a line through Westport and across the Middle Branch to Port Covington. In the mid-20th Century, the six-lane MD 295 was constructed through Westport, destroying a large swath

of the neighborhood and splitting it in two. Public housing projects constructed in the 1950s also altered the community. Industries along the waterfront declined and ultimately abandoned their plants. While Westport's economic vitality declined over several decades, it today retains a distinct community identity.

Westport can claim its share of famous sons, including baseball Hall of Famer Al Kaline and noted movie theater historian Robert K. Headley.

MOUNT WINANS

Mount Winans was originally referred to as "Hull's Village" and "Hullsville" after Charles J. Hull, who purchased this 50-acre tract in 1872. Hull developed a community of modest single-family and duplex homes for laborers who worked at nearby businesses including the B&O Railroad, stockyards and glassworks. In 1877, the B&O Railroad



Baseball Hall-of-Famer Leon Day lived in Mount Winans.

established Mount Winans Station, a passenger northwest of Hollins Ferry Road. It appears that this community was developed for African Americans and had both a post office and a “colored” school by the end of the 19th Century.

By the 1940s, the community was referred to exclusively as Mount Winans. In the 1940s,



Houses built by prominent African-American resident Charles Parker in Mount Winans

Mount Winans, along with Cherry Hill, was designated as a federal housing site for African American workers, and 140 public housing building units were constructed during World War II. The neighborhood began declining in the 1950s, like its surrounding neighborhoods, with loss of local industry and the closing of Mount Winans Station.

The neighborhood underwent urban renewal efforts in the 1960s and 1980s, both of which largely focused on renovating the 1940s-era public housing. The 1980s project was completed largely by Mount Winans residents, who took part in the City’s program to train low-income skilled workers to rehabilitate Baltimore properties.

CHERRY HILL

The area of Cherry Hill, which borders on the Middle Branch, was physically isolated from Baltimore throughout most of the 19th Century and developed slowly. By the mid-1800s, the area was home to an array of amusement parks, including Lincoln Park and Fish House, which exclusively served African Americans. All the parks offered music, food, swimming and fishing. Inland from the shoreline, truck farms thrived, and several industries were located along the Curtis Bay Branch line of the B&O Railroad.

During the 20th Century industrial build-up, Baltimore increasingly struggled with a housing shortage as thousands of southerners (both African American and white) migrated to Baltimore, attracted by its good industrial jobs. Cherry Hill’s close proximity to industry attracted private development in the early 1940s, with developers constructing rowhouses for African Americans. In October of 1943, the Housing Authority of Baltimore City, along with the United States War Housing Administration, announced they would build 600 housing units for African American war workers, units that opened in 1945. Shortly after the war, the Cherry Hill Homes were converted to low-income public housing. Cherry Hill was the first African American public housing project designed as a suburban community. The number of housing units grew and by 1980, it was one of the largest housing projects in the nation.

Since the mid-1940s, Cherry Hill has been one of Baltimore's significant African American neighborhoods, contributing its share of political leaders, writers, musicians and other prominent Baltimoreans. In the 1990s, the neighborhood went through major changes including the demolition of 1950s-era buildings and the renovations of many others.

LAKELAND

Silver Lake, the now-gone lake that gave the area its name, was first an iron-ore quarry in the mid-19th Century. By the 1870s, the quarry was closed, filled with water and used

as a pond to harvest ice in the winter months. In the early 20th Century, new developments of single-family bungalows and foursquares went up along Hammonds (now Hollins) Ferry Road. In 1909, the Lakeland Presbyterian Church was organized. The next year, the congregation constructed a church on Brohawn and built the existing church on Hollins Ferry Road in 1932. After World War II, rowhouses and garden apartments were built in the neighborhood, which borders the southern City boundary. Recently, the community has attracted people from a range of ethnic and religious backgrounds who together have created a diverse and dynamic community of friendly neighbors.



Map of development in South Baltimore in 1889



EXISTING CONDITIONS

Snapshot

Three Distinct Sectors

Challenges and Opportunities in the Plan Area

SNAPSHOT

The South Baltimore Gateway area has a population of approximately 36,200 people (as of 2010) and more than a dozen neighborhoods that have diverse demographics and economic conditions. The area represents roughly 7 percent of the city's land area, and its communities range from those that are thriving to others that struggle with high poverty and other challenges.

Despite having pockets of relative prosperity, the poverty rate for the area is 25 percent, compared to the citywide average of 19 percent. Overall, the SBG Area is home to fewer high school graduates and fewer people with bachelor's or graduate degrees than the city overall.

The area is rich with physical assets and is home to major landmarks such as Oriole Park at Camden Yards and M&T Bank Stadium, home of the Baltimore Ravens football team. The area abuts downtown Baltimore and the busy Inner Harbor and is close to Thurgood Marshall Baltimore-Washington International Airport and its thriving nearby employment centers.

While other parts of the Baltimore waterfront have been heavily developed, much waterfront property in the study area remains open. Arguably, the site with the greatest potential for large-scale private investment is the Westport Planned Unit Development location. Past development efforts there have generated excitement but failed to materialize. Nonetheless, the area is an attractive site for waterfront development, as are parcels in Cherry Hill adjacent to Middle Branch Park and the Light Rail station.

Port Covington will likely see a major transformation in the next 10 years with new corporate office development, retail, recreation and open space being planned,

following the 2015 sale of major properties in the area to Sagamore Development.

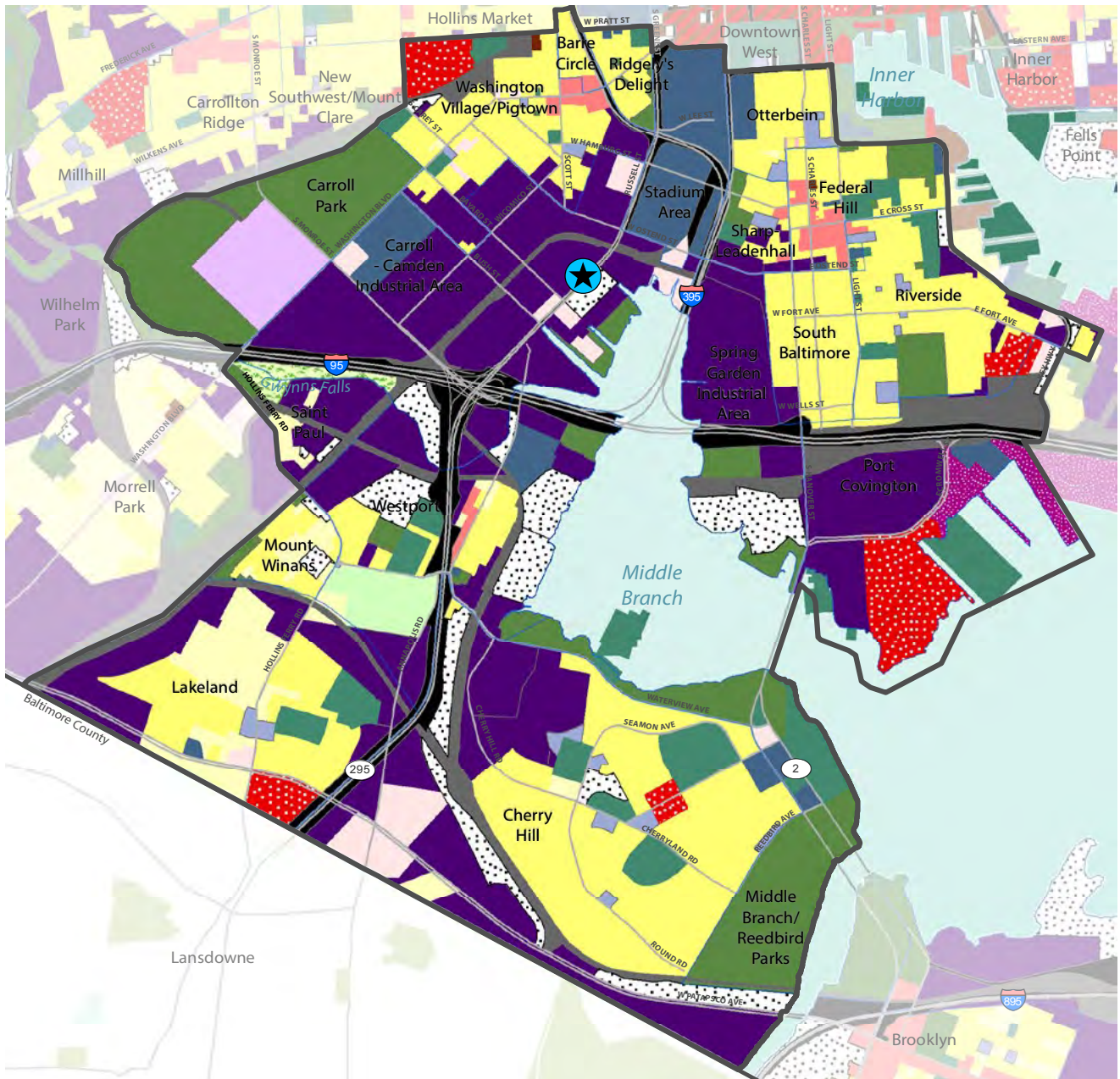
There are approximately 30,000 jobs in the area (9 percent of the city's jobs) and 1,200 businesses (6 percent of the city's businesses).

Roughly two-thirds of all employment in the area is in six industry categories: manufacturing; transportation, warehousing and wholesale; entertainment and hospitality, anchored by the Horseshoe Casino; healthcare, anchored by MedStar Harbor Hospital; construction; and miscellaneous services, which includes security guard services, debt collection services and non-profit organizations.





A significant portion of the planning area is included in the Baltimore Enterprise Zone – a state-authorized program managed by the Baltimore Development Corporation. Businesses in the zone are eligible for tax credits if capital investments are made within the zone or a business hires at least one new employee. The planning area also includes an Enterprise Zone Focus Area, which offers increased benefits to companies located there.

While other parts of the Baltimore waterfront have been heavily developed, much waterfront property in the study area remains open.




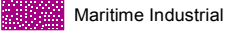

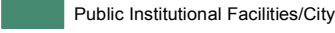

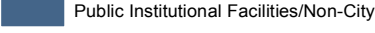







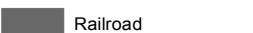






MAP 3



Existing Land Use

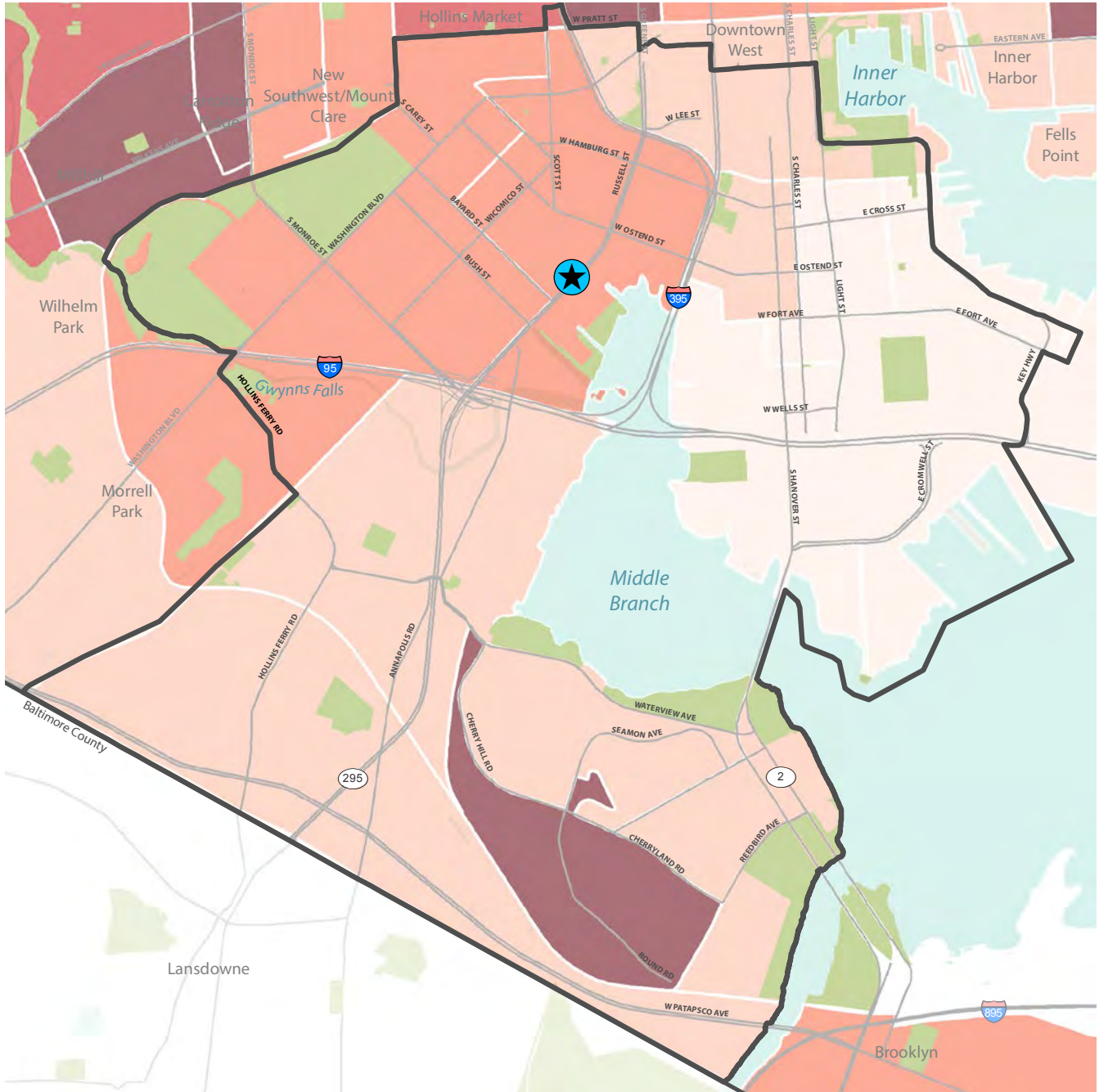
-  Casino
-  South Baltimore Gateway Boundary
-  Major Roads
-  Water

Land Use

- | | |
|---|--|
|  Low Density Residential |  Industrial |
|  Medium Density Residential |  Maritime Industrial |
|  High Density Residential |  Public Institutional Facilities/City |
|  Shopping Center |  Public Institutional Facilities/Non-City |
|  Low Intensity Commercial |  Private/Institutional Facilities |
|  Medium Intensity Commercial |  Medium Density Residential/Low Intensity Commercial |
|  High Intensity Commercial |  High Intensity Commercial/High Density Residential |
|  Cemetery |  Downtown Parking Lot |
|  Natural Area |  Railroad |
|  Parks/Recreation |  Transportation ROW |
|  Business/Industrial Park |  Undeveloped |

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MAP 4



Poverty Rate by Census Tract

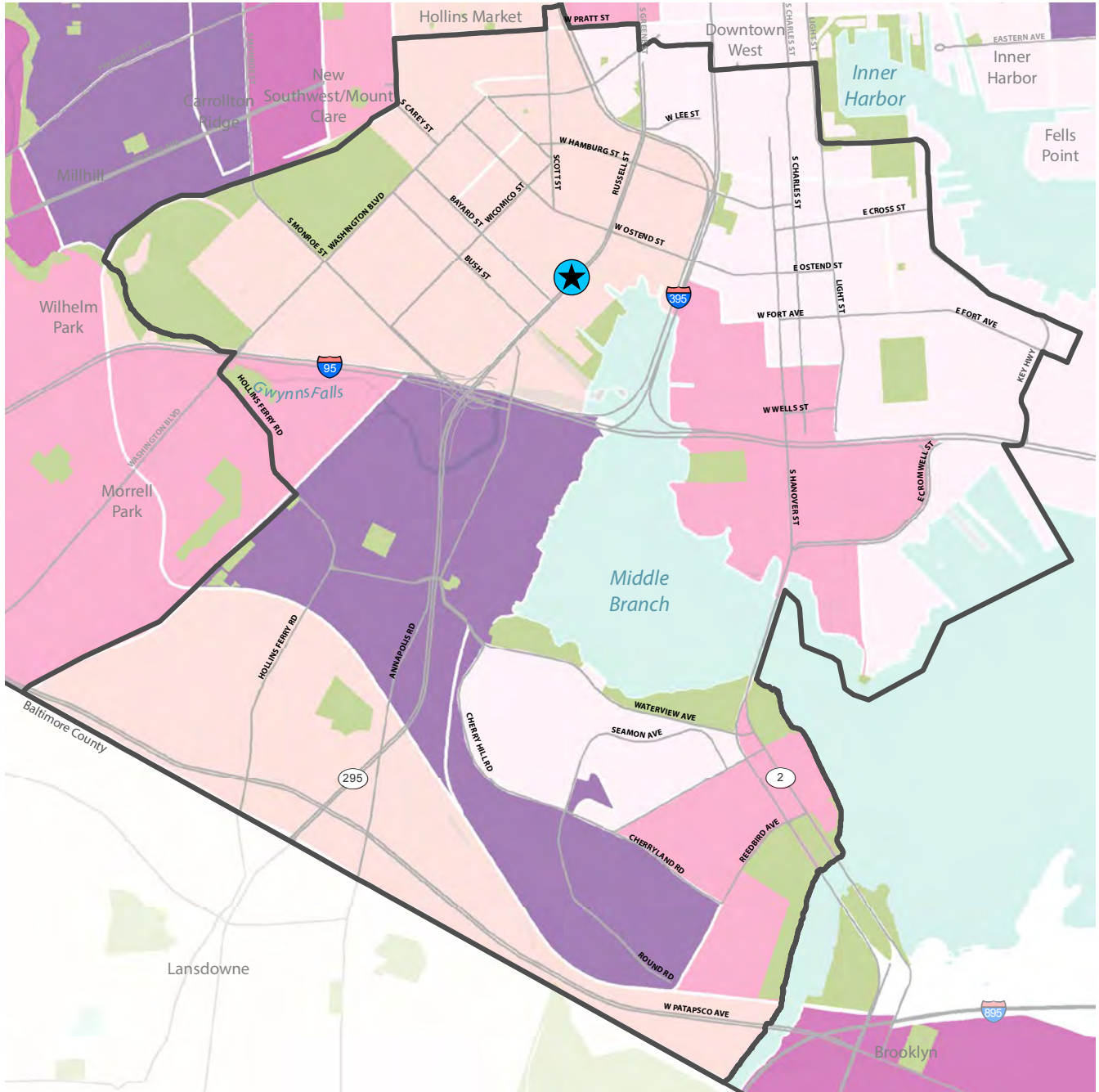
- Casino
- South Baltimore Gateway Boundary
- Major Roads
- Park
- Water

Percent of People Living in Poverty

- By Census Tract
- 3% - 15%
 - 16% - 25%
 - 26% - 35%
 - 36% - 45%
 - 46% - 70%

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MAP 5



Unemployment Rate by Census Tract



Casino



South Baltimore Gateway Boundary

Major Roads



Park



Water

Percent Unemployment

By Census Tract

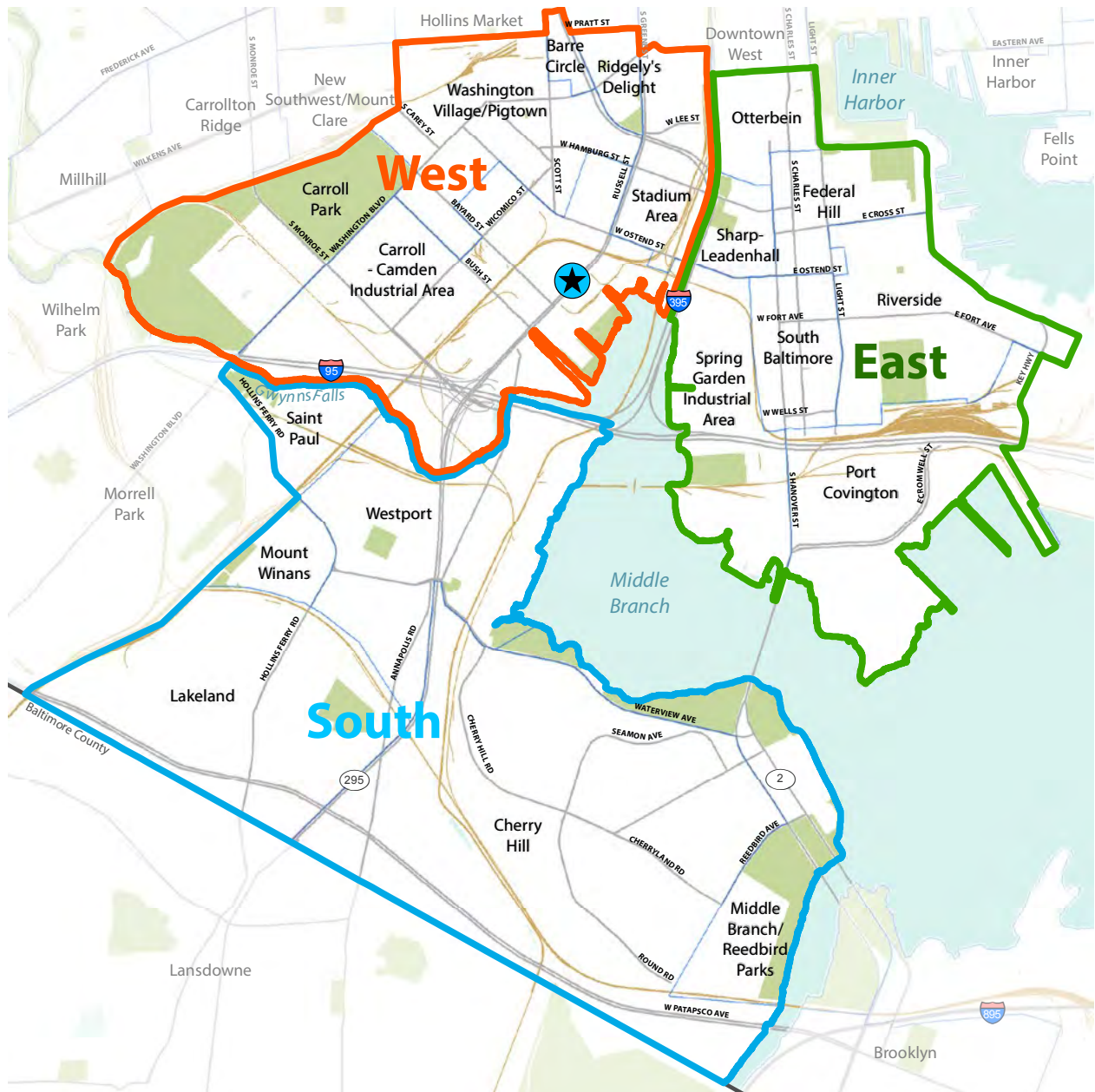
- 2% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 25%
- 26% - 39%

October 29, 2015

THREE DISTINCT SECTORS

For the purpose of analysis, this Plan divides the area into three sectors – Western, Eastern and Southern – each with its own characteristics, assets and challenges. The main dividers are I-95, I-395 and the Middle Branch. These physical barriers reinforce separation between the sectors and internal similarities among neighborhoods related to their historical patterns of development. See Map 6 for boundaries of the three planning area sectors. This section summarizes key characteristics of each sector.

MAP 6



South Baltimore Gateway: Sectors

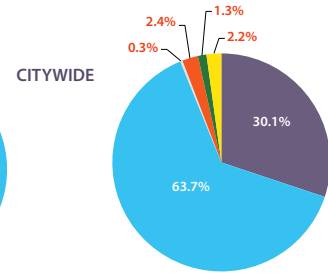
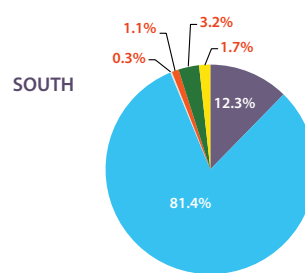
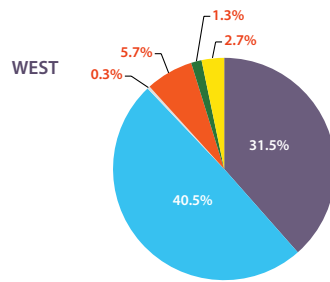
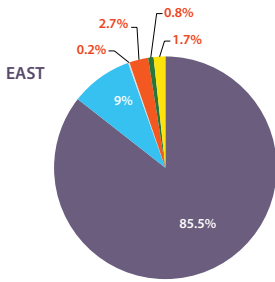
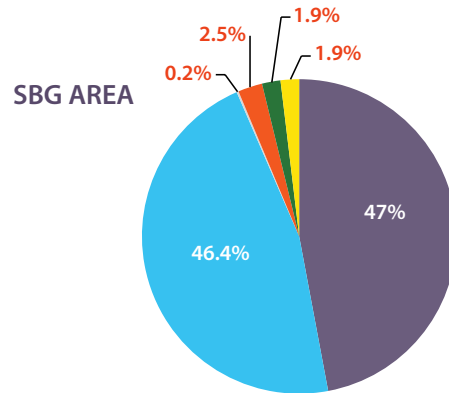
-  Casino
-  Neighborhood Boundaries
-  Major Roads
-  Railroad
-  Park
-  Water

October 29, 2015

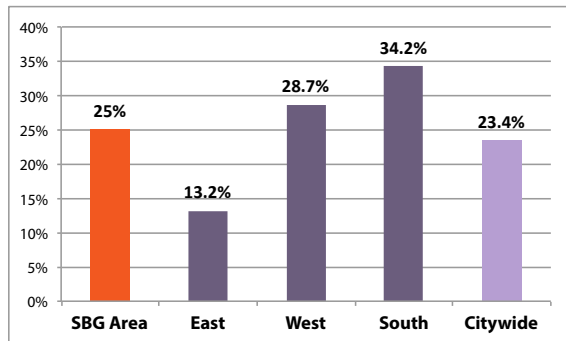
KEY DEMOGRAPHIC FACTORS

These illustrations provide comparisons of key demographic factors, comparing each Sector with the SBG Area and the city as a whole.

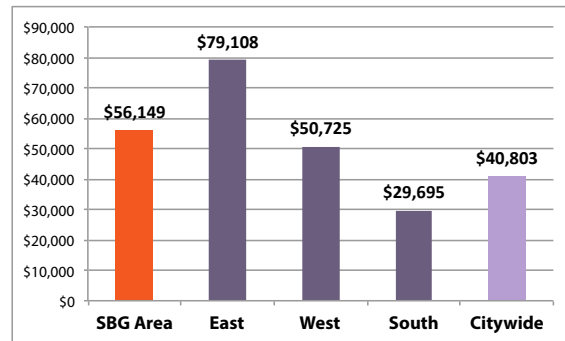
RACIAL BREAKDOWN



PERCENT IN POVERTY



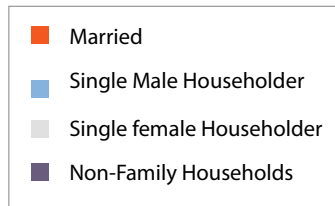
MEDIAN HOUSEHOLD INCOME



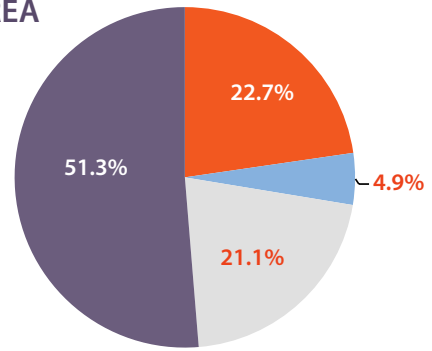
UNEMPLOYMENT RATE



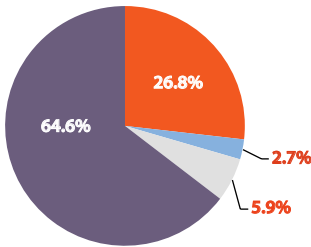
HOUSEHOLD COMPOSITION



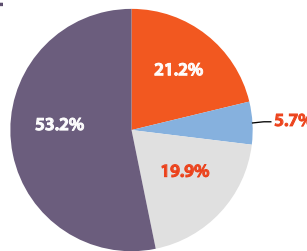
SBG AREA



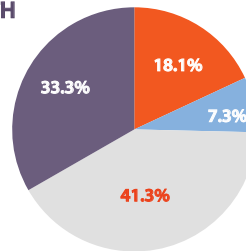
EAST



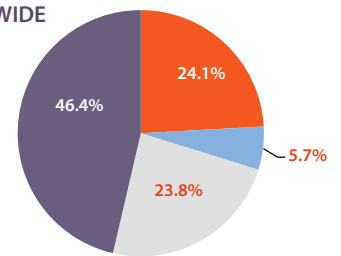
WEST



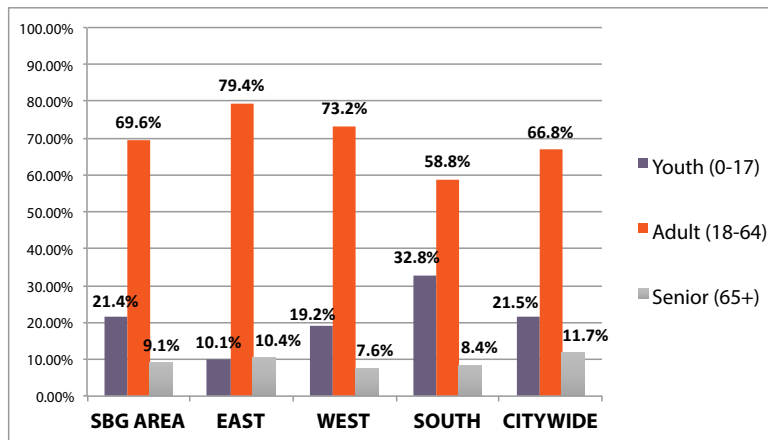
SOUTH



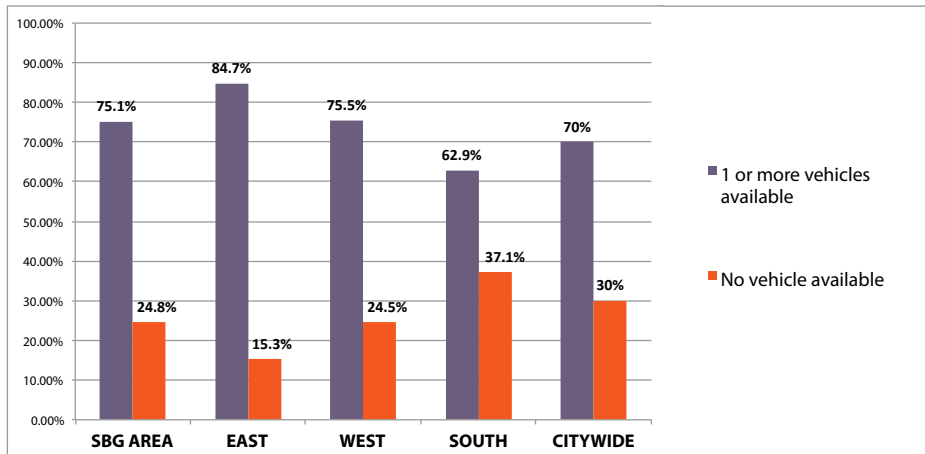
CITYWIDE



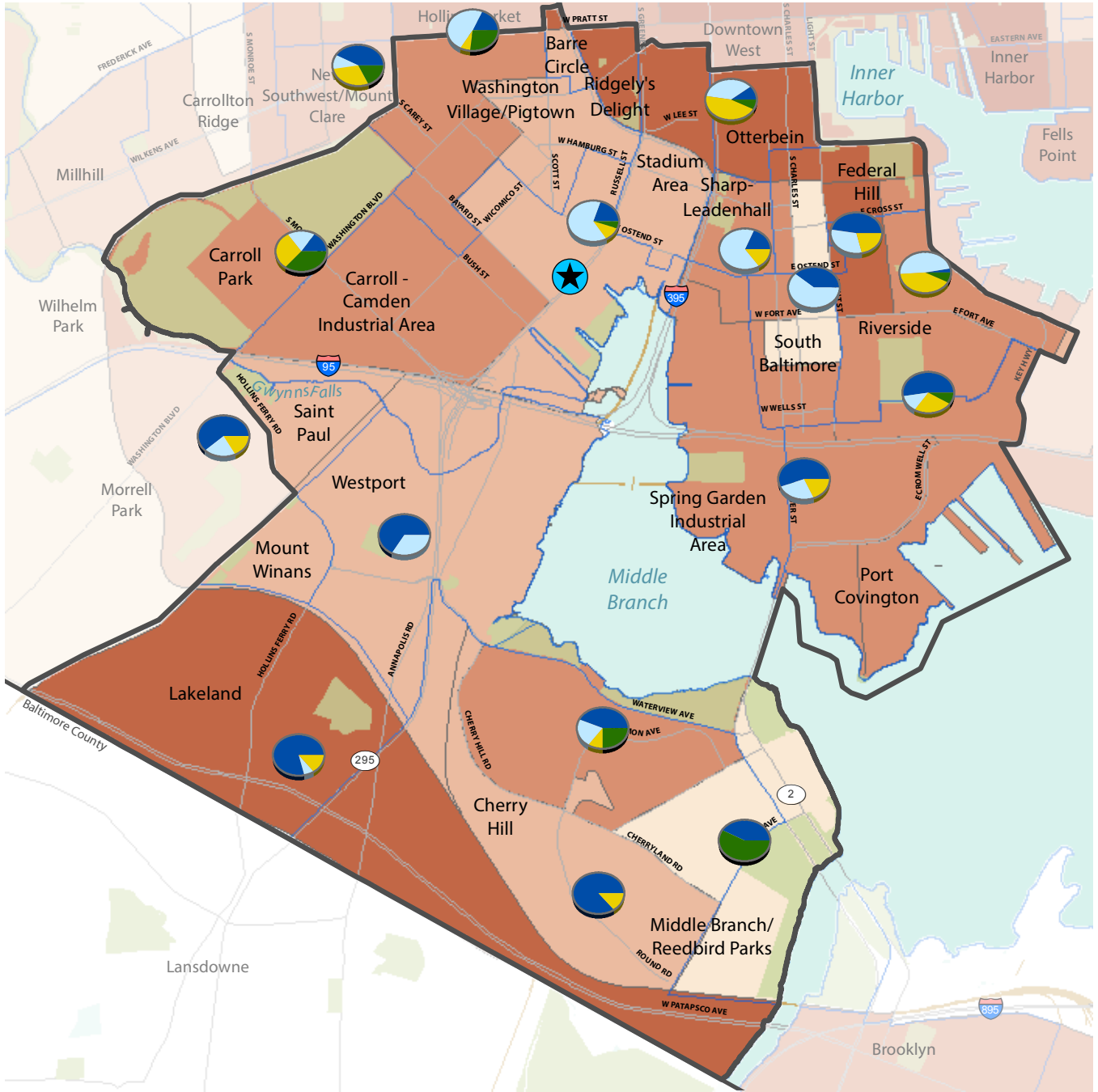
AGE



VEHICLE ACCESS



MAP 7

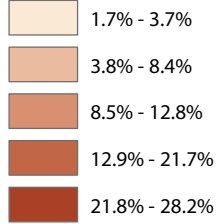


Language

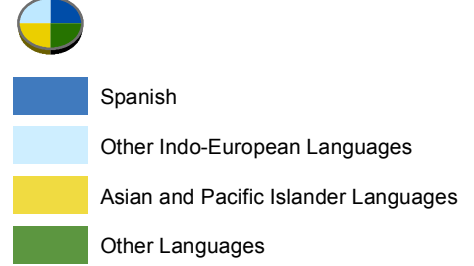
- Casino
- South Baltimore Gateway Boundary
- Neighborhood Boundaries
- Major Roads
- Railroad
- Park
- Water

Non-English Speaking Households 2009-2013

Percent Non-English Speaking Households



Primary Non-English Language Spoken



October 29, 2015

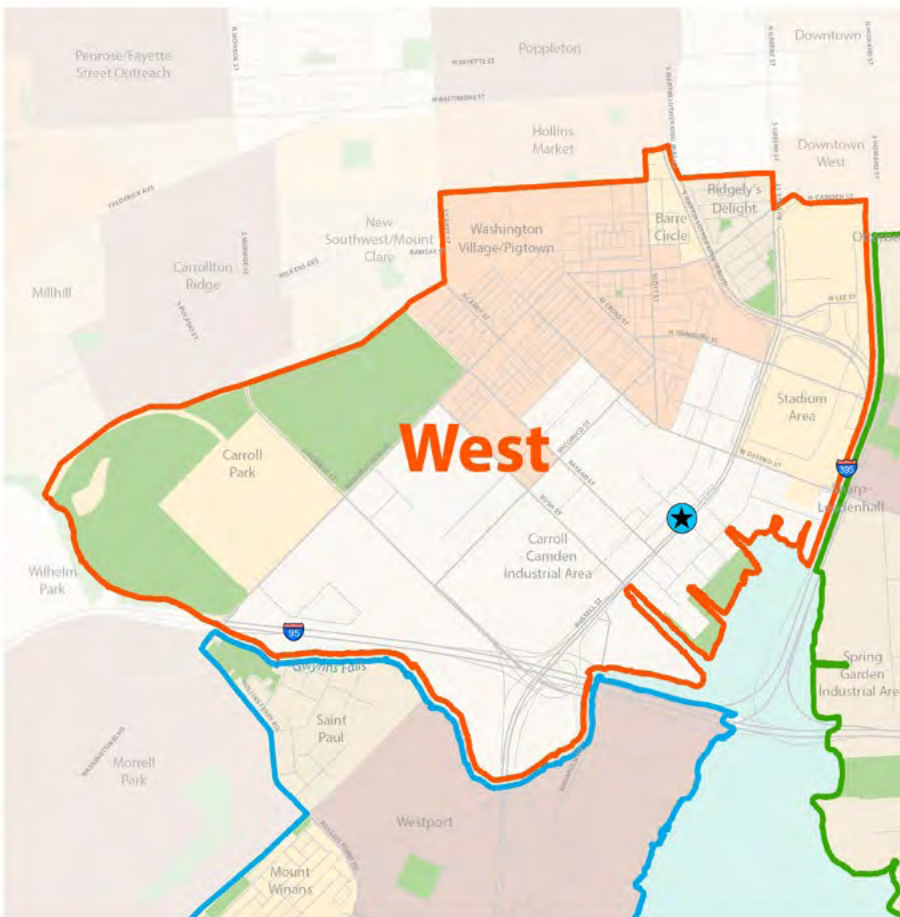
Western Sector

The Western Sector includes the casino, the two sports stadiums, Carroll Camden Industrial Area and Carroll Park. It has a population of 6,450, less than half that of the other two sectors. It is bounded on the north and west by railroad tracks and West Pratt Street, on the south by I-95, and on the east by the stadiums and the Middle Branch. Its neighborhoods include Pigtown/Washington Village, Barre Circle and Ridgely's Delight. This sector has significant land area devoted to industrial and commercial uses – almost 700 acres – as well as 173 acres of parkland and open space.

More than half of the Western Sector's households are "non-family households," such as people who live alone or who live with nonrelatives (slightly above the citywide average of 46 percent); a quarter of its residents are ages 25 to 34, well above the citywide average of 17 percent, indicating the presence of young professionals.

Median household income, at \$50,725, is just above the city average, and the percentage of people enrolled in school matches the citywide figure of 28 percent. The area has a high number of vacant buildings – about 200 – reflecting the high foreclosure rate in Pigtown/Washington Village during the last recession.

MAP 8



WESTERN SECTOR KEY CHARACTERISTICS

- Large amount of non-residential and park land
- More than half of households are single or unrelated people
- Quarter of residents are ages 25-34
- Large number of vacant properties

Western Sector

- ★ Casino
- Streets
- 🍃 Park
- 💧 Water

Eastern Sector

The Eastern Sector encompasses the South Baltimore peninsula and its expansive waterfront along the Middle Branch to the south and the Inner Harbor to the east and north. A third of the land area is developed with densely populated residences in the neighborhoods of Otterbein, Sharp-Leadenhall, Federal Hill, South Baltimore Neighborhood and Riverside. The sector also includes about 45 percent industrial land, mainly the Spring Garden and Port Covington areas.

The Eastern Sector has a population of roughly 13,400 and the highest median income of the three sectors – \$79,108, compared to

the citywide average of \$40,803. It also has a high rate of residents with bachelor’s degrees or more education – 62 percent versus 26 percent citywide. A little more than half of the households are owner-occupied, about the same as the Western Sector but higher than the rate in the Southern Sector. Fewer than three dozen houses are vacant, a reflection of the strong health of most of its neighborhoods, which are increasingly home to young professionals. A third of the residents are 25 to 34 years old, compared to 17 percent citywide. The area has relatively few children; only about 10 percent of residents are under the age of 17, half the city average. Non-family households account for 65 percent of residents, well above the 46 percent citywide rate.

MAP 9



EASTERN SECTOR KEY CHARACTERISTICS

- Densely populated
- Large amount of industrial land
- Largest percentage of 25-34 year olds
- Only 10 percent of residents are under 17 years old
- Two-thirds of households are single or unrelated people

Eastern Sector

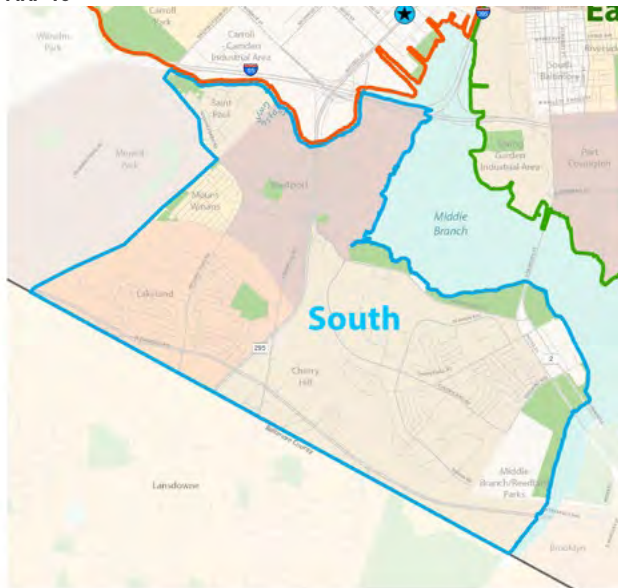
- ★ Casino
- Streets
- Park
- Water

Southern Sector

The Southern Sector is bounded by I-95 on the north, the Middle Branch on the east, the city line on the south and the railroad on the west. The sector includes the neighborhoods of Westport, Mount Winans, Lakeland and Cherry Hill, as well as the small Saint Paul industrial area. The Baltimore-Washington Parkway-Russell Street artery, as well as Hanover Street and Waterview Avenue, provide access to and from downtown. These barriers also separate neighborhoods from each other.

Almost half of the land in the sector is residential, about a third industrial and about 5 percent commercial. The area includes 180 acres of park and open space, 11 percent of the land area. Among the three sectors, the Southern Sector has the most undeveloped areas along the Middle Branch, including the Westport waterfront and the underutilized industrial land adjacent to Middle Branch Park and the Light Rail stop in Cherry Hill. Areas of undeveloped waterfront property suggest new investment is likely during the next 20 years. The sector has a population of roughly 15,400.

MAP 10



Southern Sector
 Casino
 Streets
 Park
 Water

While some areas, such as Mount Winans, have high rates of homeownership, the Southern Sector has a higher poverty rate, lower incomes and educational attainment, and more renters and single-headed households than the other sectors. Together, Cherry Hill, Westport and Mount Winans have more than 1,200 public housing units.

Proportionally, the Southern Sector is home to more children than the city as a whole. Nearly a third of residents are under the age of 17, compared to the citywide figure of 21 percent.

Household income is lower than in the other sectors, with 40 percent of households being female-headed, compared to 23 percent citywide. About three quarters of residents have a high school degree, but only 8 percent have bachelor's or graduate degrees.

The sector has a significant, and growing, number of Hispanic residents, almost 7 percent. This is about twice as high as the other two sectors and well above the citywide average of 4.2 percent. A large concentration of Spanish-speaking residents live in Lakeland, and even though the neighborhood is well-connected to shopping in Baltimore County it is somewhat isolated physically from neighborhoods in the SBG Area where services are provided.

SOUTHERN SECTOR KEY CHARACTERISTICS

- Half the land is residential with significant industrial and park areas
- Large number of public housing and rental units
- Many neighborhoods are isolated from one another
- Significant tracts of undeveloped land, including waterfront property
- High percentage of children
- High unemployment rate and lower average income
- Fewer residents with postsecondary education
- Large percentage of female-headed households
- Growing Hispanic population

CHALLENGES AND OPPORTUNITIES IN THE PLAN AREA

This section summarizes key challenges and opportunities for the SBG Area. Organized within six broad categories, generally based on analyses done by each of the work groups during the Plan's early development, they form the baseline conditions for the Goals, Strategies and Recommendations for future action (See Appendix 2 for more details.)

- Housing and Land Use
- Transportation, Infrastructure and Energy
- Education, Workforce and Economic Development
- Public safety, Sanitation and Code Enforcement
- Parks, Environment and Sustainability
- Health, Human Services, Art, History and Culture

Housing and Land Use

The area's diverse neighborhoods have a mix of land uses and demographics, where some existing conditions present challenges for redevelopment. The area is separated by physical barriers – rail lines, highways and water – making many parts of certain neighborhoods difficult to access. Despite those challenges, the Southern Sector is adjacent to Anne Arundel and Baltimore Counties, with shopping along Patapsco Avenue and Light Rail connections to the airport and the job centers there and in Washington, D.C. The SBG Area has key

Residents are seeking a diverse set of housing types at a range of prices that would be affordable to current renters and homeowners alike.

opportunities for new development, including waterfront projects. The areas most challenged economically, such as Westport and Cherry Hill, have the most potential for redevelopment and new investment. Such development should support existing residents and promote maintaining affordable and workforce housing. Map 20 shows properties with opportunities for development.

Residents are seeking a diverse set of

These challenges and opportunities summarize analyses done by each of the Work Groups.

housing types at a range of prices that would be affordable to current renters and homeowners alike. The Plan proposes housing policies – such as programs to support aging in place and upgrading existing housing units – to improve the neighborhoods for existing residents. These policies and programs can help create a more viable residential and mixed-use market for people at all income levels.

Currently, many parts of the area lack retail outlets, restaurants and services that provide entertainment and employment opportunities. But some areas are oversaturated with liquor stores and convenience stores, which can create problems. Encouraging mixed-use development projects at key locations, along with reducing the number of vacant houses and shops would help to address these problems.

The combination of incompatible land uses and transportation constraints makes it challenging to strengthen the housing market. For example, areas of Westport and Saint Paul have a mix of active heavy industry



and housing side-by-side. In Cherry Hill, some of the former public housing sites are likely contaminated from earlier uses as a landfill and incinerator. In order for new investment to be successful, some industrial uses should be moved out of residential areas, and in places where industry is predominant, housing should not remain.

Walking or bicycling is difficult or unsafe in many neighborhoods, while stadium events lead to traffic and parking congestion in others.

Transportation, Infrastructure and Energy

The transportation network has many benefits for regional access, but fails to provide adequate connectivity locally. This problem must be addressed as new development takes place. There are problems with street connections, unsafe and disruptive rail crossings and inadequate bus routes. Walking or bicycling is difficult or unsafe in many neighborhoods, while stadium events lead to traffic and parking congestion in others. A Complete Streets strategy should address these issues comprehensively.

The area's infrastructure is badly in need of upgrades. Clogged storm drains and aging sewer lines contribute to public safety and health problems, and flooding is an increasing challenge.

Renewable energy generation can be important for the city in the future. A number of large industrial buildings provide opportunities for solar installation or other alternative energy-generating facilities.

Education, Workforce Development and Economic Development

Access to major highways and transit lines, as well as the proximity to business in the Carroll Camden Industrial Area and the Port of Baltimore are key assets for the area. However, expanding economic opportunities is a major concern. Key steps include improving access to education and providing effective workforce development that meets the needs of employers looking to hire.

Many residents expressed concern about several issues with schools in the area, including a lack of parental involvement. Young people do not have enough opportunities to get jobs and paid internships; nor are there enough youth programs for recreation and other activities, though Local Impact Grants are targeted to youth jobs and internships.

There is not enough communication and collaboration between nonprofits and local schools. And more needs to be done to address mental health and substance abuse issues that impede children's ability to learn and parents' ability to work.

Far too many residents are unemployed with many lacking skills or training to obtain jobs. Residents lack information about job possibilities in other communities

New efforts to address these challenges are already underway. The new Employment Connection Center, for example, is conveniently located and will provide needed services for both jobseekers and area employers.

or have trouble accessing available jobs. And businesses are not taking advantage of existing training and counseling opportunities. New efforts to address these challenges are already underway. The new Employment Connection Center, for example, is conveniently located and will provide needed services for both jobseekers and area employers. Moving forward, the area needs an overall plan for strengthening and expanding business investment opportunities.

The area’s geographic isolation – hemmed in by waterways, rail lines and highways – makes it difficult for police and fire personnel to respond quickly to emergencies

Public Safety, Sanitation and Code Enforcement

Crime remains a major concern for residents. But the area’s geographic isolation – hemmed in by waterways, rail lines and highways – makes it difficult for police and fire personnel to respond quickly to emergencies. Map 17 shows major-crime rates in the area. The area needs additional public safety units; currently, public safety demands downtown divert equipment and resources away from the SBG Area.

Though Engine 55 on Bush Street now houses an EMS unit, the SBG Area has a need



for more EMS units, and the expansion of citizen-led crime prevention programs would help address many concerns.

Trash and dumping are problems in some neighborhoods, as documented by the large number of calls to the City’s 311 line for such issues as rat eradication, street and alley cleaning and illegal dumping. Developing effective programs to promote proper use of corner trash cans and overall best practices for handling residential household waste will correct the problem. Also a problem for many communities is vacant and abandoned buildings, which create safety issues, depress property values and contribute to community dysfunction. The plan recommends additional resources to address these issues.

The casino’s 24-hour liquor license was also cited as a challenge, with residents worried that it will lead to drunken driving, crime and violence. The additional police post created using Local Impact Grant funds is designed to meet this concern head-on. The spending plans for those funds in Fiscal Years 2015 and 2016 are beginning to address public safety issues.

Parks, Environment and Sustainability

While the area has abundant waterfront and open space, much work needs to be done to allow the community to take full advantage of these assets. Parks need to be upgraded and better maintained, and some

The Middle Branch is an enormous asset, but its poor water quality and trash problems prevent it from becoming a world-class recreational site. Cleaning up the Middle Branch emerged as a clear need and priority.

need better security to promote wider usage. There are several man-made and natural barriers to finding and entering the parks. And programming in the parks is inadequate and underutilized. Efforts are underway to coordinate programs and funding sources to improve access to and programming in the parks.

The Middle Branch is an enormous asset, but its poor water quality and trash problems prevent it from becoming a world-class recreational site. Cleaning up the Middle Branch emerged as a clear need and priority. Another environmental issue is the lack of tree canopy in much of the area. Street



trees are needed, as well as tree buffers near highways, rail lines and industrial areas. Local leaders have already made it a priority to use Local Impact Grant funds for tree planting.

Health, Human Services, Art, History and Culture

The Plan Area, overall, suffers from higher rates of certain health problems and has a lower life expectancy than the city as a whole. Many parts of the area lack access to healthy foods, making it difficult to maintain healthy lifestyles; the area also lacks adequate exercise facilities. Substance abuse and homelessness are also major problems in some neighborhoods.

Many parts of the area lack access to healthy foods, making it difficult to maintain healthy lifestyles; the area also lacks adequate exercise facilities.

The City's ongoing food desert and Baltimarket programs are helping to increase access to healthy food. Overall, the area does not take full advantage of its rich historic and cultural resources; some of those historic assets are at risk of being lost to development. Awareness of historical and cultural resources should be expanded, and coordination of cultural events improved. Libraries, critically important institutions in some low-income communities, urgently need renovation and expansion to meet community demand.

The Harry and Jeannette Weinberg Foundation continues to be an important partner in upgrading school libraries and transforming them into community resources. Other local foundations and nonprofit groups are also making important investments in the SBG Area.

Addressing Challenges and Generating Opportunities

The South Baltimore Gateway area is rich with assets – the stadium complex, casino and historic neighborhoods, to name a few. The opportunities for progress are also abundant, including the untapped potential of the Middle Branch and the area's many promising development opportunities.

The planning process's careful analysis of the area's existing conditions led to a vision for the area. The next section outlines the nine overarching goals that were developed during the planning process to fulfill that vision for the South Baltimore Gateway Area.





GOALS, STRATEGIES & RECOMMENDATIONS

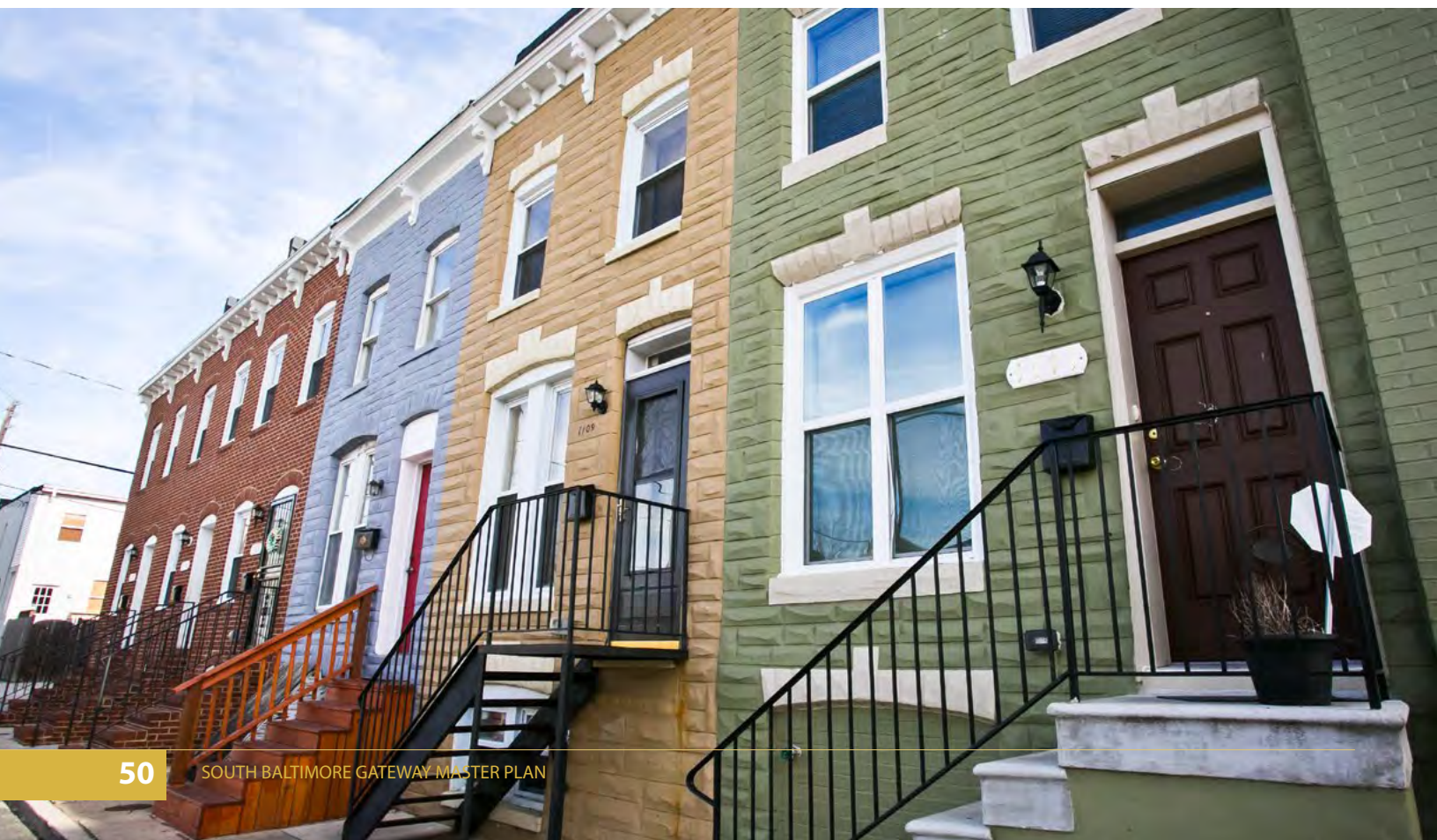
	GOAL I. Transportation Connectivity 53
	GOAL II. Environmental Sustainability 65
	GOAL III. Safety 79
	GOAL IV. Community Development and Revitalization 87
	GOAL V. Economic Growth 99
	GOAL VI. Education 107
	GOAL VII. Health and Wellness 113
	GOAL VIII. Quality of Life 121
	GOAL IX. Infrastructure 133

NINE GOALS FOR STRENGTHENING THE SBG AREA

The planning process generated nine goals for the South Baltimore Gateway Planning Area. This section lays out strategies and specific recommended actions to achieve each of those key objectives. Strategies are broad approaches to reaching each goal. Recommendations are concrete steps to fulfill each strategy. To foster accountability, the Plan sets a time frame for implementing each recommendation and identifies an agency or organization to take the lead in implementation. A summary of all strategies, recommendations and responsibilities can be found in Section VII.

Funding to implement these recommendations will come from casino Local Impact Grants but other resources will be required. Casino impact funds are meant to supplement, not replace, City expenditures within the Plan area and can be expected to leverage additional resources, including state and federal funding, foundation grants and private investment. Publication of the Plan is meant to serve as a rallying cry for a wide array of partners to step up and help implement the recommendations.

Website links are provided in bold throughout the Plan so that as data, recommendations, issues and actions change, readers will have access to up-to-date information.





GOAL I Transportation Connectivity:

Increase and improve multi-modal transportation connections, access, safety and mobility

VISION: Promote safe transportation and improve connectivity within the area and with surrounding areas through a range of transportation options.



GOAL II Environmental Sustainability:

Make neighborhoods greener, cleaner and healthier

VISION: Using the Middle Branch of the Patapsco as a focal point, enhance the area’s environment and expand recreational opportunities, incorporating best sustainability practices.



GOAL III Safety:

Promote public safety through enhanced crime prevention efforts and improved emergency response

VISION: Residents regard the SBG area as a safe community that is well-served by police, fire and emergency services.



GOAL IV Community Development and Revitalization:

Improve the quality of neighborhoods to increase the marketability of properties to promote investment

VISION: Implement the best land uses and redevelopment strategies that strengthen neighborhoods, improve quality of life and support economic growth.



GOAL V Economic Growth:

Improve and expand economic well-being throughout the area with support for businesses, workforce development and job creation

VISION: Economic growth happens when businesses invest in expansion and job creation and workforce and economic development solutions connect area citizens – from all neighborhoods and backgrounds – to opportunities to grow personal and community wealth, ultimately resulting in an improved quality of life for all.



GOAL VI Education:

Ensure that all people in the area have equitable access to a quality education

VISION: Ensure adequate preparation for students entering school, vibrant pre-K programs, effective K-12 school programs with strong student supports, 21st Century school facilities and adequate resources for life-long learning.



GOAL VII Health & Wellness:

Ensure that all people in the area have equitable opportunities to lead healthy lives

VISION: Strong neighborhoods, a growing economy and a safe, clean and thriving city depend on the physical and mental well-being of all residents.



GOAL VIII Quality of Life:

Support recreational and cultural initiatives that improve the lives of residents, workers and visitors

VISION: The SBG Area has a wide range of accessible recreational, art, historical and cultural programs that build a sense of community pride and cohesion.



GOAL IX Infrastructure:

Maintain and expand a public infrastructure network promoting growth and safety

VISION: Programs and facilities can be put in place, but, in order to be effective and efficient in the long term, the physical infrastructure must be maintained and upgraded to promote resilience.





GOAL I

Transportation Connectivity:

Increase and improve multi-modal transportation connections, access, safety and mobility

VISION

Promote safe transportation and improve connectivity within the area and with surrounding areas through a range of transportation options.

BACKGROUND

The existing transportation system in the SBG Area has many assets and provides access to downtown Baltimore, Washington, D.C., Thurgood Marshall BWI Airport, Annapolis, nearby bike and walking trails and the surrounding counties. MTA bus lines, Light Rail, Metro, Greyhound Bus, the Charm City Circulator and MARC commuter trains serve the area as do major highways and freight rail lines.

However, the layout of the roads, railroads and waterways also presents obstacles to connectivity and mobility. Railroad crossings create safety challenges for pedestrians and cyclists, and freight trains often block intersections. The Middle Branch separates sections of the area from each other, and interstate highways and elevated roadways create imposing physical barriers.

“Complete Streets” is an approach to the roadway network that balances the needs of all users, including pedestrians, bicyclists, transit users and vehicular drivers and passengers. In some cases, freight should also be considered as a part of the equation. A Complete Streets study and implementation strategy for all the neighborhoods within the SBG Area was the top priority for the LDC. The Complete Streets approach recognizes which transportation modes have a priority and which modes may need to reduce service to accommodate other modes. Historically, vehicles have had a priority at the expense of non-motorized modes. However, more livable streets require having a higher priority for pedestrian, bicycle and transit modes. Making streets safer to walk or bike may require a reduction in service for automobiles. Identifying the right balance and prioritizing the limited right-of-way to provide improved comfort for all modes may be necessary in some communities to provide more complete streets.

Map 13 shows recommended transportation and connectivity improvements. These proposals are discussed below.

The South Baltimore Gateway Master Plan website includes interactive maps that are referred to throughout this document. The website, which also provides additional information and resources, can be

found at:

southbaltimoregatewaymasterplan.com



STRATEGY A:

IMPROVE THE PEDESTRIAN AND BICYCLING NETWORK

An important focus should be on making pedestrians and cyclists feel safe, not only crossing railroad tracks and major roadways but also in navigating local streets.

RECOMMENDATIONS

1. Adopt a “Complete Streets” plan for each neighborhood.

(Immediate. Lead: Department of Transportation)

The “Complete Streets” approach considers the needs of all users – pedestrians, bicyclists, transit riders and motorists – and develops street plans that balance those needs and are appropriate to each neighborhood.

2. Complete Streets: Make pedestrian improvements.

(Within 5 years and Ongoing. Lead: Department of Transportation)

Much of the area has a dense urban fabric ideal for walking, but there are still barriers

that make it unsafe or unappealing to walk. These include sidewalk gaps; missing crosswalks and poor accessibility for those with disabilities; conflicting walk and turn signals; and poor lighting. These issues, like many others discussed in this section, should be addressed by Complete Streets implementation.

Amenities incorporated into streetscapes can also greatly improve walkability and connectivity.

3. Complete Streets: Make improvements to bicycling.

(Within 5 years and Ongoing. Lead: Department of Transportation)

Expanding bicycling can help reduce traffic congestion and improve air quality and personal health. Improving options and infrastructure for cyclists can attract more people to explore South Baltimore on bikes.

One option is to install more bike racks and bike parking near the stadiums, at Light Rail stops and at bus stops and shelters. Baltimore also plans to start a bike-share service with bicycles available for short-term rentals at stations throughout the city with Local Impact Grants, if appropriate. The Bicycle Master Plan offers a comprehensive approach. <http://archive.baltimorecity.gov/Government/AgenciesDepartments/Transportation/BicycleMasterPlan.aspx>

4. Expand the trail system around the Middle Branch; enhance the waterfront promenade.

(Within 10 years. Lead: Department of Transportation)

Expanding trails connecting neighborhoods would enhance the area and encourage walking and biking. The Gwynns Falls Trail should be completed and potentially expanded as a major component of reaching this goal.

Baltimore's Waterfront Promenade – a seven-mile “hardscape” pedestrian walkway that spans the Inner Harbor from Locust Point to Canton – does not connect to the Middle Branch waterfront, which is Baltimore's “soft harbor.” Segments of a walkway are in place along the Gwynns Falls Trail, but filling in the gaps will provide greater connectivity and draw more people to the Middle Branch. Westport waterfront development should

Earning a Bike and Leading a Healthier Life

The City's Earn-a-Bike program is designed to create lifetime bicyclists (and enthusiasts of other physical pursuits) among teenage youth in neighborhoods with poor health outcomes and socio-environmental conditions that contribute to unhealthy life styles, such as large numbers of corner stores and liquor outlets and a lack of recreational areas. Youth participants are engaged in health education programs coupled with bicycle training and maintenance and repair classes that culminate with participants earning the bikes they have been repairing and riding.



Capital Bikeshare program in Washington, DC

add an improved trail, and connection to Carroll Park should be added. Access would be further improved by adding bike and pedestrian lanes to the Hanover Street Bridge. The abandoned CSX bridge should be purchased and converted into a pedestrian and bicycle pathway. (See Goal II.B.2.)

5. Build pedestrian bridges across railroad tracks at key sites for safe access.

(Within 10 years. Lead: Department of Transportation, with CSX and B&O Railroad Museum)

The many railroad crossings in the area make pedestrian crossings impossible or dangerous, and at least three pedestrian bridges should be considered. One would bridge the railroad tracks along Warner Street to provide a safe connection between M&T Bank Stadium, the Gwynns Falls Trail and Horseshoe Casino. Another would cross the CSX tracks to link Cherry Hill to the light rail stop and shopping on Patapsco Avenue. The third would cross B&O tracks to open Carroll Park to neighborhoods to the north – a proposal also recommended in the Southwest Partnership plan.



STRATEGY B:

IMPROVE ROADWAY CONDITIONS AND CONNECTIONS TO INCREASE SAFETY AND PROVIDE ACCESS TO REDEVELOPMENT SITES

Physical improvements – including better signage – are needed to improve connections and improve safety. One long-term recommendation is to consider the desirability and feasibility of bringing to grade certain portions of roadways or ramps to Russell Street. Such an approach would change the nature of the southern gateway

in and out of the city. The configuration of these highways limits development and the potential for economic activity.

Improving access to available, developable land in key locations throughout the area, especially large vacant sites in Westport and Cherry Hill, is a critical need. Accomplishing it will help realize the mayor's goal to attract 10,000 new families to Baltimore by 2020.

RECOMMENDATIONS

1. Complete Streets: Put traffic calming strategies in place. *(Within 5 years and Ongoing. Lead: Department of Transportation)*

Traffic calming uses design strategies to slow vehicles and increase safety for pedestrians and bicyclists. This plan supports implementation of traffic calming measures in problem areas, including steps that reduce volume or speed. Traffic calming measures for arterial roads should be carefully considered, including automated speed enforcement and streetscape improvements such as sidewalks, signal stops, signage and pavement markings. Traffic calming measures for neighborhood streets include curb extensions at intersections, street narrowing, circular islands, street closures, medians and rumble strips.

2. Implement traffic safety measures. *(Within 5 years and Ongoing. Lead: Department of Transportation)*

Implementing the City's Complete Streets Plan can improve safety for all roadway users. Proactive measures could also include using backup solar powered street lights, having signals that are better-timed in high-traffic areas, trimming overgrown vegetation that inhibits views of signals or obstructs street lights, utility lines and safety cameras.

3. Continue to make key roadway improvements. *(Within 10 years and Ongoing. Lead: Department of Transportation.)*

The City should continue to target key roadway improvements. Some priorities are Annapolis and Hollins Ferry roads. A combination of capital improvement funds and Local Impact Grants could be used.

4. Replace or upgrade the Hanover Street Bridge. *(Within 20 years. Lead: Department of Transportation.)*

Using the results of the federally-funded TIGER grant, improve the bridge and its entrances on both ends to ensure multi-modal access to and across the bridge.

Implementing the Complete Streets plan can improve safety for all roadway users.



STRATEGY C:

ENHANCE TRANSIT INFRASTRUCTURE TO IMPROVE ACCESS, MOBILITY AND USER COMFORT

Providing better transit connections with additional routes, shuttles and rail stations would greatly benefit residents and visitors and promote community cohesion. See Map 11 for existing transit infrastructure. Fostering a more appealing atmosphere at transit stops by enhancing shelters, walkways, lighting and aesthetics can improve safety and boost ridership.

RECOMMENDATIONS

1. Improve existing bus service and study the feasibility of starting or expanding local shuttle bus service. *(Immediate and Ongoing. Lead: Department of Transportation, with Maryland Transit Administration (MTA))*

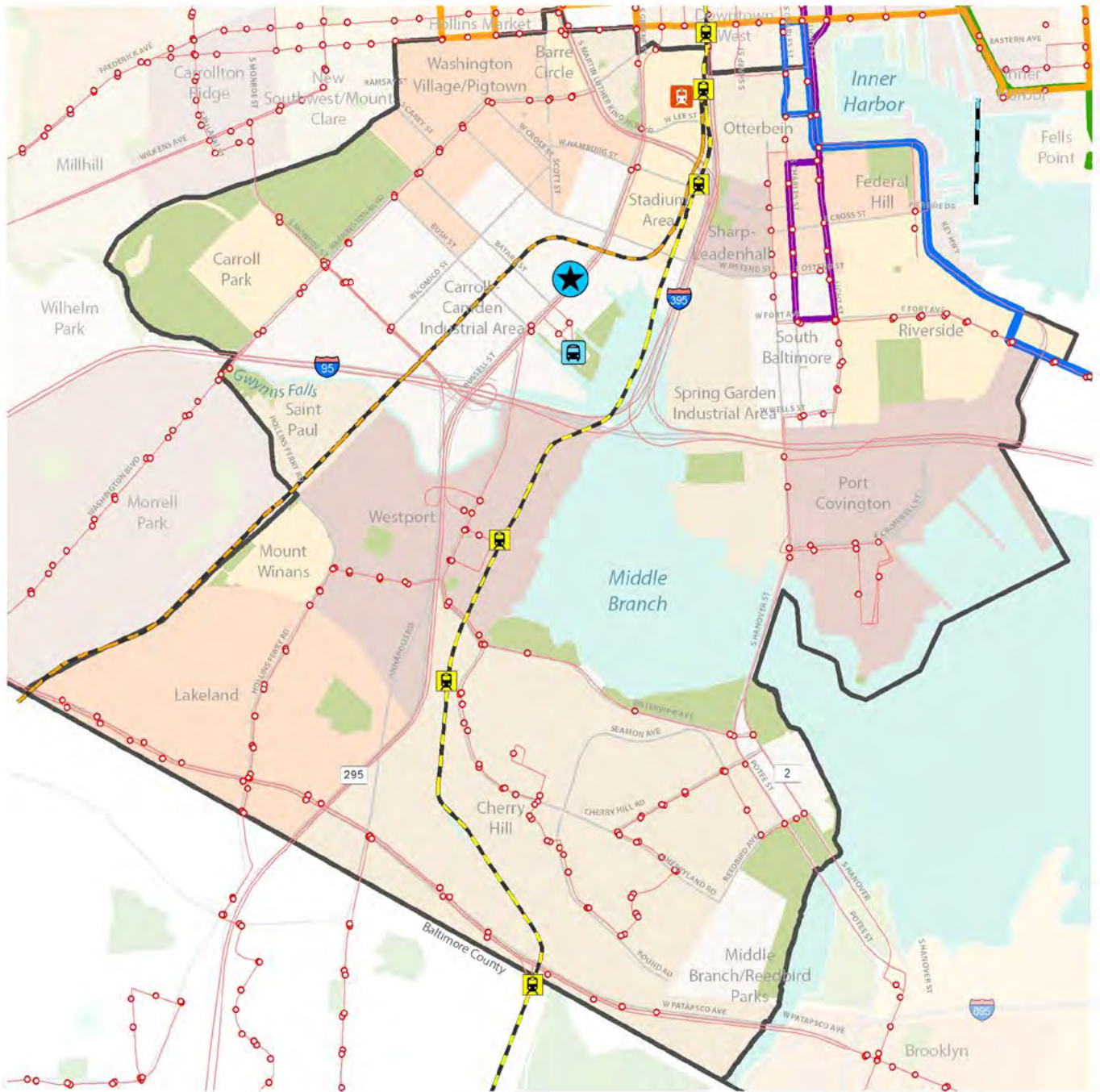
The MTA's neighborhood shuttle buses provide communities with better access to retail, services and transit stations. The Hampden Shuttle Bug, for example, connects the Woodberry, Remington and Hampden neighborhoods with the Woodberry Light Rail Station and commercial centers. The Charm City Circulator is a free service, subsidized through parking garage revenues, that links neighborhoods in and around downtown, including parts of the SBG Area. A local shuttle service throughout the SBG Area could help link the communities and better connect area residents to services.

2. Expand water taxi service where appropriate. *(Within 10 years. Lead: Department of Transportation)*

The Baltimore City Department of Transportation operates a subsidized water taxi service between the Inner Harbor, Fells Point, Canton and Locust Point. Water taxi service could be expanded as part of a Middle Branch improvement program connecting destinations along the Middle Branch waterfront. The feasibility of expansion will be based on the results of a major study of the land uses along the waterfront. (See Goal II.C.1.)

Providing better transit connections with additional routes, shuttles and rail stations would greatly benefit residents and visitors and promote community cohesion.

MAP 11



Transit Routes in SBG Area

- | | | |
|----------------------|--------------------|-----------------------|
| Casino | MARC Station | Charm City Circulator |
| Master Plan Boundary | MARC Track | Banner |
| Major Roads | Lightrail Station | Green |
| Park | Lightrail Track | Orange |
| Water | Greyhound Terminal | Purple |
| | Bus Stops | Water Taxi |
| | Bus Routes | |

October 29, 2015

3. Identify and implement “sense of place” improvements at transit locations.

(Within 5 years and Ongoing. Lead: Maryland Transit Administration)

Some bus stops have broken sidewalks, poor signage, inadequate seating and other deficiencies. Improved shelters, walkways, lighting, landscaping and aesthetics are needed to create or enhance a sense of place and boost ridership. (See Map 11 for specific locations.) Undertake plans to make improve connectivity to and usage of Light Rail stations. Rename the Hamburg Street Light Rail stop to better reflect its location in South Baltimore and to make appropriate pedestrian improvements to enhance accessibility.



STRATEGY D:

IMPROVE TRAFFIC OPERATIONS AND PARKING TO REDUCE THE IMPACTS OF INCREASED TRAFFIC IN THE NEIGHBORHOODS

Physical improvements are key to addressing traffic issues. But improved traffic operations and parking are needed as well.

RECOMMENDATIONS

1. Improve traffic operations and signage, especially near schools.

(Immediate and Ongoing. Lead: Department of Transportation)

The City should continue to assess traffic improvements throughout the SBG Area. Additional improvements to traffic operations should be incorporated into street improvement projects identified in the Complete Streets study. Specifically, the City should continue to:

- Improve signage and wayfinding systems.

- Evaluate the need for improved drop-off and pick-up at local schools.

2. Conduct parking studies and make improvements based on the findings. *(Within 5 years. Lead: Parking Authority.)*

In the immediate future, conduct parking studies and make improvements based on the findings.

Conduct a comprehensive parking study for neighborhoods in the South Baltimore peninsula (Sharp-Leadenhall, Federal Hill, Riverside, Otterbein and South Baltimore) to examine parking pads, meter rates, Residential Parking Permit restrictions, parking garages and lots, and angled on-street parking. Once the South Baltimore peninsula parking study is done, develop strategies that reduce negative impacts of parking throughout the SBG Area.

Conduct parking studies in key areas such as Pigtown/Washington Village and Carroll Camden Industrial Area as these neighborhoods become further developed or see increases in parking generated by development nearby.

3. To appropriately serve all users, clearly delineate parking areas for both residents and visitors.

(Ongoing. Lead: Department of Transportation)

Best practices include protecting residential parking, providing clear signage and markings and communicating changes in parking patterns to nearby users and enhancing targeted enforcement. One option being considered is using mobile applications, such as the system currently in use in Washington, D.C., where people can use a mobile app or website to pay for parking instead of coins or credit cards.



STRATEGY E:

IMPROVE FREIGHT-RELATED ACCESSIBILITY AND SAFETY

Freight shipping is an important aspect of Baltimore’s economy. However, the large number of rail cars and trucks moving through the SBG Area divides neighborhoods, causes noise and congestion and creates safety issues.

RECOMMENDATIONS

1. Study and implement “quiet zones.”

(Within 5 years. CSX and Department of Transportation)

Railroad crossings without traffic controls require train operators to sound a loud horn before crossing streets to alert oncoming motorists. The SBG Area includes many railroad crossings without such traffic controls, which leads to potentially dangerous crossings for cars, bicycles and pedestrians, and increases noise. This is particularly undesirable near residential communities such as Mount Winans and Sharp-Leadenhall but can be a nuisance in commercial and industrial areas as well. Designated “quiet zones” use traffic control measures such as gates to reduce risk and allow oncoming trains to approach without sounding horns.

To improve safety and reduce noise impacts, the Baltimore City Department of Transportation, in cooperation with CSX, should identify additional Quiet Zone locations and implement the required traffic controls. The department should also work with rail authorities to determine if existing noise barriers or rail alignments can be modified to improve safety and reduce community impacts.

In addition, CSX and the City should conduct an ongoing evaluation of the existing railroad spurs to see if some could be eliminated, especially near residential areas.

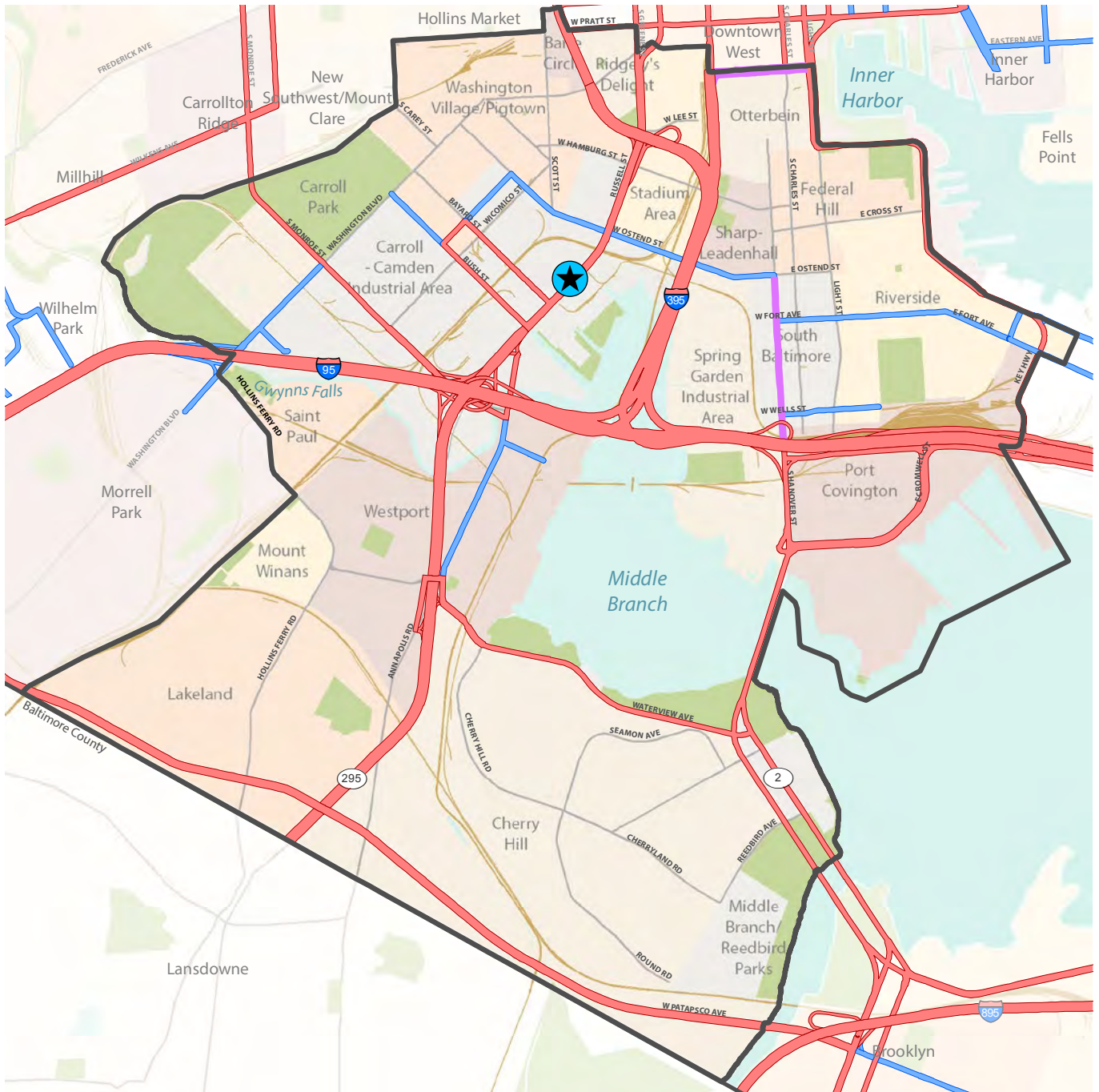
2. Evaluate possible roadway improvements for truck routes.

(Within 5 years. Lead: Department of Transportation)










There is a need to evaluate Department of Transportation truck route maps, as shown in Map 12. in the area to determine where additional roadway upgrades are required to meet demands of freight movement while also balancing Complete Streets principles. The Middle Branch Transportation Plan (<https://baltimoreldc.files.wordpress.com/2013/03/middle-branch-transportation-plan1.pdf>) includes a series of specific roadway improvements that would address freight mobility, including spot improvements to Russell Street and the roadway network in Westport, Port Covington and the Spring Garden Industrial Area.

To improve safety and reduce noise impacts, the Baltimore City Department of Transportation, in cooperation with CSX, should identify additional Quiet Zone locations and implement the required traffic controls.

MAP 12



Truck Routes, Major Roads, and Railroads

-  Casino
 -  South Baltimore Gateway Boundary
 -  Major Roads
 -  Railroad
 -  Park
 -  Water
-
- Truck Routes**
 -  Through Truck Route
 -  Local Truck Route
 -  Restricted Route: No Trucks 7pm to 7am

October 29, 2015



STRATEGY F:

COORDINATE TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS WITH THE APPROPRIATE AGENCIES TO REDUCE REDUNDANCY AND NEIGHBORHOOD DISRUPTION

Using technology is important for monitoring physical infrastructure and traffic operations and efficiently tracking improvement projects.

RECOMMENDATION

1. Continue to improve and streamline the use of Envista software. *(Ongoing. Lead: Department of Transportation)*

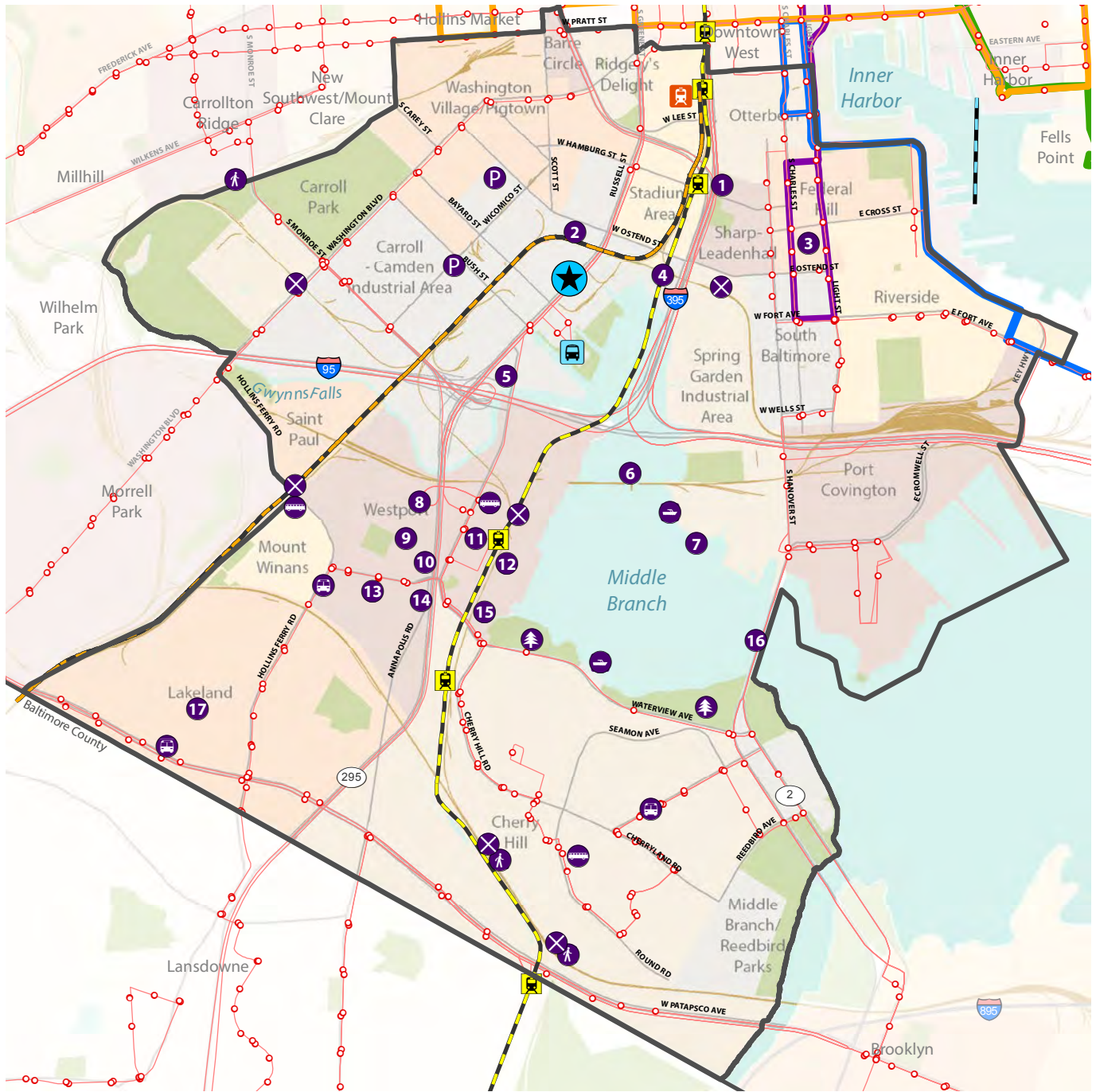
A number of Baltimore City departments have begun using Envista, a program that tracks projects across departments. This helps agencies collaborate and partner so that construction projects can occur simultaneously and limit multiple disruptions to the community. To improve and streamline the use of Envista, the Department of Transportation should coordinate the development of guidelines for all government agencies working within the area to use Envista to log and track transportation upgrades, pedestrian and bicycle improvements, subsurface utility and storm drain upgrades, installation of conduit for new public safety cameras and lighting and general maintenance improvements. Additional software may be explored and purchased to improve agency collaboration.

Consider establishing a citizens advisory committee or process for review of infrastructure upgrades.

Proposed Improvements

- 1 Hamburg Light Rail Station Pedestrian Improvements
- 2 New MARC Train Station in Carroll-Camden
- 3 Parking Study for Otterbein/Federal Hill/Riverside/Sharp-Leadenhall/South Baltimore
- 4 New Light Rail Stop
- 5 New Truck Ramp for BRESCO
- 6 Pedestrian Bridge - Trail & Bike
- 7 Waterfront trail
- 8 Westport Ramp - 295 Exit - Site Improvements
- 9 Westport Elementary Bus Loop
- 10 Improve Pedestrian Bridge
- 11 Improve Connections to Light Rail and Waterfront
- 12 Transit Oriented Development
- 13 Bike and Pedestrian Connection
- 14 New Auxiliary Lane - 295 Exit - Annapolis Rd
- 15 Improve Trail along Kloman St.
- 16 Hanover St Bridge Repair
- 17 Extend Bike Lanes

MAP 13



Proposed Transportation Improvement Projects

- | | | | |
|----------------------------------|--|--------------------|-----------------------|
| Casino | Bus Stop Enhancements | MARC Station | Charm City Circulator |
| South Baltimore Gateway Boundary | Circulator or Shuttle Service | MARC Track | Green |
| Major Roads | Railroad Crossing Safety Improvements | Lightrail Station | Orange |
| Railroad | Pedestrian Bridge Over Railroad Tracks | Lightrail Track | Purple |
| Park | Improve Access to Park Areas | Greyhound Terminal | Water Taxi |
| Water | Parking Study | Bus Stops | Bus Routes |
| | Water Taxi Service Landing | | |
| | See Chart for Numbered Proposals | | |

October 29, 2015





GOAL II

Environmental Sustainability:
*Make neighborhoods greener, cleaner
and healthier*

VISION

Using the Middle Branch of the Patapsco as a focal point, enhance the area's environment and expand recreational opportunities, incorporating best sustainability practices.

BACKGROUND

As Baltimore's Inner Harbor has become a world-class destination, the Middle Branch has remained Baltimore's lesser-known harbor. Located less than one mile south of the Inner Harbor, it is completely different in character. The Middle Branch is an expansive, shallow waterway with some of the city's best wildlife habitat and a soft, green shoreline - our "soft harbor." However, the Middle Branch suffers from water pollution, trash and the challenges of industrial uses.

A majority of the older industrial sites are either redeveloped for a lighter industrial purpose or vacant and the businesses are being relocated. Achieving environmental sustainability also requires a focus on healthy school environments, clean air and disaster preparedness.

Implementation of the SBG plan will promote the following outcomes:

- Increasing open space that is well-planned, maintained and used.
- Preserving, protecting and enhancing natural habitat areas.
- Increasing and improving access to parks, open space and other environmental resources.
- Improving and expanding recreational programs.
- Better maintaining public spaces and waterways.
- Improving water and air quality.
- Improving the environment in school facilities.
- Reducing energy usage.
- Preparing for the effects of climate change.

Map 14 points out urban farms, open space, areas with tree canopy and areas with potential for green projects.



STRATEGY A:

PROVIDE ALL NEIGHBORHOODS ACCESS TO HIGH-QUALITY GREEN SPACE AND EXPAND THE URBAN FOREST CANOPY

Open space and expansive tree canopy are community assets that provide recreational opportunities, enhance the quality of life, make neighborhoods desirable, build a sense of community, mitigate impacts of severe weather incidents and build environmental resiliency.

The Middle Branch is now poised for a major rebirth, the creation of a new waterfront community distinct from the Inner Harbor.

RECOMMENDATIONS

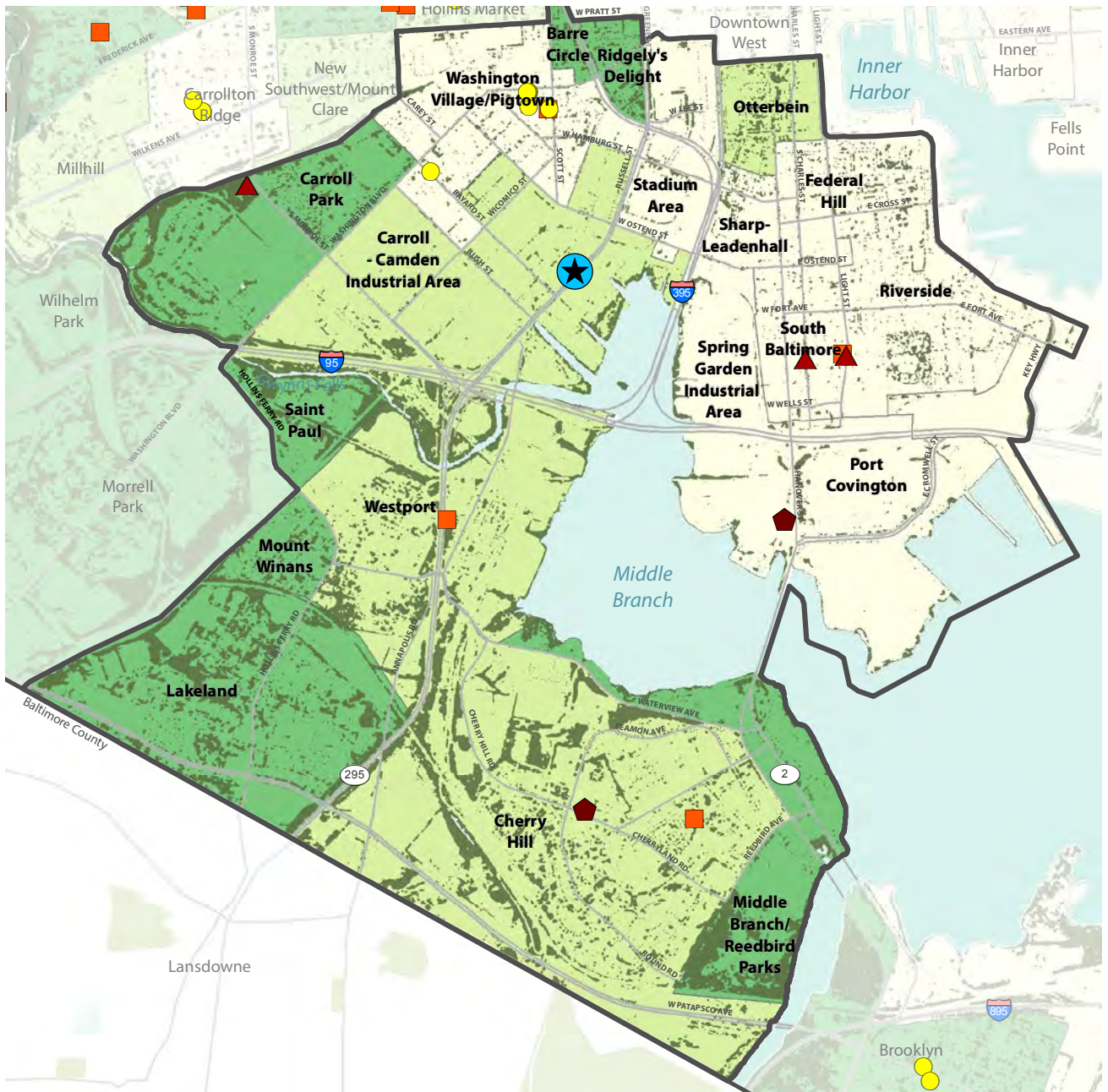
1. Increase the amount of open space and parkland. *(Immediate and Ongoing. Lead: Department of Recreation and Parks)*

The SBG area is home to two major regional parks, Middle Branch and Carroll, and many neighborhood parks. The area generally has access to open space. Map 15 shows the location of parks, recreation centers and pools, as well as areas with access to the water and the area's major trails.

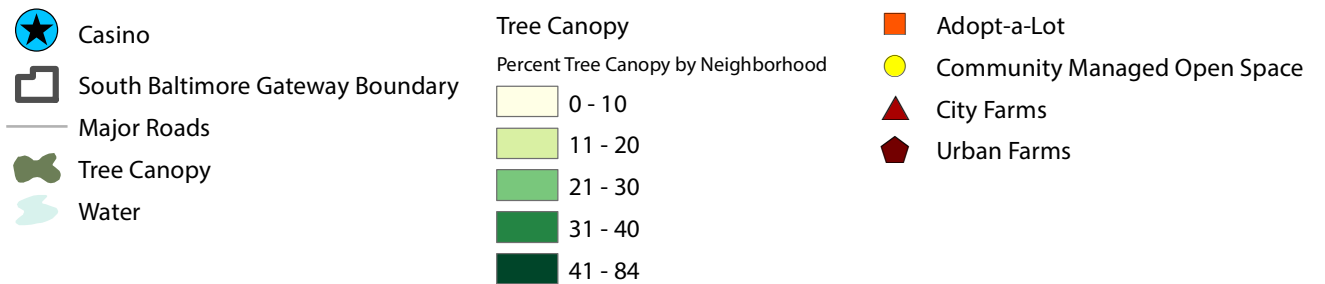
Locations for new or expanded parkland to consider are:

- Baltimore Housing Authority lots along Reedbird Avenue

MAP 14



Trees and Community Green Space



October 29, 2015

- Baltimore Housing lots along South Paca Street and the edges of Mount Winans
- Expansion of Florence Cummings Park in Westport up to Maisbury Court
- New neighborhood open spaces, particularly on lots that are part of the Vacants to Value redevelopment program.

As private development moves forward, open space and waterfront access should be provided, including in a waterfront community in Westport and in the Port Covington area.

One study from Macalester College in 2000 found that passive use urban parks can increase nearby home values by as much as 20 percent, though estimates ranging from 2–8 percent are more common.*

2. Convert City-owned vacant lots to green space. *(Immediate and Ongoing. Lead: Office of Sustainability)*

These lots could have a variety of uses, including community-managed open space, urban farms or neighborhood parks, as outlined in the Green Pattern book: www.baltimoresustainability.org/sites/baltimoresustainability.org/files/GGI%20Template%20View_FINAL_Compressed_.pdf. They could also become reforested areas or stormwater and flood management facilities. www.baltimoresustainability.org/sites/baltimoresustainability.org/files/GGI%20Template%20View_FINAL_Compressed_.pdf

*Source: Soren Anderson, The effect of open space on single-family, residential home property values. June, 2000, Macalester College.

3. Improve and upgrade existing parks. *(Ongoing, within 20 years. Lead: Department of Recreation and Parks)*

The Plan calls for park upgrades not only for Middle Branch Park (including improved and expanded facilities at the Baltimore Rowing Club) but also for Carroll, Swann, Ferry Bar, Solo Gibbs, Wegworth, Florence Cummings and Riverside Parks.

4. Make park gateways more attractive and inviting. *(Within 5 years and Ongoing. Lead: Department of Recreation and Parks)*

Many parks in the area lack common wayfinding signs or aesthetically pleasing entrances. Funds and volunteer resources could be used to improve park access. Signs warning about the dangers of eating fish or crabs from polluted water should also be installed in appropriate locations.

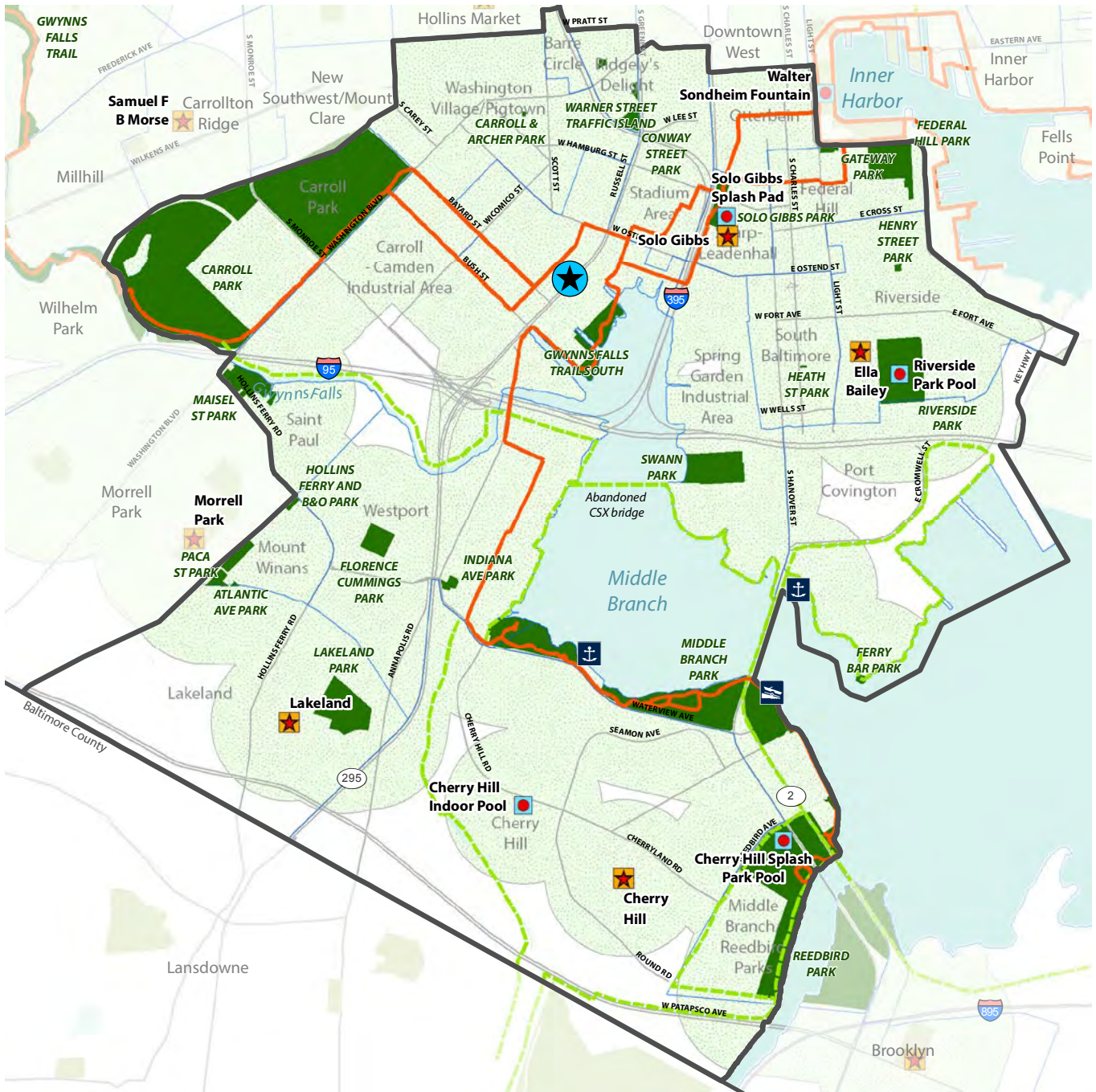
5. Incorporate low-impact development and Green Street principles into projects. *(Ongoing. Lead: Department of Planning)*

As projects are reviewed, ensure that these principles are put in place to reduce stormwater run-off and improve run-off water quality from parking lots, schools and parks. Green Street principles should be incorporated along roadways. <http://nacto.org/publication/urban-street-design-guide/streets/street-design-principles/>


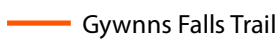

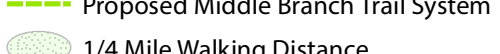






6. Increase the urban tree canopy. *(Immediate, within 10 years. Lead: Department of Recreation and Parks Forestry Division and Department of Planning)*

Trees improve air quality, reduce summer temperatures, reduce stormwater runoff and increase property values. Some areas in the SBG Area lack a sufficient tree canopy (see Map 16.) Planting trees is both an environmental

MAP 15



Access to Recreation: Parks, Recreation Centers, Trails, and Waterfront

-  Casino
-  Recreation Centers
-  Gwynns Falls Trail
-  South Baltimore Gateway Boundary
-  Pools
-  Proposed Middle Branch Trail System
-  Neighborhood Boundaries
-  Marina
-  Major Roads
-  Boat Launch
-  Park
-  Water

October 29, 2015

enhancement and an infrastructure investment.

A series of targeted efforts are recommended:

- Implement the Forestry Division’s tree planting and maintenance proposal, which outlines start-up and annual costs to plant more trees, create more tree pits, decrease impervious surfaces and expand the Tree Baltimore program throughout the Plan area.
- Conduct an inventory of trees and develop a plan to plant at least 500 trees annually.
- Continue to partner with local organizations that plant and care for trees.
- Engage nonprofits, environmental groups, professional organizations, high school students and college students to donate trees and help with tree planting and clean-ups.
- Introduce more planting and tree islands in City parking lots within the SBG Area to increase canopy and reduce urban heat island impacts.



STRATEGY B:

EXPAND AND ENHANCE THE RECREATIONAL TRAIL NETWORK

The Gwynns Falls Trail provides pedestrian and bicycle connections from the SBG Area to West Baltimore, downtown and other major trails such as the Jones Falls. Expanding and improving these trail connections to and around Middle Branch Park is an important linkage in the regional trail network. Converting the CSX swing bridge for pedestrian and bicycle access would also provide a more direct connection between

Westport and the South Baltimore peninsula, while creating a distinctive recreational amenity. (See Goal I.A.4.)

RECOMMENDATIONS

- 1. Build the proposed additions to the Gwynns Falls Trail.** (*Within 5 years. Lead: Department of Transportation, with Department of Recreation and Parks*)

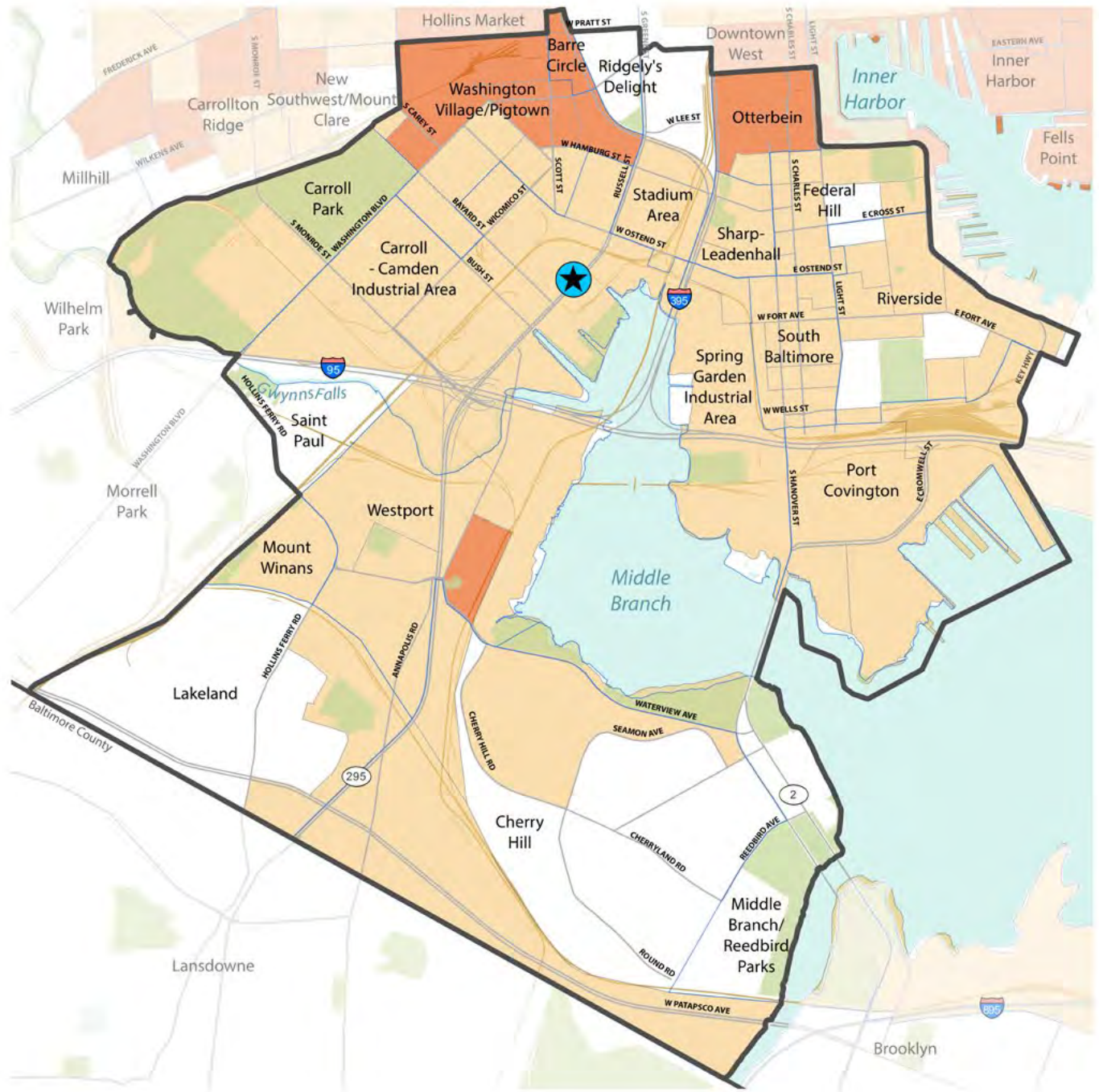
There is a strong need to better connect the neighborhoods of the plan area – for drivers and also pedestrians and bicyclists. The area trail network has potential to better connect area neighborhoods and tie the SBG Area to the rest of the region. Key steps to improve this trail network include:

- Expand (and market) guided rides along the Gwynns Falls Trail.
- Add trees, trailhead markers and improved wayfinding signage.
- Improve the Hanover Street Bridge to incorporate pedestrian and bicycle accommodations.
- Connect through Westport with improvements along Kloman Street.

- 2. Expand the trail system.** (*Within 5 years. Lead: Department of Transportation, with Department of Recreation and Parks*)

- Establish a complete trail loop around Middle Branch.
- Convert (or replace) the abandoned CSX bridge over Middle Branch to a pedestrian/cycling bridge.
- Create a waterfront access easement along the west bank of the Middle Branch and add a paved section of trail.
- Connect the trail between Carroll Park, Middle Branch Park, Swann Park and Masonville Cove.

MAP 16



Tree Planting

-  Casino
-  South Baltimore Gateway Boundary
-  Neighborhood Boundaries
-  Major Roads
-  Railroad
-  Park
-  Water

Tree Planting Prioritization Index

-  High
-  Medium - High

October 29, 2015



- Connect to the Inner Harbor Waterfront Promenade and Jones Falls Trail.
- Connect to the BWI and Baltimore and Annapolis Trails.
- Connect to major bike routes throughout the area.



STRATEGY C:

IMPROVE THE MIDDLE BRANCH SHORELINE, HABITAT AREA AND WATER QUALITY

The area’s future as a thriving waterfront community depends on having a stable, clean and environmentally diverse shoreline that is accessible to nearby neighborhoods and to those who wish to visit the city’s “soft harbor.”

RECOMMENDATIONS

- 1. Undertake a comprehensive feasibility and design plan for the Middle Branch shoreline.** *(Immediate. Lead: Department of Planning)*

For years, various plans have called for the Middle Branch to become a regional waterfront park and nature-based activity center. Those who worked to create this Plan have endorsed that vision, and it is time to take steps to make that vision a reality. The feasibility and design study should identify specific improvement and habitat restoration

areas, and identify locations for community amenities, such as boat launches, docks and piers, waterfront parks and Water Taxi stops. The study will include projected costs and timelines.

- 2. Stabilize the Middle Branch shoreline, focusing first on Middle Branch Park.** *(Within 10 years. Lead: Office of Sustainability)*

Stabilizing the shoreline in the Middle Branch area would be a major environmental and place-making boost. Natural shorelines regulate water quality and sustain important natural habitats. Plants stabilize the shore, prevent erosion, filter contaminants or nutrients and absorb wave energy. The new plan for a nature preserve at Ridgely’s Cove should be a priority for implementation.

- 3. Preserve and expand inland environmental, habitat restoration and conservation areas.** *(Within 10 years. Lead: Office of Sustainability)*

Inland natural areas also affect environmental quality and watershed health. Environmental conservation and habitat restoration along the Gwynns Falls and its tributaries can increase the overall environmental health and resiliency of the entire area and the Middle Branch watershed.

Two other areas are recommended as habitat locations. One is the former development site on Waterview Avenue across from Middle Branch Park; the other is the City-owned land on the southwest quadrant of I-95 and MD 295. (See Western Sector Map, page 141 for location.)

- 4. Conduct an environmental assessment of Cherry Hill/Reedbird Park and upgrade the land for additional recreational uses.** *(Within 5 years. Lead: Department of Recreation and Parks)*

This former landfill is home to an outdoor pool and a basketball court, but much of the land is unused. If environmentally safe, the land could be stabilized and improved as recreation areas to serve residents from nearby and beyond.



STRATEGY D:

REDUCE LITTER ACCUMULATION AND POLLUTION ON LAND AND IN WATERWAYS

Steps are needed to reduce trash and litter in and around the Middle Branch – a recurring priority for residents during the planning process. Eliminating trash promotes a sense of safety and community pride. Work is underway by the Planning Department and the Department of Public Works to draft an implementation plan to meet state goals for reducing trash and debris in the Middle Branch.

RECOMMENDATIONS

1. Change behavior through media outreach and volunteer clean-up campaigns. *(Immediate and Ongoing. Lead: Department of Public Works and Community Benefits District)*

Trash reduction should be targeted in a variety of ways to promote behavior change and to clean up the environment. Media campaigns, volunteer clean-ups, storm drain stenciling and appropriate use of trash receptacles can all have an impact on behavior. Social media could be used to report problems, and the 311 app could be improved as well. Investigation and analysis of trends and hot spots for dumping or abuse of corner trash cans could lead to more strategic responses.

2. Deploy additional sanitation crews to clean up communities and the Middle Branch. *(Immediate and within 5 years. Lead: Department of Public Works and Community Benefits District)*

The 2015 Spending plan provided Local Impact Grant funds for an additional sanitation crew and equipment in the SBG Area. Those funds could also pay for expanded services to clean up the Middle Branch. DPW should continue to install more storm drain filters, screens that prevent debris from entering the drains. A process should be put in place to monitor results and adjust deployment as necessary.

3. Launch pilot sanitation programs. *(Within 5 years. Lead: Department of Public Works)*

Across Baltimore City, neighborhoods have seen benefits from Department of Public Works (DPW) pilot programs aimed at reducing dumping and trash. These include the

Habitat Improvements

The Middle Branch Master Plan calls for creating a green 100-foot buffer, planting in barren shore and open areas to improve habitats, planting native vegetation, removing invasive plant species, protecting land for wildlife, reducing sediment and trash and creating new tidal wetland marsh areas. These approaches also increase access to the waterfront, as opposed to a hard-built environment such as the Inner Harbor. The Waterfront Overlay District proposed in Transform Baltimore's new zoning code will codify these buffer areas. To view the Middle Branch Master Plan, go to <http://archive.baltimorecity.gov/Government/AgenciesDepartments/Planning/MasterPlansMapsPublications/MiddleBranchMasterPlan.aspx>.

distribution of free household trash cans, ramped-up public education campaigns about waste disposal and the installation of storm drain screens. Testing more frequent bulk trash and dumpster pick-up days are other options. Productive reuse of downed trees and building materials should be encouraged as well.

4. Hire additional sanitation inspectors to improve enforcement of garbage disposal violations. *(Within 5 years. Lead: Department of Housing and Community Development)*

In addition to DPW sanitation programs, the Department of Housing and Community Development (DHCD) completes several thousand sanitation inspections a year in the SBG Area and issues more than 1,000 citations for sanitation violations. Despite these efforts, many corners and alleys have a garbage and trash dumping problem. DHCD projects that with three additional inspectors they could both double the number of citations issued for sanitation violations on private property and be able to open and search bags illegally tossed in the public alleys to identify and cite violators. The Community Benefits District could develop a plan to partner with the City in such an initiative.

5. Add cameras and one investigator to improve enforcement to stop illegal dumping. *(Immediate, within 5 years. Lead: Department of Housing and Community Development)*

Illegal dumping is common in the area, prompting DHCD to make regular checks on locations where contractors regularly dump construction debris. Surveillance cameras have been found to curb this type of dumping. With more cameras and one dedicated investigator, DHCD believes that the illegal dumpers could be caught and prosecuted, leading to a significant reduction of these violations.

6. Add an additional attorney to enhance prosecution of sanitation and dumping violations. *(Within 5 years. Lead Department of Housing and Community Development)*

For repeat offenders, prosecution is needed through the filing of “pattern and practice” cases. A dedicated City attorney could analyze the data and identify the locations that need attention. DHCD believes this would substantially improve outcomes. In addition to the pattern and practice cases, a dedicated attorney could handle the dumping cases stemming from violations captured by surveillance cameras.

7. Improve maintenance of area landscaping and public open spaces. *(Immediate and Ongoing. Lead: Department of Recreation and Parks and Community Benefits District)*

To prevent dumping and trash accumulation, which can lead to abandonment and criminal activity, resources should be dedicated to monitor and maintain publicly owned areas. As the amount of open space expands, enhanced maintenance services will be required. Specific maintenance plans should be developed and implemented.



STRATEGY E:

CONTINUE AND EXPAND THE PROGRAMS THAT IMPLEMENT THE CITY'S SUSTAINABILITY PLAN

The Sustainability Plan, adopted by the City in 2009, outlines nine major goals and strategies to make Baltimore more sustainable and resilient. Below are some of the programs and projects that could be expanded in the SBG Area.

The plan is available at <http://www.baltimoresustainability.org/sites/baltimoresustainability.org/files/Baltimore%20Sustainability%20Plan%20FINAL.pdf>.

RECOMMENDATIONS

1. Promote and expand volunteer activities and education programs.

(Immediate and Ongoing. Lead: Department of Recreation and Parks)

Creating more “Friends of the Park” groups, youth volunteer programs and “Canoe and Scoop” efforts will assist the City government in cleaning up trash and promoting activities and programs in the parks. Combined educational, recreational and nature programs could teach the connection between upstream behaviors (such as littering and leaving pet waste) and the condition of the water and habitat areas.

2. Expand the Baltimore Energy Challenge into SBG neighborhoods.

(Within 5 years. Lead: Office of Sustainability)

This project educates community leaders on saving energy in their homes and informing neighbors about those practices. The benefits include lower energy bills for residents and fewer greenhouse gas emissions into the environment.

3. Provide Green Schools coordinators in area schools.

(Within 5 years. Lead: Office of Sustainability)

Schools are ideal places to instill life-long environmental awareness and responsibility in young people. Grants are available for projects that promote student environmental leadership, such as schoolyard gardens, tree plantings and programs to conserve water and energy, and to help a school be

Turning to a Cleaner Harbor

One of the most visible and impactful methods to collect floating trash in Baltimore’s Inner Harbor is the new Water Wheel. The Water Wheel is capable of removing 50,000 pounds of trash daily.

The Water Wheel captures litter and debris flowing from the Jones Falls into the Inner Harbor, trash carried by rain into storm drains. The Water Wheel is powered by the current of the river, and solar panels provide extra power when needed. A Water Wheel approach to clearing trash may or may not be effective in the Middle Branch, but it should be explored, along with other approaches.

certified by the state as a Maryland Green School. Green School Coordinators at individual schools could help schools access these resources and could also serve the SBG Area with a curriculum focusing on the Middle Branch. A list of Green Schools can be found at: <http://maeoe.org/complete-green-schools-list/> and more details on the program can be located at: <http://www.baltimoresustainability.org/ghsc>.

4. Expand the “Make a Plan, Build a Kit, Help Each Other” project.

(Within 5 years. Lead: Office of Sustainability)

The City’s Climate Action Plan, adopted in 2012, calls for preparing citizens for major climate events. Through the “Make a Plan” project, residents attend workshops to learn how to prepare for power outages, flooding and other emergencies.

5. Create and expand community engagement and educational programs. *(Ongoing and within 5 years. Lead: Department of Recreation and Parks and Community Benefits District)*

Support community groups, nonprofits and schools in greening and environmental education activities. Establish a “Green Team” with members from various agencies and community stakeholder organizations to coordinate activities. Such a team might be a component of a new Community Benefits District, which is discussed in Goal IV.A.

6. Monitor and improve air quality. *(Ongoing. Lead: Office of Sustainability)*

The long-term presence of significant industrial uses in and around the SBG Area has raised health concerns among residents about pollution and air quality. The first step in addressing these issues would be to install

an air-quality monitoring station in at least one location in the area – to measure air pollution.

Schools are ideal places to instill life-long environmental awareness and responsibility in young people.









GOAL III

Safety:

Promote public safety through enhanced crime prevention efforts and improved emergency response

VISION

Residents regard the SBG Area as a safe community that is well-served by police, fire and emergency services.

BACKGROUND

Improving public safety is fundamental to improving the quality of life in any community, including the SBG Area. When crimes or emergencies occur, residents want to be confident that police, fire and other service providers are responsive. Code enforcement also plays a role in public safety, ensuring that buildings are safe and that nuisance or blight issues are addressed. Coordinated public safety efforts will contribute to the SBG Area being a safe and welcoming place.

During this planning process, 90 percent of respondents to a survey said that safety was the most important issue affecting their quality of life. Sixty-nine percent said that criminal activities would impact their neighborhoods the most. And 67 percent raised safety in area parks as a concern. The complete results of the survey can be found on the SBG website at www.southbaltimoregatewaymasterplan.com.

During this planning process, 90 percent of respondents to a survey said that safety was the most important issue affecting their quality of life.



STRATEGY A:

IMPLEMENT CRIME PREVENTION PROGRAMS

Though many people believe that the best way to reduce or prevent crime – and affect perceptions of crime – is to have “more boots on the ground,” public safety efforts have been proven to be most effective when coordinated by public safety agencies and neighborhood-based citizen initiatives.

RECOMMENDATIONS

1. Support and expand community-police partnerships.

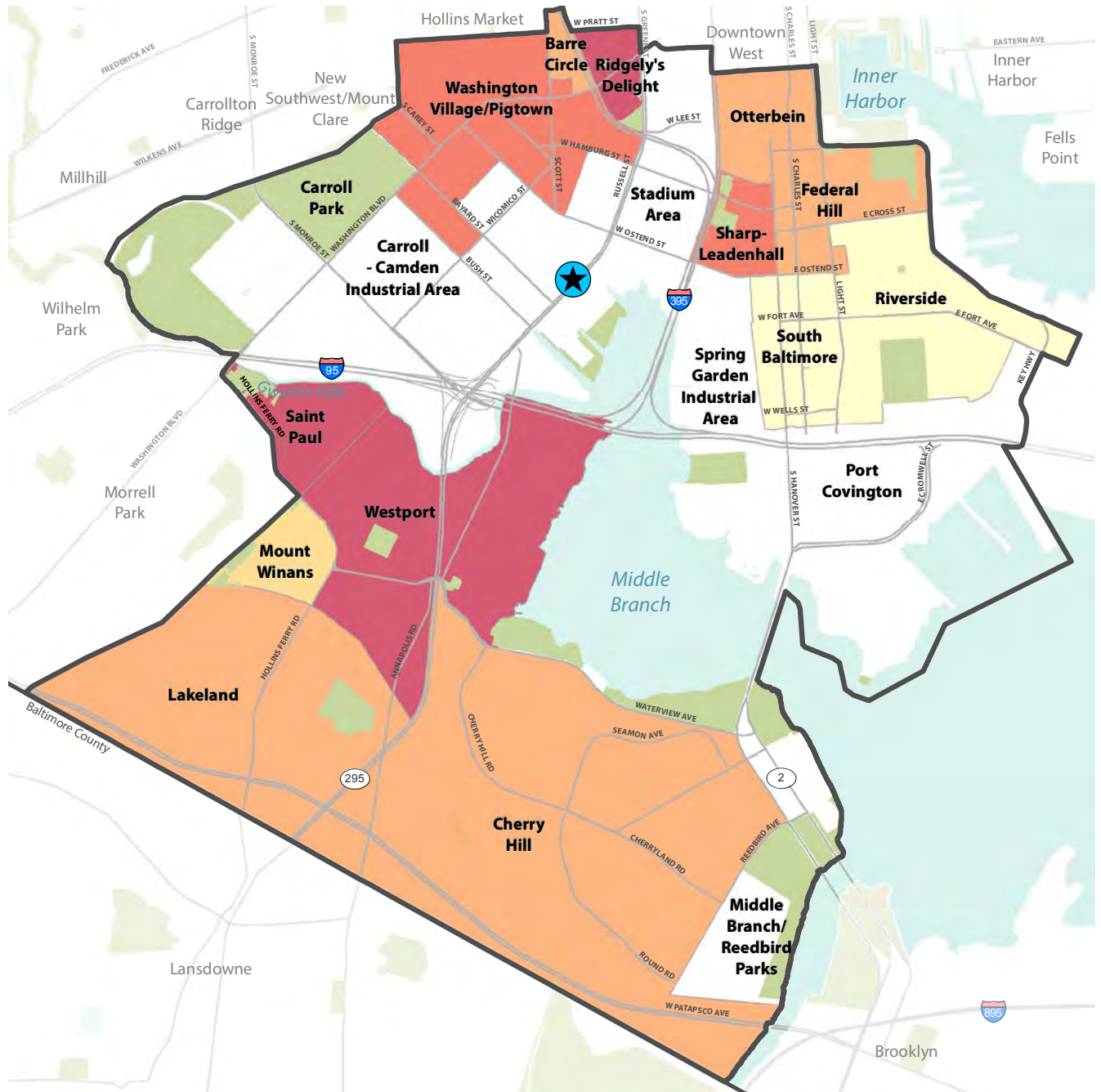
(Within 5 years and Ongoing. Lead: Police Department)

Two ways that citizens can engage in crime prevention are Citizens on Patrol (COP) and Neighborhood Watch programs. COP programs use neighborhood patrols and education initiatives to improve safety, with an active program ongoing in the SBG planning area. Similarly, the CitiWatch Community Partnership brings the City and local businesses and residents together to fight crime. The Community Partnership is a voluntary registry that contains the location and owner information of privately owned surveillance systems, information that is valuable to the Baltimore Police Department investigating crimes.

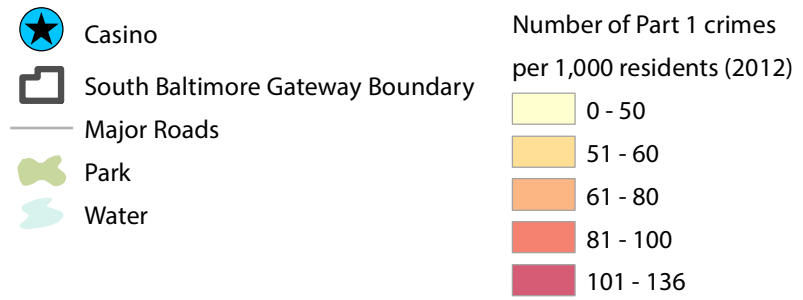
Market these and other programs to young people to engage more sectors of the community in reporting problems. Social media and sports programs are useful methods to reach youth.

These approaches send a powerful message: communities will not tolerate criminal activity in SBG neighborhoods, and residents will take an active role in preventing it.

MAP 17



Crime Rates in South Baltimore Gateway Neighborhoods



October 29, 2015

2. Install and upgrade lighting and public safety cameras.

(Immediate, within 5 years. Lead: Department of Transportation and Police Department)

A comprehensive assessment of lighting conditions will serve as a crime prevention tool. This study should look at residential streets as well as along trails and in public parks. The City should establish an annual schedule of lighting upgrades. Additional measures would include:

- Enforce nighttime park closures unless and until lighting can be provided.
- Trim overgrown vegetation that blocks lighting.
- Provide additional lighting in park areas, particularly along the Gwynns Falls Trail.
- Provide motion-sensor lighting for large vacant properties.

CitiWatch public safety cameras can be a useful tool for crime prevention, but they need to work well. Some cameras do not have clear images, so they are ineffective at identifying criminal suspects. Fifteen cameras have been recently replaced in Cherry Hill with replacements ongoing.

CitiWatch public safety cameras can be a useful tool for crime prevention, but they need to work well.

3. Expand the application of Crime Prevention through Environmental Design.

(Immediate and Ongoing. Lead: Department of Planning)

Crime Prevention through Environmental Design (CPTED) is an urban design approach

that promotes more activity and better visibility in communities to help deter crime and give people a better sense of safety. Active street life, good visibility, street lighting and clean, well-maintained streetscapes are all visual cues that show a strong community fabric where crime is not welcome. CPTED features can be designed as a part of major development projects and Complete Streets projects that are attractive for neighborhoods.

4. Increase Police and Fire department presence near the casino.

(Within 5 years. Leads: Police and Fire Departments)

South Baltimore and Federal Hill residents are concerned that the casino – with its 24-hour liquor license – will exacerbate existing problems with bars in their neighborhoods. Problems include increased nighttime traffic, inebriated patrons causing property damage and fights spilling into the neighborhoods. Community members suggest setting up sobriety check points, enforcing bar capacity limits, providing escort services to cars and establishing shuttle buses from Federal Hill to the casino.

5. Re-establish the Park Ranger program.

(Within 5 years. Lead: Department of Recreation and Parks)

The Department of Recreation and Parks used to have a Park Rangers program in this part of the city, and it should be re-established. Based on past experience, by hiring just a few park patrol officers, safety could be greatly improved along the trails and in the parks. Furthermore, the Park Rangers could offer guidance and assistance to park users. This function could also be done by or in coordination with the proposed Community Benefits District.



STRATEGY B:

UPGRADE EMERGENCY FIRE AND MEDICAL SERVICES AND IMPROVE RESPONSE TIMES THROUGHOUT THE AREA.

One of the area's primary strengths is its geographic location – centrally located waterfront areas with good access to rail and roads. However, these assets have also hindered public safety response times. For the South Baltimore peninsula, its limited access points and narrow street patterns through the active business areas along Charles and Light Streets hinder fire and emergency response times. Likewise, Cherry Hill is also on a peninsula and the Westport fire station on Annapolis Road is too small and antiquated to serve all the neighborhoods nearby. See Map 18 for locations of emergency response resources.

Another public safety issue identified by both the Police and Fire Departments is the challenge of highly active downtown Baltimore, which pulls public safety resources away from other neighborhoods during the workday, including South Baltimore. The Steadman Station (Engine 23) on Eutaw Street (just north of the casino), according to the Fire Department, is already said to be the busiest fire station by number of responses in the entire United States. Combined with the spread-out nature of the area and all the physical barriers, it is difficult to quickly respond to public safety issues throughout the area in a timely fashion. Without making changes to facilities, equipment or personnel, response times to fire and emergency medical calls will likely increase as a result of the casino opening, further increasing demand for already thinly stretched resources.

To better serve the public safety needs of the immediate casino area and take pressure

off the overtaxed resources of the Southern Police District, it was imperative that BCPD establish a post in the immediate casino area, in consultation with the Department of General Services, which manages City buildings. This was done using Local Impact Grants allocated in the fiscal year 2015 budget.

RECOMMENDATIONS

1. Fund fire station upgrades.

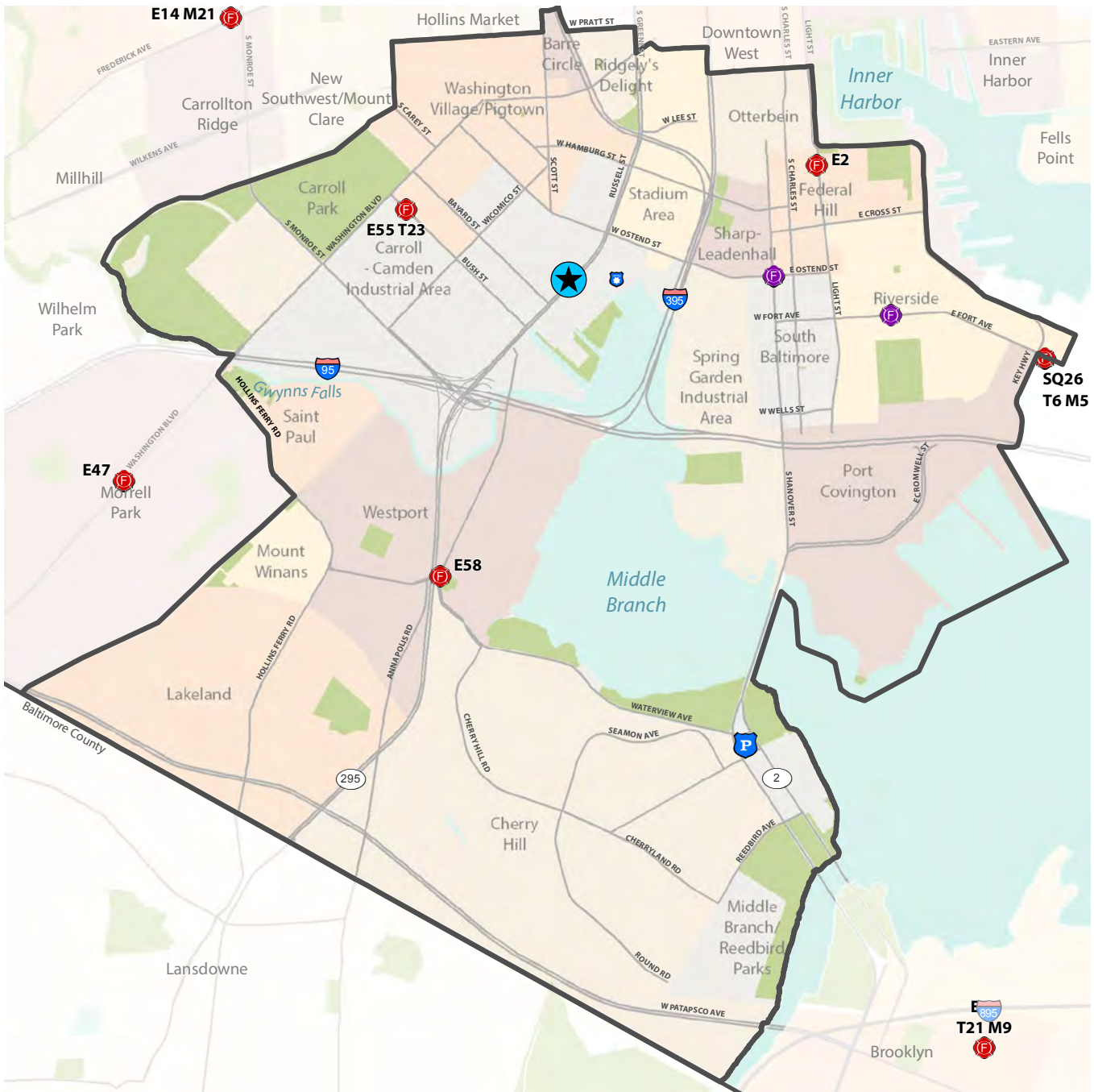
(Immediate, within 5 years. Lead: Department of General Services)

Though there are emergency medical service and fire stations that respond to the SBG from outside its boundaries, the actual master plan area now has only three engine companies, two truck companies and one medic unit, which are inadequate, based on the area's growing needs. In addition to possibly establishing a temporary facility, the Baltimore City Fire Department must make modifications to existing facilities to accommodate the additional fire and emergency medical demands of the casino. The Fire Department has suggested the following:










- Relocating an additional truck to Engine 58 (Annapolis Road).
- Relocating a medic unit to Engine 55 (Bush Street).
- Reactivating the vacant fire stations at Hanover and Ostend streets and Riverside and Fort avenues.



MAP 18



Emergency Response Resources

-  Casino
-  South Baltimore Gateway Boundary
-  Major Roads
-  Park
-  Water
-  Fire Stations
E = Engine Company
T = Truck Company
M = Medic
-  Fire Stations (Reopening)
-  Southern District Police Station
-  Police Post

October 29, 2015

2. Study the need for and feasibility of a joint Police and Fire Department station.

(Within 5 years. Lead: Department of General Services)

The Police and Fire Departments – in consultation with the Department of General Services and other partner agencies like the Maryland State Police – should investigate the need for and feasibility of a joint public safety facility. This facility should be located on a main artery with high visibility and not isolated on the peninsula. Potential sites should be investigated for feasibility with community involvement in the evaluation.



3. Conduct a water hazards study.

(Immediate. Lead: Office of Sustainability)

A detailed water hazards study would identify any marine safety hazards, such as shallow areas or sunken debris that may cause damage to passing vessels. This study would evaluate access for police boats in the event of an aquatic emergency.

This study would evaluate access for police boats in the event of an aquatic emergency, and could be done as part of the Middle Branch Feasibility Study (See Goal II.C.1.)





GOAL IV

Community Development and Revitalization:
Improve the quality of neighborhoods to increase the marketability of properties to promote investment

VISION

Implement the best land uses and redevelopment strategies that strengthen neighborhoods, improve quality of life and support economic growth.

BACKGROUND

Place-making creates an atmosphere that is welcoming, attractive and comfortable. This can be accomplished by improving aesthetics, amenities, services and activities that capitalize on the area's unique attributes, such as its attractive waterfront spaces, convenient access to anchor institutions and downtown cultural activities.

The area has many opportunities for redevelopment to improve the quality of life and support economic growth.

Some SBG neighborhoods are mostly built out and some – particularly the ones experiencing the most challenges economically and socially – have vacant or underused land that could be redeveloped. Improving the quality of neighborhood amenities and infrastructure will help make vacant and underused parcels more marketable for future development. In addition, a few larger-scale housing and mixed-use projects, coupled with targeted financial incentives, could help grow the city's population and stimulate economic development and job creation.



STRATEGY A:

ESTABLISH A MANAGEMENT ENTITY TO FOCUS ON NEIGHBORHOOD IMPROVEMENTS

Establish a nonprofit Community Benefits District (CBD) or community development corporation to provide services and manage community investments and programs to meet neighborhood needs. This entity, a priority of the Local Development Council, could be primarily funded through a yearly grant from the City's allocation of Local

Impact Grants, although diversifying its funding should be a priority. Options for its operational structure will be determined by a consultant study done in conjunction with the LDC and funded with Local Impact Grants. An overarching goal of the new entity will be enhancing quality of life to retain and attract residents and businesses.

A nonprofit Community Benefits District (CBD) or community development corporation would provide services and manage community investments and programs to meet neighborhood needs.

There are a number of Baltimore models that could be appropriate for the SBG Area. The Central Baltimore Partnership is a nonprofit that brings together neighborhood organizations, other nonprofits, educational institutions, businesses and City agencies to bolster the ongoing redevelopment of the central corridor north of downtown. The Homewood Community Partners Initiative is a collaboration among Johns Hopkins University and the 10 neighborhoods and one commercial district working together to strengthen the communities around the Hopkins Homewood campus. The Downtown Partnership of Baltimore and the Midtown Benefits District both employ staff that provide sanitation and safety services in their designated areas.

Improving the quality of neighborhood amenities and infrastructure will help make vacant and underused parcels more marketable for future development.

RECOMMENDATION

1. Create Community Benefits District and hire staff.

(Immediate. Lead: Mayor's Office of Economic and Community Development)

This new entity should be structured so that representatives of the impact area neighborhoods, businesses and institutions will determine how to spend resources. The CBD will have the authority to hire local residents to provide services. A consultant will work with the LDC to determine the best structure for the CBD with a goal of hiring initial staff by 2016.



STRATEGY B:

CREATE OR EXPAND INCENTIVES TO STABILIZE AND PROMOTE REDEVELOPMENT IN SBG NEIGHBORHOODS

While there is a need to have more market-rate housing, there must be a balance with maintaining and creating affordable, subsidized and market rate rental and ownership opportunities and preventing displacement. To this end, the plan recommends identifying housing funding sources and taking full advantage of existing programs for homeowners and developers.

RECOMMENDATIONS

1. Expand Live Near Your Work program for casino employees and other larger employers.

(Immediate. Leads: Department of Housing and Community Development and Live Baltimore)

Work with area employers, especially the Horseshoe Casino, to create a Live Near

Your Work program for its employees (more than 2,000 as of April 2015). This program provides funds from the employer, matched by City government, to help an employee purchase a house in an area near the workplace. http://www.baltimorehousing.org/homeownership_livenear. Many employees currently live in the area, but this incentive may help others to move into the city and those who are currently renting to become homeowners. This would become part of a layered incentive approach to homeownership.

While there is a need to have more market-rate housing, this must be balanced with maintaining and creating affordable, subsidized and market rate rental and ownership opportunities and preventing displacement.

2. Develop strategies and time frames for the stabilization of vacant houses. *(Immediate and Ongoing. Lead: Department of Housing and Community Development)*

Until recently, City government only had the authority to issue citations and pursue legal action against landlords. Recent legislation now allows the Housing Department to stabilize deteriorating buildings.

The City should use a combination of innovative funding and new legal authority to stabilize long-vacant houses. See Map 19 for concentrations of vacant buildings.

3. Develop a pilot program to provide subsidies for rehabilitation of vacant houses. *(Immediate. Lead: Department of Housing and Community Development)*

The Department of Housing and Community Development suggests a pilot program to promote the reuse and re-occupancy of vacant properties in the planning area, most notably, Pigtown/Washington Village and Westport. Under this program, a vacant property would be auctioned in a manner consistent with the existing receivership program. If no positive bids were accepted, the auctioneer would accept negative bids (i.e., a proposed subsidy) up to a capped amount to stimulate new investment. In other words, if the total cost to rehab and sell the property were, for example, \$15,000 more than the anticipated sales price, the negative bid would be \$15,000, and the purchaser would receive that sum from the City program as a subsidy.

The housing department believes this process would be the least expensive way to identify and distribute subsidies and ensure that many vacant properties within the planning area (not identified for demolition or otherwise suitable for rehab) are rehabilitated and occupied. Using a \$20,000 subsidy as the average for 50 properties, the program would need approximately \$1 million in capitalization.

4. Create a pilot rehabilitation program for middle-income homeowners. *(Within 5 years. Lead: Department of Housing and Community Development)*

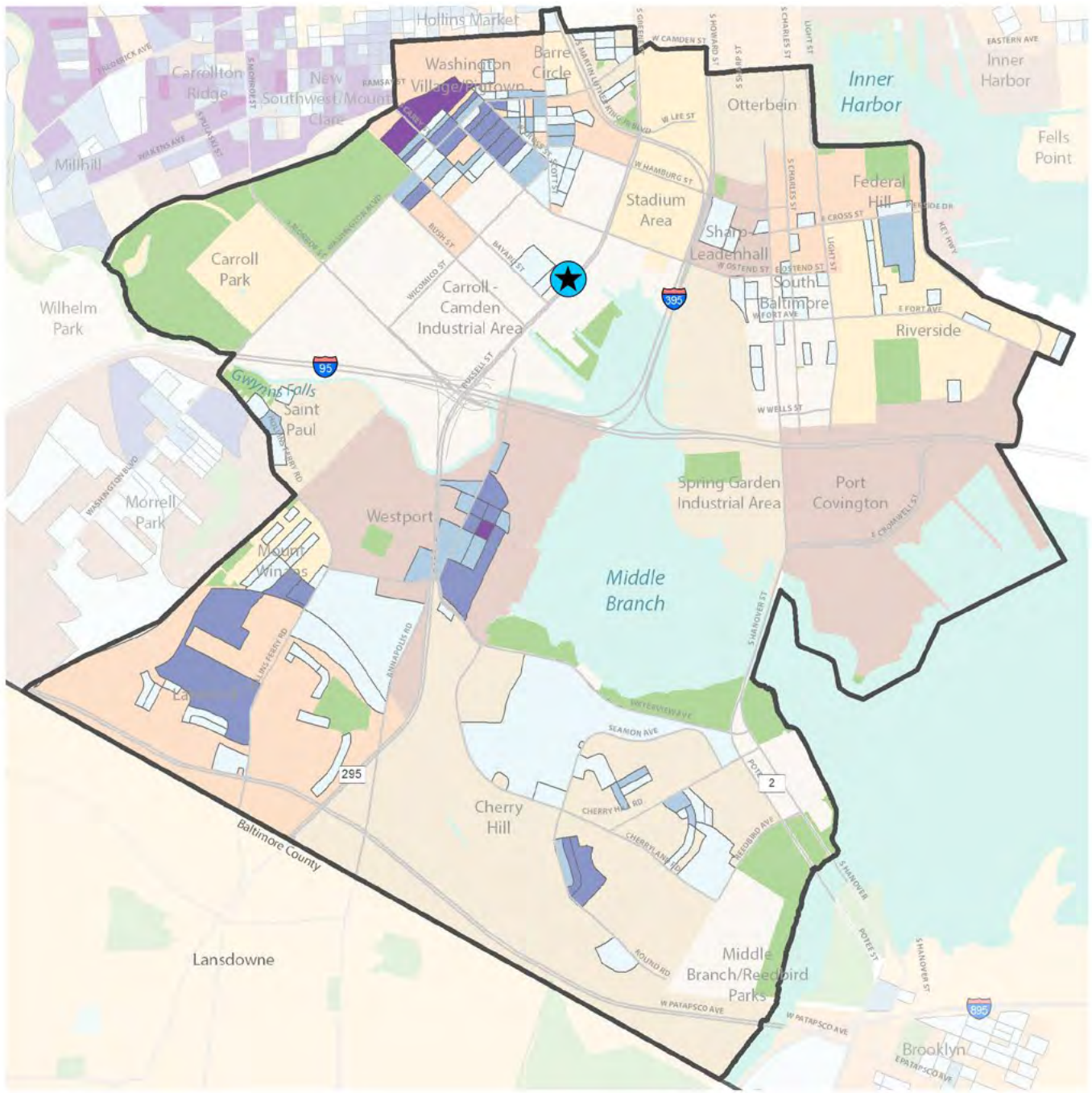
This program would seek to use Local Impact Grant funds to assist homeowners who do not meet income eligibility requirements for City housing assistance programs. Often repairs such as roof replacement and furnace replacement are out of reach for middle-in-

come homeowners. Under this proposal, those making between 80 percent and 120 percent of the area median income would be eligible. The program could be a grant, forgivable loan or low-interest loan program. Investigation should also be done to determine the eligibility of SBG neighborhoods to be part of the citywide Healthy Neighborhoods program.

Healthy Neighborhoods

Healthy Neighborhoods is a nonprofit that works to strengthen seven communities in Baltimore City. The neighborhoods, which include Belair-Edison, Reservoir Hill and Better Waverly, have both strong assets and challenges. The nonprofit organization forges partnerships among lenders, philanthropies and neighborhoods and focuses on helping build homeowners' assets, developing community cohesion and attracting new homeowners. Healthy Neighborhoods oversees a \$23 million private loan fund and provides special below-market loans to homebuyers and homeowners to encourage investment and renovation. Healthy Neighborhoods also provides matching funds for rehab projects by homeowners. Healthy Neighborhoods should explore adding South Baltimore Gateway neighborhoods in its network.

MAP 19



Vacant Buildings



October 29, 2015

5. Expand accessibility retrofit programs.

(Within 5 years. Lead: Department of Housing and Community Development)

Providing financial assistance to homeowners to retrofit their homes to improve accessibility could allow more seniors to age in place or allow families with members who require better accessibility to live fuller lives at home.

6. Create developer financing pilot program.

(Within 5 years. Lead: Department of Housing and Community Development)

Create a program within the Vacants to Value program that would provide smaller developers access to financing to help rehabilitate vacant homes or smaller clusters of homes within the Plan area. This would allow smaller construction companies to access capital for construction projects of appropriate scale, allowing these smaller firms to gain experience. The program could be structured as a low-interest loan repayable upon sale or rental of the vacant property.



STRATEGY C:

IDENTIFY AND CAPITALIZE ON LAND USE REDEVELOPMENT OPPORTUNITIES

The SBG neighborhoods with the highest concentration of vacant buildings and vacant lots are Pigtown /Washington Village, Westport, Cherry Hill and Mount Winans. Saint Paul has a minimal number of vacant buildings, as shown in Map 19, but a high concentration of vacant lots. Though most of the land in the plan area is in private ownership, large pockets are owned by the City or Housing Authority of Baltimore City (HABC). The largest pockets of City-owned properties are in Westport and Cherry

Hill. The largest concentration of HABC properties are within the neighborhoods of Cherry Hill, Westport and Mount Winans. Cherry Hill and Westport have several large former public housing sites and underused waterfront industrial areas that could attract new investment in housing and mixed-use projects.

RECOMMENDATIONS

1. Perform a regional housing market and housing typology comparison/ study for the plan area. *(Immediate. Lead: Department of Planning)*

A redevelopment strategy for the Southern Sector of the SBG area should include a regional approach that takes into account the proximity of the area to Anne Arundel, Baltimore, Howard and Prince George's Counties.

This study would further delve into the housing market possibilities of key development parcels to ascertain where they fit into the regional market, as well as identifying gaps in affordability and housing types that are not being met in the region.

2. Perform market analyses for potential development parcels not currently planned for redevelopment.

(Immediate. Lead: Department of Planning, Department of Housing and Community Development and Baltimore Development Corporation)

For areas with the greatest potential for redevelopment, a comprehensive market study should be conducted to determine the best possible investments. In particular, several underused industrial areas may be transformed to provide a stronger return on investment if redeveloped as mixed-use projects. Map 20 identifies key properties that have development potential.

3. Create redevelopment strategies for sites that could serve as catalysts for investment. *(Ongoing. Lead: Department of Planning and Baltimore Development Corp.)*

Specific sites could serve as catalysts for community investment, redevelopment and growth. A prime example is the proposed Stadium Square project in Sharp-Leadenhall. The developers have purchased several adjacent blocks and are moving forward with a mixed-use redevelopment that would include housing and commercial sites. Other potential redevelopment sites are shown on Map 20, and also in Section 6.

- The vacant or underused waterfront sites adjacent to both the water and light rail stops in Westport and Cherry Hill are excellent locations for high-density, mixed-use projects.
- A mixed-use project should be developed in Port Covington, a valuable waterfront site adjacent to I-95 with large potential.
- Suitable vacant public housing and other vacant properties in Westport and Cherry Hill should be developed with improvements and amenities appropriate for the neighborhoods.
- Waterview Avenue at Hollins Ferry Road should continue into Mount Winans and better connect Mount Winans, Westport and Cherry Hill as a corridor for redevelopment.
- Redevelopment of the former school site in the heart of Mount Winans could provide appropriate housing and community uses.
- A mixed-use project on the corner of Washington Boulevard and Martin Luther King Boulevard would serve as a gateway and link from the west side of

downtown to Pigtown/Washington Village.

- Relocation of the DOT yard in Westport to the industrial area on Annapolis Road just north of Clare Street would allow infill housing on the site.
- Relocation of the Baltimore Animal Rescue and Care Shelter from Stockholm Street would allow a more appropriate use for this site near the casino and provide a larger site for the shelter.

More specific recommendations for redevelopment sites are discussed in Section VI.

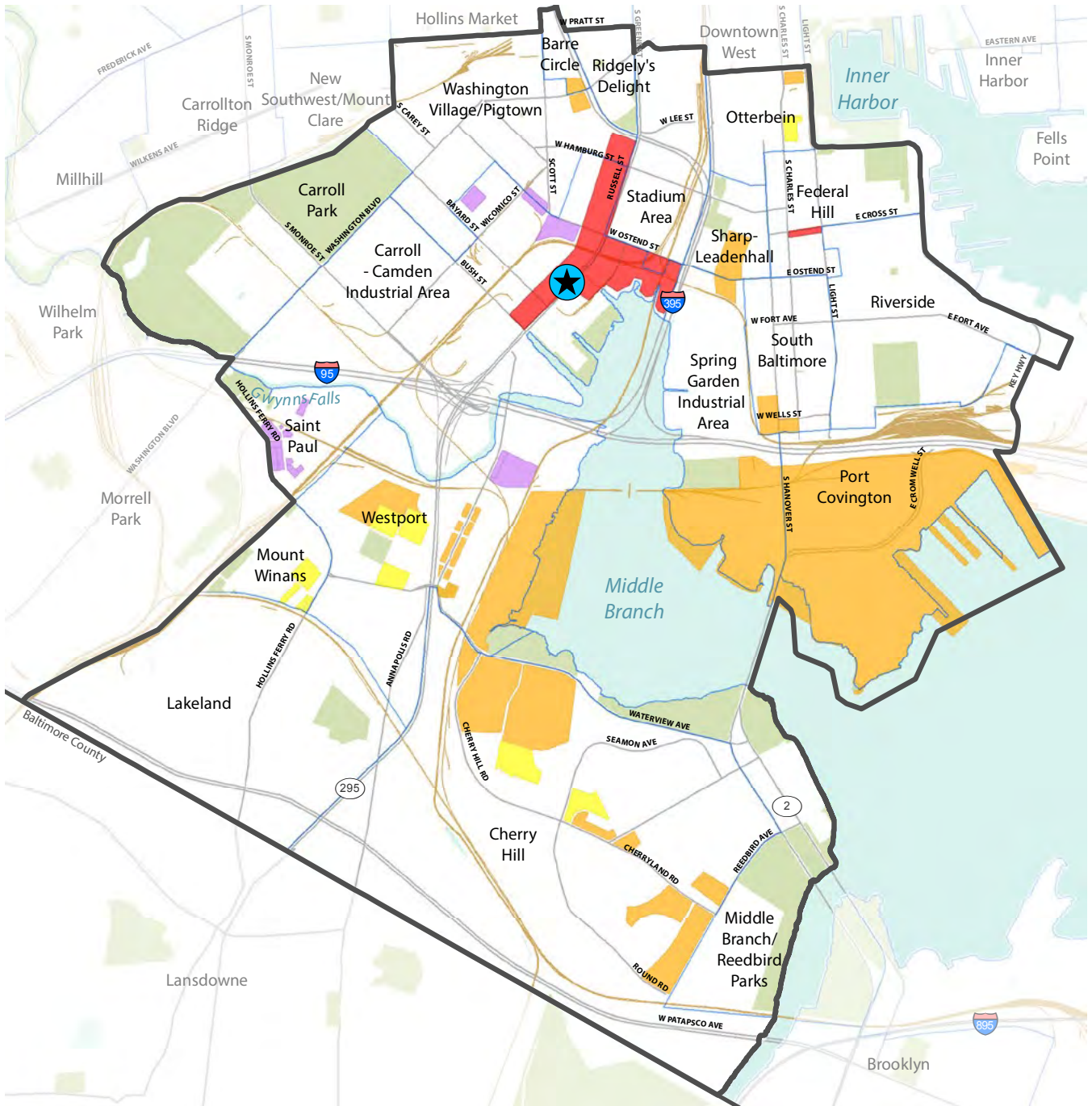
4. Conduct corridor improvement studies. *(Within 5 years. Lead: Department of Planning and Department of Transportation)*

Established business corridors must evolve to remain competitive as markets change, taking steps to build on their assets and address their challenges. Plans are needed in the SBG area for long-term improvements to major corridors. The City is currently piloting its LINCS initiative to examine integrating revitalization tools and strategies for four significant commercial corridors.



This strategy can be replicated over time for several corridors in South Baltimore:

- Annapolis Road
- Federal Hill (Historic Federal Hill Main Street)
- Hanover Street
- Patapsco Avenue
- Russell Street
- Washington Boulevard (Pigtown Main Street)
- Waterview Avenue from Potee Street to Hollins Ferry Road

MAP 20



Redevelopment Opportunity Areas

-  Casino
-  South Baltimore Gateway Boundary
-  Neighborhood Boundaries
-  Major Roads
-  Railroad
-  Park
-  Water
-  Residential Development Opportunities
-  Commercial Development Opportunities
-  Mixed-Use Development Opportunities
-  Industrial Development Opportunities

October 29, 2015

5. Develop design guidelines for redevelopment of sites as appropriate.

(Ongoing. Lead: Department of Planning)

The City, in consultation with neighborhood stakeholders and design professionals, should develop guidelines and, where needed, specific standards for new development projects in the SBG Area. The goal is to develop distinctive and attractive spaces with well-designed architecture and landscapes. Where an urban renewal plan exists, these guidelines and standards could be incorporated into those plans. Transform Baltimore, the first comprehensive rewrite of the City zoning code since 1971, provides more tools for communities to achieve these goals through zoning.

Design guidelines should consider:

- Transit-oriented development principles characterized by compact, mixed-use development near transit stops.
- Access to multiple modes of transportation that include walking, driving, bicycling and traveling by transit.
- Signature architectural features that add aesthetic value.
- Arrangements of buildings to be at human scale and to define or include public space.
- Landscape materials to bring natural elements into the community and to provide environmental quality with green infrastructure, shaded spaces with cool micro-climates and seasonal interest as vegetation changes.

6. Evaluate the feasibility of making public housing improvements.

(Within 10 years. Lead: Housing Authority of Baltimore City)

Because many public housing units have not been upgraded for a number of years as federal funding has decreased, innovative approaches such as expanding the Rental Assistance Demonstration (RAD) program should be explored. These approaches could be most beneficial to Cherry Hill, the neighborhood in the SBG Area with the largest number of public housing units.

7. Consolidate industrial areas.

(Within 5 years. Lead: Department of Housing and Community Development)

For health and safety reasons and to promote redevelopment, the following areas should be targeted for demolition and relocation of residents, when needed:

- The 2000 block of Annapolis Road (2001-2047), a narrow block of houses adjacent to a major BGE substation, should be demolished to consolidate the industrial area north of Clare Street.
- The few remaining houses in Saint Paul that are surrounded by heavy industrial uses, including a scrap yard.

Continue developing a comprehensive strategy for the future of once underused sites suitable for industrial use.

8. Develop and implement strategies and incentives to reuse vacant industrial buildings.

(Within 5 years. Lead: Department of Planning)

Continue developing a comprehensive strategy for the future of underused sites once suitable for industrial use. To begin, a full inventory of vacant industrial properties should be developed.

9. Study the future of all City-owned properties.

(Immediate/Ongoing. Lead: Department of General Services)

Evaluate City-owned buildings to determine if they should be sold, renovated or replaced. As opportunities develop, continually re-evaluate the best use of the properties within the SBG area.









GOAL V

Economic Growth:

Improve and expand economic well-being throughout the area with support for businesses, workforce development and job creation

VISION

Economic growth happens when businesses invest in expansion and job creation and workforce and economic development solutions connect area citizens – from all neighborhoods and backgrounds – to opportunities to grow personal and community wealth, ultimately resulting in an improved quality of life for all.

BACKGROUND

The local economy depends on an educated and well-trained workforce. The neighborhoods within the SBG Area are diverse with varied levels of access and opportunity to education, workforce development, business development, entrepreneurial opportunities and jobs. Poverty rates also vary widely by neighborhood. Federal Hill, for example, has only 6 percent of its families living below the poverty level compared to 65 percent in Cherry Hill.

Roughly two-thirds of all employment in the SBG Area falls within six industry categories as defined by the North American Industry Classification System (NAICS). These are Manufacturing; Transportation, Warehousing and Wholesale; Entertainment and Hospitality, anchored by the Horseshoe Casino; Healthcare, anchored by MedStar Harbor Hospital; Construction; and “Miscellaneous Services.” Careers in the SBG Area’s Miscellaneous Services sector include collection agents, security guards, waste and recycling collectors and employees of community and religious organizations. According to a 2014 study by Field Guide Consulting for the Mayor’s Office of Employment Development (available on the SBG Area website), “most of these occupations [across all six sectors] have entry-level wages in the range of \$8 to \$14 per hour, depending on occupation. While the majority of workers in these occupations do not earn a family supporting wage, workers can earn higher wages, although typically only with significant experience and tenure.”

A significant portion of the planning area is included in the Baltimore Enterprise Zone – a state-authorized program managed by the Baltimore Development Corporation. (See Map 21.) Businesses in the zone are eligible for Enterprise Zone tax credit programs, if capital investments are made within the zone or a business hires at least one new employee. The

Focus Area provides even more benefits. An important consideration is making sure local businesses and entrepreneurs are aware of the Enterprise Zone benefits, to promote job growth and opportunity throughout the area.

Workforce development should focus on training to meet the needs of sectors that are projected to grow across the region, giving workers opportunities to progress into careers that pay a family-supporting wage.



STRATEGY A:

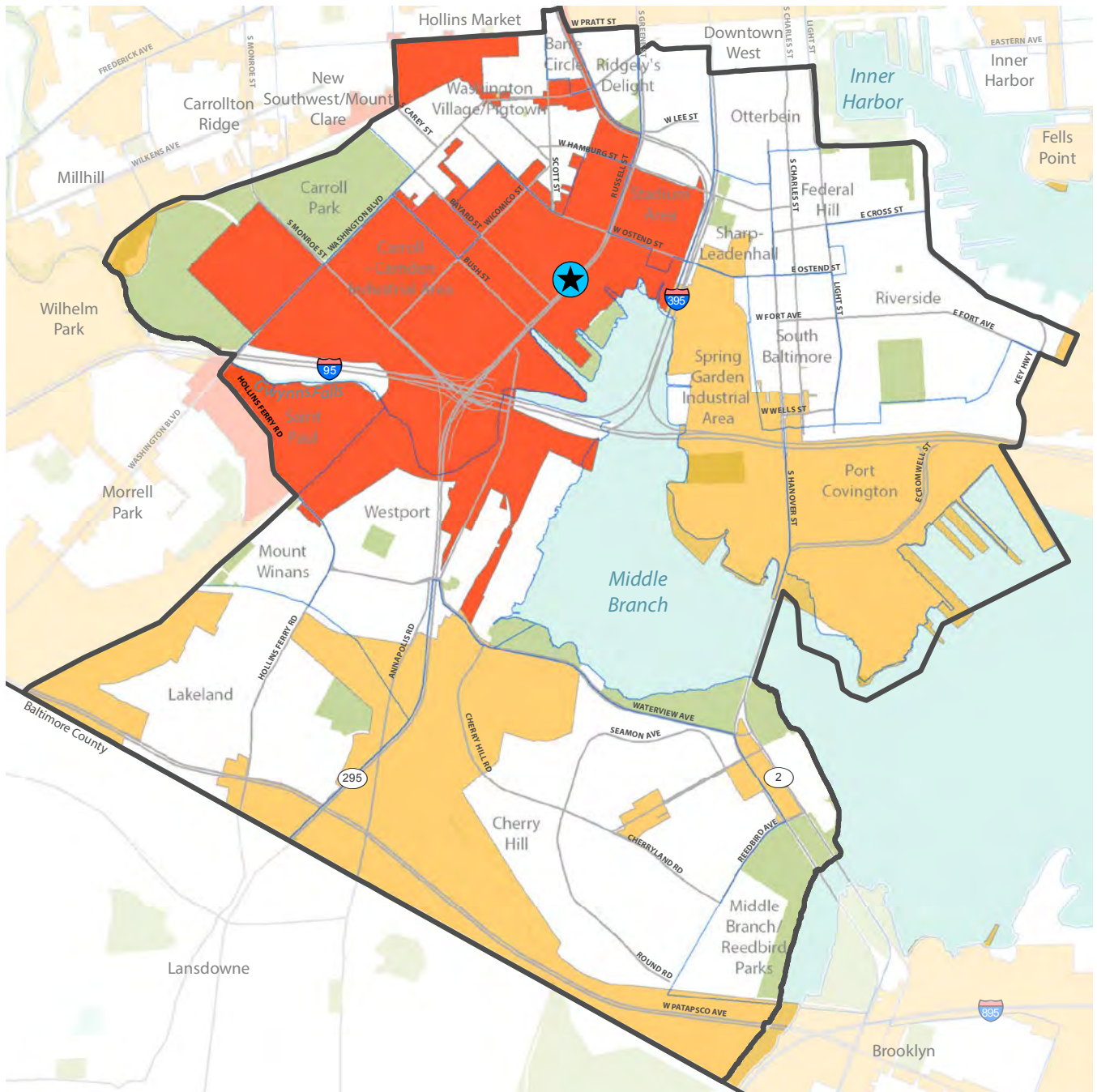
PROVIDE JOB TRAINING AND OTHER ASSISTANCE TO LOCAL RESIDENTS

Some of the neighborhoods, particularly in the Southern Sector of the area, struggle with unemployment, inadequate job readiness and low educational achievement. The Mayor’s Office of Employment Development (MOED) operates two one-stop employment centers, with the closest being at Mondawmin Mall. MOED’s smaller job hubs depend on a nonprofit partner to provide outreach and primary support.









The model being tested in the SBG Area is to establish a center more accessible for residents— an Employment Connection Center (ECC). MOED would provide several staff members – not the full complement of a one-stop center but sufficient to provide basic services. One staff person, for example, is a liaison with businesses to connect the clients more directly to jobs.

The Local Development Council made it a priority to fund a workforce assessment study (available on the SBG Master Plan website) and to establish the Employment Connection

MAP 21



South Baltimore Gateway Enterprise Zone

-  Casino
-  South Baltimore Gateway Boundary
-  Neighborhood Boundaries
-  Major Roads
-  Park
-  Water
-  Enterprise Zone
-  Focus Area

October 29, 2015

The Right Workforce Development for the SBG Area

In recent years, new evidence has shown that workforce programs that work directly with employers to meet their hiring needs can achieve strong results for job-seekers. These programs provide necessary supports for workers – such as job-readiness skills and assistance with financial obligations such as tuition, books and child care – while giving them the technical skills needed to land job openings and succeed in the workplace.

The Local Development Council recommended an in-depth workforce study that was conducted using Local Impact Grant funds. This study identified skills and job needs and determined that some industries, such as construction and transportation, were more relevant for training and hiring in the area than for the region as a whole.

JumpStart, a successful construction-training program operating in both east and west Baltimore, could be a good model for the SBG Area. It offers a 14-week, pre-apprenticeship program focused on training and preparing low-income Baltimore City residents to enter a trade. Participants also receive a range of support services and take courses focused on job-readiness skills, math instruction required on the job and hands-on skill development in carpentry and other trades.

Overall, successful programs tend to partner with employers committed to the hiring process and offer training geared toward specific on-the-job skills.

Center described above. This center opened in May 2015.

A key focus of workforce development should be training to meet the needs of sectors that are projected to grow across the region, giving workers opportunities to progress from entry-level positions into mid-skilled careers that pay a family-supporting wage.

A challenge is the high number of residents in the area who have criminal records, which often limits their ability to gain jobs. A recent survey done for the MOED found that 14 percent of respondents in the SBG Area reported that criminal records were a barrier to employment.

RECOMMENDATIONS

- 1. Evaluate the success of the Employment Connection Center.**
(Immediate and Ongoing. Lead: Mayor's Office of Employment Development)

Because the Employment Connection Center is a new model, the Mayor's Office of Employment Development will evaluate its success rates compared to the two one-stop centers. Depending on the results of the assessment, the center might be expanded.

Existing Housing Authority programs could be expanded to help residents purchase homes, provide funding for skills training, and provide support services such as paying for bus passes or subsidizing day care.

2. Expand services to residents of public housing and expand Community Action Center programs. *(Within 10 years. Lead: Housing Authority of Baltimore City)*

Maintain and expand Housing Authority of Baltimore City services that promote economic self-sufficiency for public housing residents. Existing programs could be expanded to help residents purchase homes, provide funding for skills training, provide support services such as paying for bus passes or subsidizing day care for those in job-training programs and provide access to programs that promote individual savings.

The existing Community Action Center in Cherry Hill could expand its outreach, workshops and other services to better serve the area. The goal would be to stabilize families, leading to greater self-sufficiency.

3. Expand youth jobs programs. *(Within 5 years and Ongoing. Lead: Mayor's Office of Employment Development)*

Continue the priority set in the first two years of Local Impact Grant budgets to provide summer jobs and year-round internships for youth as part of the City's YouthWorks program. Creative programs could be launched or expanded as well. For example, a program could be created for the SBG Area in which youth are given stipends to care for trees, parks and community spaces.

4. Investigate the feasibility of expanding or creating a new "green jobs" training center. *(Immediate. Lead: Mayor's Office of Employment Development and Baltimore Development Corp.)*

Determine the practicality of establishing a new hands-on training center to prepare people for work such as doing energy audits

The Opportunity Collaborative

A consortium of local governments, state agencies, universities and non-profit organizations, has been developing regional plans for key issues, including sustainable development, housing and workforce development. A key issue has been identifying better strategies to connect residents of low-income communities to jobs throughout the region.

The Opportunity Collaborative issued a regional report with recommendations in 2015, and those findings should help guide the implementation of this Plan's recommendations. For more information, go to opportunitycollaborative.org.

or weatherization, or expanding Civic Works' Baltimore Center for Green Careers.

5. Investigate and advocate for improved public transit service linking workers to jobs.

(Ongoing. Lead: MTA, Mayor's Office of Employment Development and LDC)

Residents of the Plan area need better transit options to reach jobs that are available in other areas of the city and region. Options could include an express bus through I-95 or I-895 tunnels to East Baltimore job sites, particularly the new Amazon distribution site.



STRATEGY B:

MARKET THE AREA FOR BUSINESS EXPANSION AND RECRUITMENT

The Carroll Camden Industrial Area is the site of many small and mid-sized companies that are significant drivers for the local economy, including century-old businesses and start-

ups, high-tech companies and innovative nonprofits. These enterprises are attracted to the area's diverse building stock, industrial zoning and proximity to downtown and regional transportation corridors. The area, however, offers the potential for increased business activity.

RECOMMENDATION

1. Conduct an assessment and marketing plan for the Carroll Camden Industrial Area.

(Within 5 years. Lead: Baltimore Development Corp.)

An assessment and marketing plan should document all companies, their core activities, employment, strengths and challenges, and it should assess use of the area's land and buildings. This assessment will help identify business sectors that should be targeted for the area. The study should lead to business development and marketing strategies and tools to attract new companies to the area and to help existing firms expand.



STRATEGY C:

SUPPORT LOCAL ENTREPRENEURS AND BUSINESSES WITH POLICIES TO REDUCE INVESTMENT EXPENSES

RECOMMENDATIONS

1. Provide expanded small business support. *(Ongoing. Lead: Baltimore Development Corp.)*

Small businesses create jobs and help to drive the economy. The City offers resources to assist small businesses through the Baltimore Development Corp. (BDC), the Mayor's Office of Employment Development, the Mayor's Office of Minority and

Women-Owned Business Development and the Small Business Resource Center. Additional funding could implement the recommendations in the March 2015 report "Small Business and Entrepreneurship Strategic Plan for Growth." The plan outlines strategies for increasing resources for small businesses and entrepreneurs, cultivating the innovation economy, promoting an inclusive economy and making Baltimore more business-friendly.

The report can be found at:

http://business.baltimorecity.gov/business/Small-Business_ENT-Plan-March-8-2015-Final-3.pdf

2. Actively promote and coordinate existing financing, tax benefit and marketing programs. *(Immediate. Lead: Baltimore Development Corp.)*

BDC should expand marketing efforts for programs such as the Video Lottery Terminal loan program, the façade improvement program, the services of the Small Business Resource Center and the Small Business Development Center, as well as the benefits of being in an Enterprise Zone or other special-benefits area such as a foreign trade zone.

3. Foster support for and connect entrepreneurs to business incubators and co-working spaces. *(Ongoing. Lead: Baltimore Development Corp.)*

Baltimore is home to a variety of business incubators, both public and private, that help entrepreneurs get their businesses off the ground. Within the South Baltimore Gateway Area, Betamore hosts technology start-ups, several of which have grown up and out to locate nearby within the Federal Hill neighborhood. In Port Covington, Sagamore Development is sponsoring a new incubator that will support manufacturing

start-ups in a former garage on Dickman Street near the Hanover Street Bridge. Baltimore's Emerging Technology Centers in Highlandtown and at Johns Hopkins University's Eastern campus on 33rd Street can help would-be entrepreneurs bring ideas into reality with co-working facilities and business "accelerator" services—networking support, counselling and access to seed funding. Baltimore Development Corp. can partner with community and business groups in South Baltimore to help promote these existing programs and identify new areas of focus for incubator-type programs and services.

4. Provide support to start and maintain the viability of worker-owned businesses. *(Ongoing. Lead: Strong City Baltimore)*

Worker-owned cooperatives are business enterprises owned and governed by their employees. (<http://community-wealth.org/content/worker-cooperatives>). There are over 300 worker-owned cooperatives in the U.S. operating in a diverse range of industries. While the majority are small businesses, with fewer than 50 workers, there are also notable larger enterprises. Worker-owned cooperatives play critical roles in building community wealth by:

- Creating high-quality, empowering jobs for community members.
- Using sustainable business practices.
- Generating profits that are more likely to remain and circulate within the community.
- Helping member-owners develop critical leadership skills and practice direct, grassroots decision-making.
- Allowing employees to accumulate wealth and build assets through ownership stakes.

5. Help match anchor institutions to local small businesses. *(Ongoing. Lead: Baltimore Development Corp.)*

The City has launched a strategy to build on the strength of its anchor institutions and connect them with smaller local businesses. The major institution within the SBG boundaries is MedStar Harbor Hospital, but other nearby institutions such as the University of Maryland, Baltimore and the B&O Railroad Museum could also be connected to local businesses. As has been done in Cleveland and other cities, worker-owned cooperatives could also provide goods and services. (<http://evergreencooperatives.com/>)



STRATEGY D:

SUPPORT LAND USE AND DEVELOPMENT POLICIES THAT STIMULATE JOB GROWTH

Residents can have more job opportunities if businesses expand or move into the area.

RECOMMENDATION

- 1. Study land uses to identify sites for business expansion.**
(Ongoing. Lead: Department of Planning and Baltimore Development Corp.)

In the Southern Sector, particularly in Port Covington, Westport and Cherry Hill where undeveloped or underused land is available, and along the commercial corridors such as the Pigtown Main Street area, land uses should be studied to determine suitable locations for business expansion.





GOAL VI

Education:

Ensure that all people in the area have equitable access to a quality education

VISION

Ensure adequate preparation for students entering school, vibrant pre-K programs, effective K-12 school programs with strong student supports, 21st Century school facilities and adequate resources for life-long learning.

BACKGROUND

According to a recent Forbes study, Baltimore City is among the nation’s most educated cities. However, the public school system faces many challenges, including aging buildings and students with issues that contribute to chronic absence. Students who are chronically absent can fall behind academically, which then leads to higher drop-out rates, higher rates of alcohol and drug use and increased likelihood of becoming a victim or perpetrator of crime. (See Map 22 for locations of public schools in the area.)

To improve the quality of education, City Schools has embarked on a plan to rehabilitate its buildings or construct new ones to ensure that schools are healthy and safe and have modern learning spaces and up-to-date technology.

Two schools in Cherry Hill are slated for redevelopment in the first phase of the 21st Century Schools program – Arundel Elementary/Middle and Cherry Hill Elementary/Middle. The former is to be rebuilt as a pre-K to 2nd grade facility, and the latter will remain an elementary/middle school.

These and other schools should offer programs to prepare children to learn and have good attendance early in their educational life. They should be integrated into their communities, providing resources and support that extend beyond the school day.



STRATEGY A:

SUPPORT INITIATIVES THAT ADDRESS CHALLENGES WITHIN FAMILIES AND COMMUNITIES TO IMPROVE STUDENT PERFORMANCE

Along with resources in the classrooms, additional programs and “wrap-around” services can support students and their families, giving young people the best chance to succeed in school.

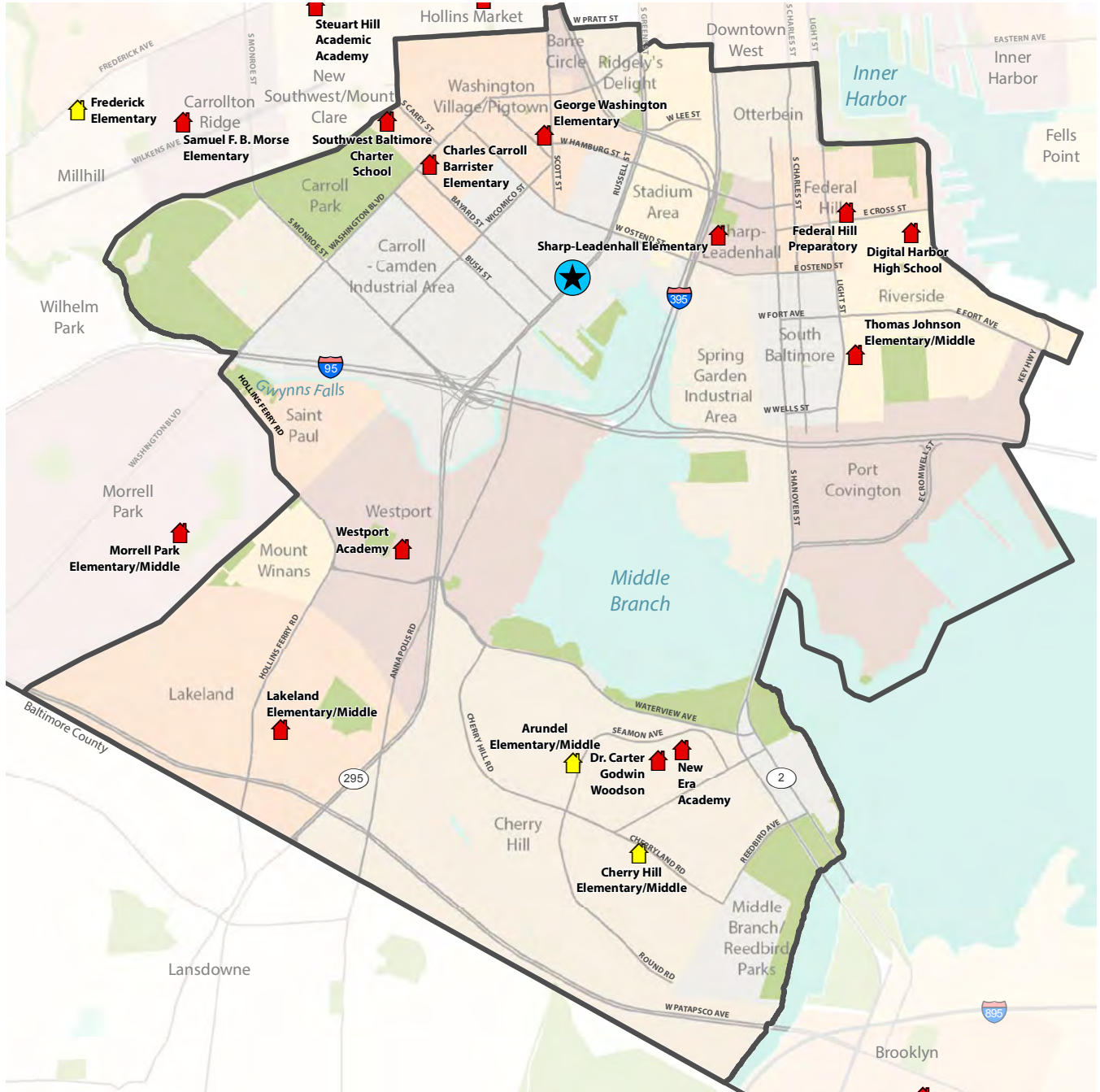
RECOMMENDATIONS

1. Implement and expand proven programs that improve school attendance. *(Within 5 years. Lead: Baltimore City Public Schools and Mayor’s Office of Health, Human Services, Education, and Youth)*








Develop and expand programs that provide extra assistance and support for the neediest students, such as:

- Ensure children are enrolled in early childhood, pre-K, Kindergarten and 1st grade, and once enrolled make sure they attend school regularly. Provide programs that foster good attendance by educating families about its importance and develop support systems to make sure children don’t miss school.
- Ensure students with poor attendance receive extra social, emotional and academic support in school.
- Ensure students with poor attendance receive complementary individualized support and attention outside of school.
- Orient and expand some of the Housing Authority of Baltimore City’s current

MAP 22



Public Schools

-  Casino
-  Public Schools
-  21st-Century Schools
-  South Baltimore Gateway Boundary
-  Major Roads
-  Park
-  Water

October 29, 2015

services to focus on providing support tailored to students and families to improve school attendance.

- Help schools improve overall climate and attendance by having an “In-Reach” Worker in each school.
- Ensure families are connected to available resources conveniently. Combine the Mayor’s Office of Human Services’ EarnBenefits assessment and the housing department’s LIGHT assessment to form a single assessment of families’ need and eligibility for benefits, services and programs, and help families apply and enroll conveniently in programs for which they are eligible.
- Create a plan to fund summer Head Start and other year-round learning programs.

2. Support planning for Community Schools. *(Immediate and Ongoing. Lead: Baltimore City Public Schools)*

Support each school in the area to develop a plan for becoming a Community School. A Community School has strategic partnerships with community organizations to promote student achievement, positive conditions for learning and the well-being of families and communities. Community Schools use an integrated strategy to improve academics, enrichment activities, health care and social



supports, family engagement and youth and community development. Enrichment activities should include programs for high-achieving students.

3. Strengthen environmental education. *(Immediate and within 5 years. Lead: Office of Sustainability and Baltimore City Public Schools)*

Education should be expanded to teach students about the environment and how their everyday activities can affect their surroundings and the local ecology. Activities could include a behavior change campaign or securing resources to pay a staff naturalist to provide environmental programs in the schools. See Goal II.E.5.

4. Ensure reading proficiency by 3rd grade. *(Immediate and Ongoing. Lead: Baltimore City Public Schools)*

In 2012, Baltimore City launched Third Grade Reads, a volunteer-based initiative that targets reading proficiency in the third grade as a predictor of students’ performance in middle and high school years. The main partners are BCPS, the Family League of Baltimore and Reading Partners.

Since 2011, the Baltimore Elementary and Middle School Library Project of the Harry and Jeannette Weinberg Foundation has helped build and outfit state-of-the-art libraries in City schools including three in the SBG Area (Southwest Baltimore Charter School, Thomas Johnson Elementary Middle School and Westport Academy), with another planned to open in 2016 (George Washington Elementary).

The foundation funds a portion of construction costs, furnishings, books and computers, adding to what State and City funding can provide, and supports staff positions and direct benefits to students in areas like nutrition. Among other measurable outcomes, third grade students at three Library Project schools

increased literacy fluency rates by up to 25 points and literacy comprehension rates up to 20 points.

By fostering growth of these existing partnerships, Third Grade Reads and the Library Project could be expanded to reach all elementary schools within the SBG Area.



STRATEGY B:

ENSURE ALL RESIDENTS HAVE ACCESS TO EDUCATIONAL SUPPORT AND TECHNOLOGY RESOURCES

Providing suitable access to educational support programs and state-of-the-art technology can improve the quality of life for residents with a range of income levels and educational backgrounds.

RECOMMENDATIONS

1. Expand digital access in homes, schools, libraries and other community centers.

(Within 10 years. Lead: Mayor's Office of Information Technology, Baltimore City Public Schools and Department of General Services)

Prioritize the expansion and enhancement of access to broadband and computer technology in schools and libraries. Ultimately, community-wide access to broadband services should be provided throughout the SBG Area. Recent reports from the Smarter City Task Force and Magellan Advisors include a series of recommendations to expand broadband access to schools throughout Baltimore.

2. Provide programs to enhance English proficiency.

(Within 5 years. Lead: Baltimore City

Public Schools and Mayor's Office of Immigrant and Minority Affairs)

Establish or expand bi-lingual programming and English as a Second Language for Spanish-speaking and other non-native speakers, especially in Lakeland.

3. Expand opportunities and supportive services for adult education.

(Within 5 years. Lead: Mayor's Office)

Enhance support services for adults to improve employability, including GED training, basic employment skills training, substance abuse treatment, mental health counseling, legal assistance to expunge records and help with immigration issues. This should include the creation of bi-lingual or Spanish language workforce development and job training opportunities. The South Baltimore Learning Center is a resource and potential partner.

Create links between adult education programming with day care programs to make it easier for parents with young children to attend.

4. Expand technology-based education opportunities for youth in schools and libraries and through community-based programs.

(Within 5 years. Lead: Baltimore City Public Schools)

Students need more opportunities to build skills in STEM—science, technology, engineering and math—in all grades to prepare them for jobs and post-secondary education in fields that provide good career pathways. The Digital Harbor Foundation Tech Center in Federal Hill offers innovative models and potential partnerships for expanding STEM programs throughout the SBG Area.





GOAL VII

Health & Wellness:

Ensure that all people in the area have equitable opportunities to lead healthy lives

VISION

Strong neighborhoods, a growing economy and a safe, clean and thriving city depend on the physical and mental well-being of all residents.

BACKGROUND

To support health and wellness for all residents in the SBG Area, this Plan builds on local health data, community feedback and long-term strategic initiatives, such as Healthy People 2020. (www.healthypeople.gov/) and Harbor Hospital's 2015 Community Health Needs Assessment for MedStar Health (http://ct1.medstarhealth.org/content/uploads/sites/16/2015/06/MedStar_CHNA_2015_FINAL.pdf)

There are several hospitals and full-service health clinics providing essential services in and around the SBG Area. Major hospitals include MedStar Harbor Hospital, St. Agnes, and University of Maryland Medical Center. Paul's Place in Pigtown/Washington Village offers wellness classes and weekly nurse clinics. Family Health Centers of Baltimore offers medical, dental and behavioral health care for children and adults. University of Maryland Medical Center operates the Breathmobile, a custom-built pediatric asthma and allergy clinic that travels to schools to provide care for children. These models and others can be expanded and replicated to provide greater access to health resources. Map 23 shows the location of health care facilities in the planning area.

In 2011, the Baltimore City Health Department performed an analysis of health, social and environmental factors for each of the city's 55 Community Statistical Areas. These neighborhood profiles were developed to support community health improvement efforts, with a particular emphasis on a wide range of health determinants that had not traditionally been discussed as a part of standard public health practice, such as density of fast food restaurants and liquor outlets, energy cut-off rates, juvenile arrest rates and educational attainment. (See the Baltimore City Health Department's Neighborhood Health Profile

Reports at <http://health.baltimorecity.gov/neighborhoods/neighborhood-health-profile-reports>.)

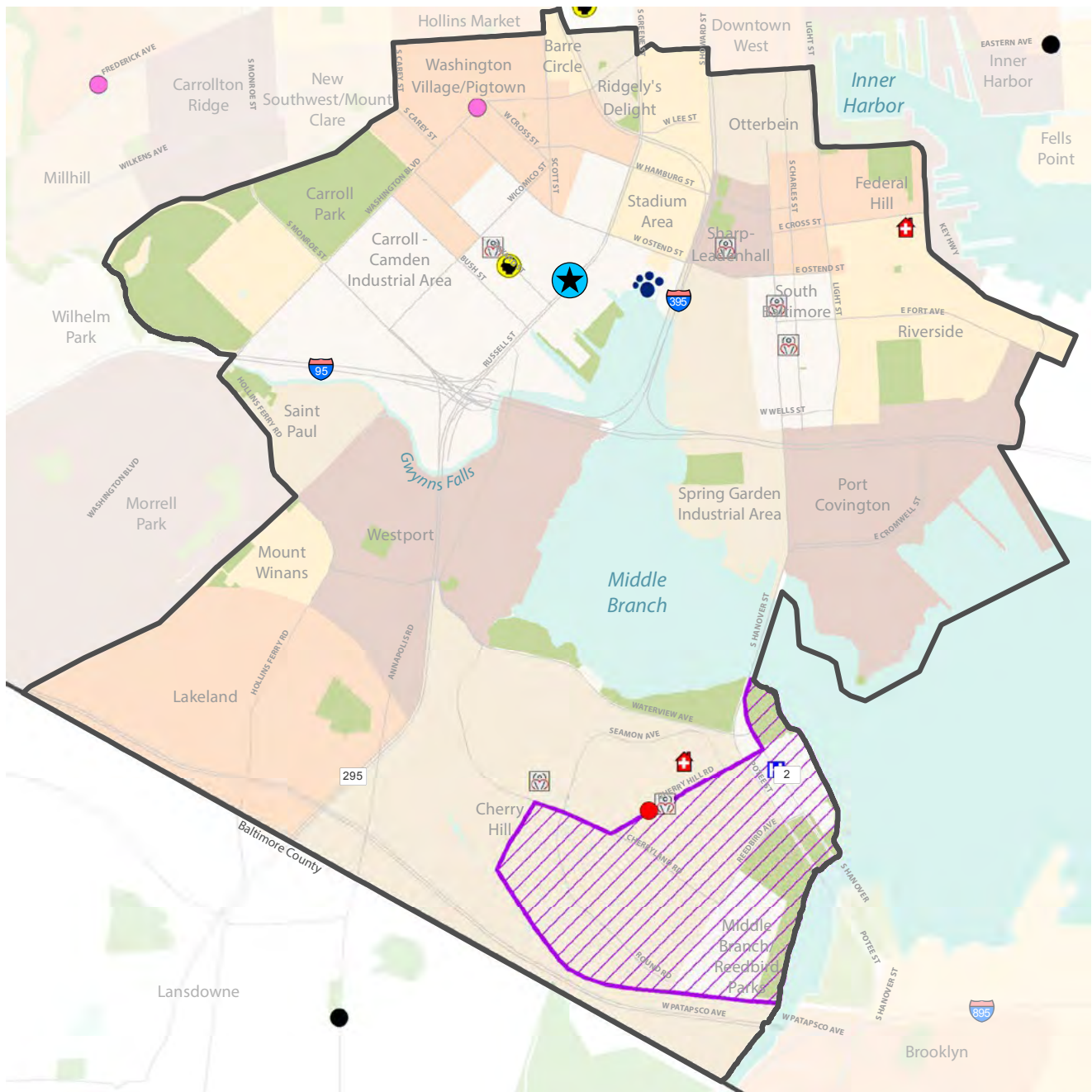
There are several significant health resources available within the SBG Area, (see Map 23), but access is limited in certain neighborhoods, and particularly so for transit-dependent residents. The neighborhood profiles reveal that the health issues that impact the SBG Area are diverse; however, there are patterns that arise, pointing to areas of particular concern and need, including the following:

- Life expectancy at birth is lower in the SBG Area than in the city as a whole.
- Average age-adjusted rates of mortality are higher.
- Heart disease, lung cancer and chronic lower respiratory disease stand out as causes of death that affect these communities more so than the city overall. (See Map 24).















Environmental factors and opportunities for healthy – or unhealthy – behavior can be as important to long-term health as access to care. For example, in comparison with Baltimore City as a whole, the SBG Area has a higher density of fast food restaurants, carry outs and corner stores, and residents must travel further to a grocery store.

While neighborhoods in the northeast quadrant have plentiful access to supermarkets and small grocery stores, other neighborhoods have limited access. Over 2,000 residents in the SBG Area live in a food desert, meaning that residents have little access to healthy food locally or to a means to access healthy food outside their neighborhood. (See Map 24).

MAP 23

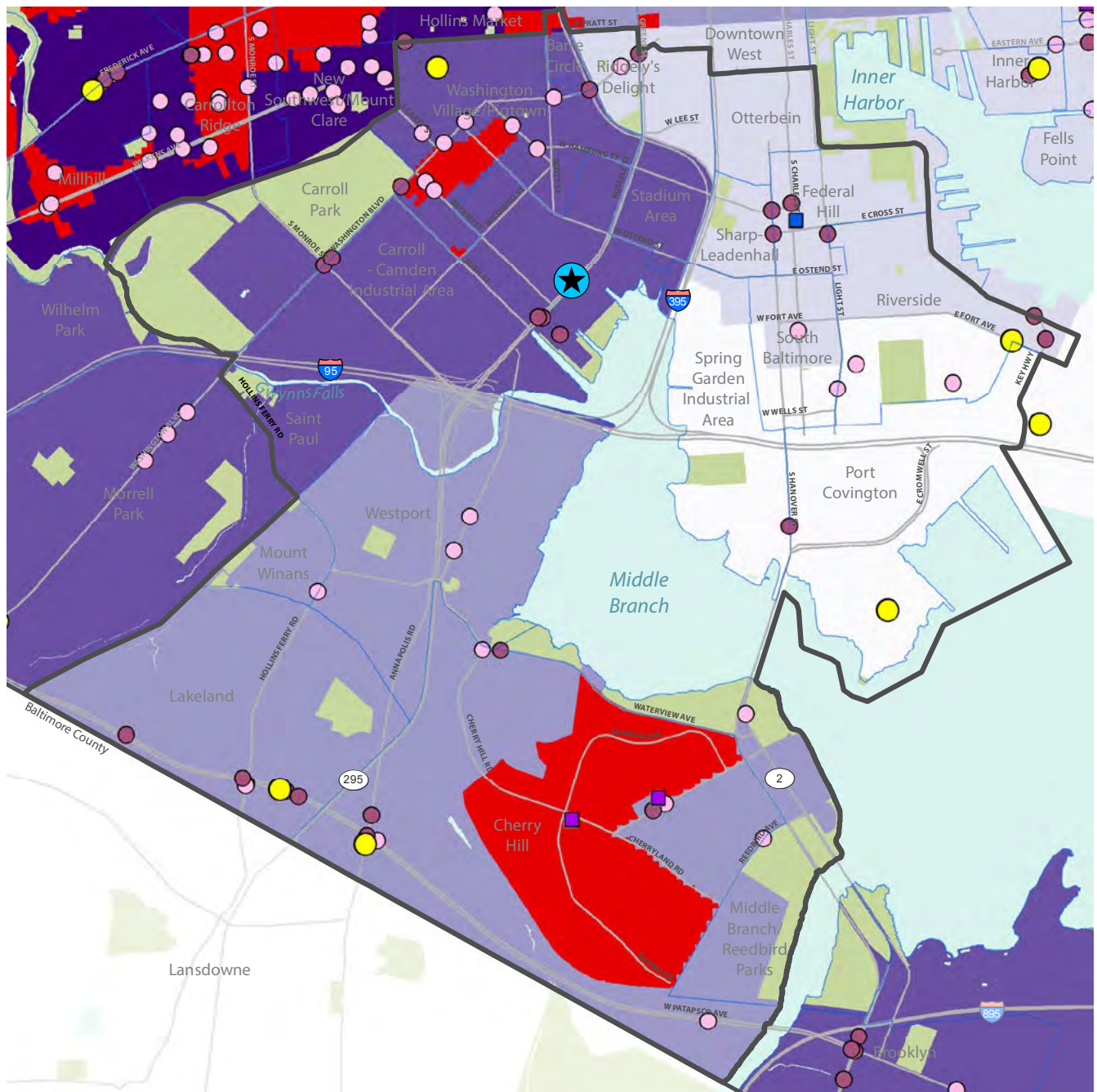


Health Care Facilities

-  Casino
-  Hospitals
-  Master Plan Boundary
-  Baltimore Animal Rescue & Care Shelter, Inc
-  Major Roads
-  School Based Clinic
-  Park
-  Child Mental Health Community Programs
-  Water
-  Baltimore Medical Systems, Inc
-  Family Health Centers of Baltimore
-  Total Health Care
-  Behavior Health System-Baltimore
-  Safe Street Posts

October 29, 2015

MAP 24



Food Environment and Heart Disease

Casino

South Baltimore Gateway Boundary

Neighborhood Boundaries

Major Roads

Park

Water

Food Environment

Food Desert

Supermarkets

Public Markets

Virtual Supermarkets

Corner Stores

Convenience Stores

Annual Premature Cardiovascular Disease Mortality Rate

Per 100,000 population, by Community Statistical Area

- 50.3 - 83.9
- 84.0 - 142.9
- 143.0 - 172.9
- 173.0 - 202.2
- 202.3 - 296.8

October 29, 2015



STRATEGY A:

IMPROVE RESIDENTS' HEALTH BY ENSURING ACCESS TO NEEDED SERVICES AND RESOURCES

Residents in the SBG Area will benefit from improved health care systems for vulnerable populations by working with community and medical provider groups on innovative solutions.

RECOMMENDATIONS

1. Expand access to health education and care services and replicate effective models.

(Within 5 years and Ongoing. Lead: Health Department)

With the right information and support, individuals can learn about topics such as nutrition and exercise make healthy lifestyle choices. They can also learn how to better manage and asthma, diabetes and other chronic illnesses. Partnerships should be sought with organizations like the Family League of Baltimore, which focuses on similar school education programs.

2. Support an expansion of local grocers, farmers markets and community gardens.

(Within 5 years and Ongoing. Lead: Office of Sustainability)

Increase the number of farmers markets. Use vacant land and parks for community gardens and agricultural production, including orchards, and encourage Community-Supported Agriculture (CSA) programs with designated pick-up areas. The Neighborhood Food Advocates program that trains residents to promote healthy eating should also be supported and expanded.

3. Implement the food desert retail strategy.

(Immediate and Ongoing. Lead: Baltimore Development Corp. and Office of Sustainability)

Work with the Baltimore Food Policy Initiative, Baltimore City Health Department and Baltimore Development Corp. on implementation, including the piloting of "healthy corner stores." Owners of these stores would receive training, technical assistance and funding for infrastructure improvements to provide healthier options including fresh produce and other perishables.

<http://archive.baltimorecity.gov/Government/AgenciesDepartments/Planning/BaltimoreFoodPolicyInitiative/HealthyFoodRetail.aspx>

4. Establish partnerships with local food and nutrition providers. *(Within 5 years and Ongoing. Lead: Health Department and Office of Sustainability)*

The University of Maryland Extension Food Supplement Nutrition Education program offers nutrition education to community agencies serving Supplemental Nutrition Assistance Program (SNAP) eligible individuals and families. Locations include literacy centers, food banks, WIC offices, senior centers, community centers, neighborhood groups and homeless shelters. Also, partnering with the Share our Strength's Cooking Matters programs could provide advice to families about how to shop for and cook healthy meals on a budget.



STRATEGY B:

EXPAND AND PROMOTE YOUTH WELLNESS SERVICES

Establish a comprehensive youth wellness campaign, supports and a care system to assist youth in achieving their highest potential. This includes increasing educational outreach, accelerating efforts to address asthma and vision health, improve school readiness and reduce youth violence.

RECOMMENDATIONS

- 1. Increase educational outreach to teach healthy dietary, exercise and hygiene habits in schools, community centers, libraries, places of worship and other neighborhood centers.** *(Ongoing. Lead: Baltimore City Health Department)*
- 2. Implement programs to screen children for vision issues and provide them with appropriate care and services.** *(Ongoing. Lead: Baltimore City Health Department)*
- 3. Establish community design standards that promote physical activity with opportunities to bike and walk.** *(Immediate. Lead: Department of Planning)*
- 4. Promote initiatives to increase physical activity, such as the Medical Mile and Get Fit programs.** *(Ongoing. Lead: Baltimore City Health Department)*
- 5. Provide grants to fund evidence-based programs to reduce teen pregnancy and to reduce and prevent violence.** *(Within 5 years. Lead: Baltimore City Health Department)*



STRATEGY C:

DECREASE SUBSTANCE ABUSE AND RELATED CHALLENGES

Tackling the epidemic of substance abuse and addiction involves building public and private partnerships to prevent overdose deaths and expand access to integrated behavioral health services.

It is important for the City to be proactive in preventing homelessness as well as to expand assistance programs for people already without homes. Proactive measures should be implemented, including developing eviction prevention programs, expanding substance abuse treatment services and increasing funding for advocacy and outreach.

RECOMMENDATIONS

- 1. Develop a comprehensive strategy to prevent overdose deaths and expand access to behavioral health services.** *(Immediate and Ongoing. Lead: Health Department and Behavioral Health System Baltimore)*

The Baltimore City Health Department in collaboration with Behavioral Health System Baltimore will monitor the prevalence of substance use in this area and implement a comprehensive strategy to prevent overdose deaths and other challenges. Steps could include:

- Increase the availability of naloxone to reverse overdose deaths.
- Increase awareness of resources and services for individuals with behavioral health challenges in the SBG Area.
- Increase access to necessary care and treatment in the area.

2. Provide shelter and homes for the homeless. *(Immediate and Ongoing. Lead: Mayor's Office of Human Services)*

Experience suggests that the main reasons for homelessness in the area are substance abuse and eviction. Cherry Hill residents are two times more likely, compared to city residents as a whole, to fall into homelessness due to an eviction. They are also more likely than Baltimore residents on average to fall into homelessness due to substance abuse.

Tackling the epidemic of substance abuse and addiction involves building public and private partnerships to prevent overdose deaths and expand access to integrated behavioral health services.







GOAL VIII

Quality of Life:

Support recreational and cultural initiatives that improve the lives of residents, workers and visitors

VISION

The SBG Area has a wide range of accessible recreational, art, historical and cultural programs that build a sense of community pride and cohesion.

BACKGROUND

Recreation, art and culture enrich the lives of area residents with opportunities to play, learn and come together as a community. The SBG Area has a wealth of resources that will serve as a solid foundation as additional enhancements are created. See Map 25 for locations of community resources.

Recreational programming

While the second goal in this plan, Environmental Sustainability, made recommendations related to the physical condition of parks and open space, this section focuses on the programming.

Baltimore City Recreation and Parks has developed a set of core program areas that are designed to foster and develop a range of educational, recreational, cultural, health, fitness and life skills. Within the SBG Area there are six recreation centers, a rowing facility and four public pools. Each year, many youths in the SBG Area enroll in sports such as football, lacrosse, baseball, soccer, kayaking and canoeing and biking/skateboarding.

While the second goal in this plan, Environmental Sustainability, made recommendations related to the physical condition of parks and open space, this section focuses on the programming.

Many of the area's parks are well-used and well-loved, some to the point of requiring renovations and improvements to address overuse. For the May-August 2013 pool season, for example, there were a total of 114,000 pool visits at the Cherry Hill and Riverside Park pools. Some park

programming, such as recreational league use of sports fields and canoe and kayaking programs, is so popular that additional facilities are needed to keep up with the demand. Inadequate facilities, access and safety concerns have been raised as possible justifications for why some parks, the Gwynn Falls Trail and a number of programs are underused.

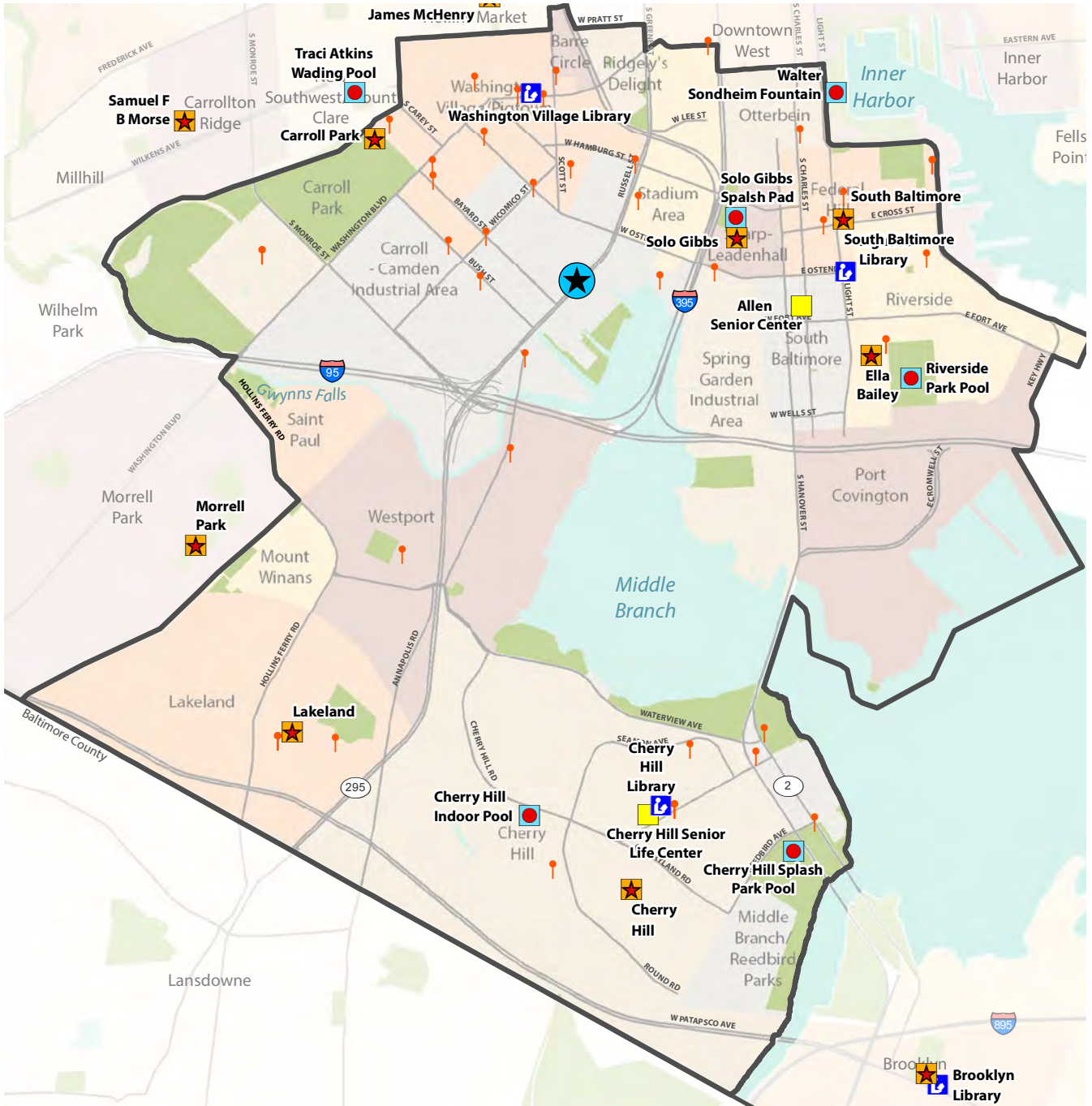
The Middle Branch as a water body has the potential to serve as an outstanding amenity for the area and community beyond. However, major issues must be addressed. Physical access to the water is limited, by land use or physical barriers. The water quality is poor, making it unsafe for recreational contact. And flooding is a major concern for significant portions of the study area.

Libraries

The Enoch Pratt Free Library has three branches within the SBG Area: Light Street, Washington Village and Cherry Hill. Last year, the branches offered 518 free library programs for all age groups. In total, there are 10,664 registered library cardholders in the area, about 27 percent of the area's total population. Residents identified libraries as critically important resources for children and other residents, offering a safe place to learn and explore. However, the physical structures, and access to them, need significant improvement.

The Washington Village Branch is a small library serving a rather large community. The physical structure is an old, converted neighborhood bar that lacks technology infrastructure, a meeting room and desired services in this growing, diverse community. It is the information hub for Internet access for adults seeking employment, information on human services, students doing homework and children participating in preschool, school readi-

MAP 25



Community Resources

- Casino
- South Baltimore Gateway Boundary
- Major Roads
- Park
- Water
- Recreation Centers
- Pools
- Library
- Senior Centers
- Public Artwork

October 29, 2015

ness and developmental activities. The library is open for longer hours than many other agencies in the community. A new facility on a larger site should be considered.

The Cherry Hill Branch is located in a shopping center. Cherry Hill has a large population of young people, an active senior population, a high rate of unemployment and people needing a variety of human services. A separate facility would be desirable to cater to the needs of the residents.

The Light Street Branch enjoys a vibrant relationship with the communities it serves. The library has a good location but it is an old building which needs a complete renovation to fully provide 21st Century library services. School libraries can provide resources for the neighborhoods, and some have been updated. The Harry and Jeannette Weinberg Foundation has invested in four school libraries in the SBG Area, and others could be added as funding permits.

Historic Resources

Within the SBG Area, there are three historic districts, 10 local landmarks and many known archaeological sites. There are also two active local historic district designations being sought: Barre Circle and Federal Hill. Area master plans and selective historic resources surveys have documented many eligible properties. Other documents have identified historic resources that may be eligible for local landmark listing. Middle Branch, Sharp-Leadenhall and Cherry Hill all have plans that have a preservation component.

Several neighborhoods are in need of a thorough historic resources survey. In addition, some areas, such as Mount Winans, have been determined ineligible for listing as a National Register historic district; nevertheless, individual properties in the area may be eligible for national register or local landmark listing.

Art and Cultural Resources

The area is home to a range of arts and cultural institutions that can be catalysts for community development and creative place-making, including the American Visionary Arts Museum, the Baltimore Museum of Industry, the B&O Railroad Museum, the Babe Ruth Birthplace Museum and Sports Legend Museum, and the School 33 Art Center. More evening and weekend hours at these attractions, for example, would add new life to the area.

Approximately 40 public art installations, including murals, are scattered throughout the area. The Bright StARTs program, which provides workshops by professional artists for local youth, serves more than 50 youth living within the planning area. In 2013, the Baltimore Office of Promotion and the Arts funded four community events. Several organizations in the area participated in BOPA's Free Fall 2013.

STRATEGY A:

EXPAND WATERFRONT RECREATIONAL OPPORTUNITIES

To maximize the use of the waterfront for recreation, a number of improvements would need to be made.

RECOMMENDATIONS

1. Expand boating access and programs.

(Within 10 years. Lead: Department of Recreation and Parks)

Recreational boating can be a great opportunity for area residents to learn new skills and enjoy the area's open space and waterfront resources. Improving the existing

piers and adding more soft landings, piers, docks and boat storage facilities in locations along the Middle Branch waterfront would increase the capacity for water-based recreation. Possible locations include the Middle Branch Park, Reedbird Park, waterfront around the BRESKO facility, at the casino, Port Covington or at an improved Westport waterfront park. Other steps could:

- Improve the Rowing Club boathouse as the primary boat rental location, adding a comfort station, improving accessibility and storage and possibly adding a restaurant.
- Remove the existing paved south parking lot at MedStar Harbor Hospital located on City parkland and create a waterfront park that emphasizes habitat and vegetative buffers as well as provides public water access.
- Add a boat launch south of MedStar Harbor Hospital to provide closer access to the Patapsco for canoes and kayakers. Locations should be identified as part of the shoreline improvement study.
- Consider building a new boathouse and expand boat rental programs on the west shore of the Middle Branch along with new boat launch areas, soft landings, ramps and piers throughout the area. Locations should be identified as part of the shoreline improvement study. A possible location is in the Port Covington vicinity.
- Explore the feasibility of dredging certain areas of Middle Branch to facilitate greater boat access to the casino area and nearby neighborhoods. This would be particularly helpful for initiating a water taxi service in Middle

Branch but could also generate more recreation opportunities.

- Improve the permit process for launching canoes and kayaks to attract more users.

2. Establish designated water routes that can be explored by boat.

(Within 5 years. Department of Recreation and Parks)

Water trails are designated routes that can be explored by boat. Creation of a water trail for kayak and canoes, with multiple launch sites and destinations can attract residents of the area, Baltimore locals and visitors to experience Middle Branch. Creating land-based signage paired with paper maps/brochures and a smart phone map application will assist boaters and pedestrians to reach destinations. Baltimore's harbor is part of the historic Captain John Smith Chesapeake National Historic Trail, which links to sites this 17th Century explorer visited in the Chesapeake Bay and beyond.

Improve the Rowing Club boathouse as the primary boat rental location, adding a comfort station, improving accessibility and storage and possibly adding a restaurant.

3. Address the safety of fishing and swimming.

(Ongoing. Lead: Department of Recreation and Parks)

Water quality in Middle Branch is currently below safe standards for fishing or swimming. However, the initiatives by the Baltimore City Department of Public Works

to treat stormwater management and meet waste load allocations issued by the Maryland Department of the Environment will help make Middle Branch a fishable and swimmable body of water again. Once that water quality is achieved, public beaches can be developed at waterfront parks. An educational website will alert visitors and residents to the hazards.

4. Increase the number of athletic events and programs.

(Within 5 years. Lead: Department of Recreation and Parks)

Waterfront athletic events can also attract people to experience Middle Branch. The City and nonprofit organizations should sponsor athletic events such as a triathlon, running races and rowing competitions. Consider a triathlon with a kayak/canoe segment instead of swimming until water quality improves.

Once water quality in Middle Branch is improved, public beaches can be developed at waterfront parks.

5. Establish an aquatic advisory committee.

(Within 5 years. Lead: Department of Recreation and Parks)

Establishing an aquatic advisory committee in the Department of Recreation and Parks can help expand and promote canoeing and kayaking programs, and eventually, swimming. Boating instruction and water recreation programs can also be offered at the new Cherry Hill and proposed Carroll Park Community Recreation Centers to help increase resident confidence about water access and recreation.



STRATEGY B:

EXPAND COMMUNITY RECREATION PROGRAMS FOR ALL AGES

In addition to expanding recreational opportunities along the waterfront, programs should be added or expanded in other locations throughout the SBG Area.

RECOMMENDATIONS

Community members recognized the need for improved access to recreational facilities and the need for local participation in recreational programs. New recreation programs should target underserved communities and expand outdoor recreation programming for a range of ages where they are in the highest demand. Additional staffing will be required. Improved outreach would better inform residents about recreational programs and services. Furthermore, a community survey could identify which programs would be most attractive to area residents.

In response to the directives outlined in the 2011 Mayor's Task Force for Recreation Centers Report, the Baltimore City Department of Recreation and Parks has developed an updated Recreation and Aquatics Facilities Plan that includes substantial capital investment, improved programming for more diverse audiences and increased operating hours per week, and improved facility maintenance. The "Destination Active Baltimore" plan can be found at <http://destinationgetactive.org/>

1. Increase the number of community events, particularly in Middle Branch Park and Carroll Park.

(Within 5 years. Lead: Department of Recreation and Parks)

2. Provide new facilities to serve older youth, such as a skateboard park, bicycling pump tracks and off-road bike trails and basketball courts. *(Ongoing. Lead: Department of Recreation and Parks)*

3. Expand the Department of Recreation and Parks' "Ride Around" program to Middle Branch Park/Gwynns Falls Trail. *(Within 5 years. Lead: Department of Recreation and Parks)*

4. Seek funding to provide community space and services in the redevelopment of the former school site in Mount Winans. *(Ongoing. Lead: Department of Recreation and Parks.)*

5. Provide additional mobile recreation vehicles with regular and predictable schedules. *(Within 5 years. Lead: Department of Recreation and Parks)*

The mobile recreation unit is scheduled for community events, neighborhood gatherings and Baltimore City agency collaborations. The "Fun Wagon" is scheduled for 2-4-hour sessions for outdoor recreation opportunities.

6. Provide recreation programs in schools. *(Within 5 years. Lead: Department of Recreation and Parks and Baltimore City Public Schools)*

Young people are the primary users of many recreation facilities and programs. Currently, the After School Adventures Program offers new learning experiences through homework assistance, fun, challenging activities such as nature, environmental and cultural events during out-of-school time. Working systematically through the schools, organized activities could also be established for students to participate in improving the parks.

7. Expand programs and facilities for senior citizens. *(Within 10 years. Lead: Office of Aging)*

Though all age groups should be served, it is important to recognize that the area has a large population of active senior citizens and people with disabilities who could benefit from new and enhanced programs. New senior centers, new or expanded senior programs and therapeutic gardens and other facilities can provide resources, build community cohesion and enhance the quality of life.



STRATEGY C:

INCORPORATE PUBLIC ART INTO THE COMMUNITY

Art is an amenity whose impact is often hard to measure, but it contributes to building community cohesion and pride, as well as making neighborhoods more attractive places to live.

RECOMMENDATIONS

1. Create a public art master plan. *(Within 5 years. Lead: Baltimore Office of Promotion and the Arts)*

A master plan dedicated to public art will establish a comprehensive strategy to integrate public art throughout the area. This plan would document needed restoration and maintenance of existing public art and identify opportunities for new artwork. It would also highlight opportunities for local artists to get involved and display their work.

Several prime areas for new artwork installations include:

- Enhancements to the screening wall around the Westport BGE substation.

- Completion and enhancement of the memorial that was moved from Memorial Stadium, in collaboration with the Maryland Stadium Authority.
- Sculptures and murals in area parks.
- Banners and murals along neighborhood commercial districts.

2. Expand art programs in schools and the community. *(Within 5 years. Lead: Baltimore Office of Promotion and the Arts)*

Encouraging people to engage in art can provide a mechanism for self-expression and enjoyment, and can possibly lead to art-related jobs. Specific steps include:

- Increase funding for the Baltimore Office of Promotion and Arts Bright StARTs program to implement after-school art programs for school children.
- Increase funding for the Transformative Art Prize program to provide grants for more community art, murals and outdoor sculpture in the area.
- Ensure that artists are on the design team for all capital improvement

Bringing Art to the Federal Hill Community

School 33 Art Center in Federal Hill has been the bridge between contemporary artists and the viewing public. Through exhibitions, studios for artists, classes for adults and children and special events and workshops, School 33 works to ensure a vibrant future for contemporary art and artists in Baltimore. Art classes are taught by experienced artists and could possibly be made available to local SBG Area residents by scholarship or subsidy through use of the Local Impact Grants.

projects costing more than \$100,000 – as part of the City’s 1% for Art program.



STRATEGY D:

PRESERVE, ENHANCE AND SHARE INFORMATION ABOUT HISTORIC RESOURCES

The SBG Area, like so much of Baltimore, has a rich history that should be celebrated. See Map 26 for the location of historic resources.

RECOMMENDATIONS

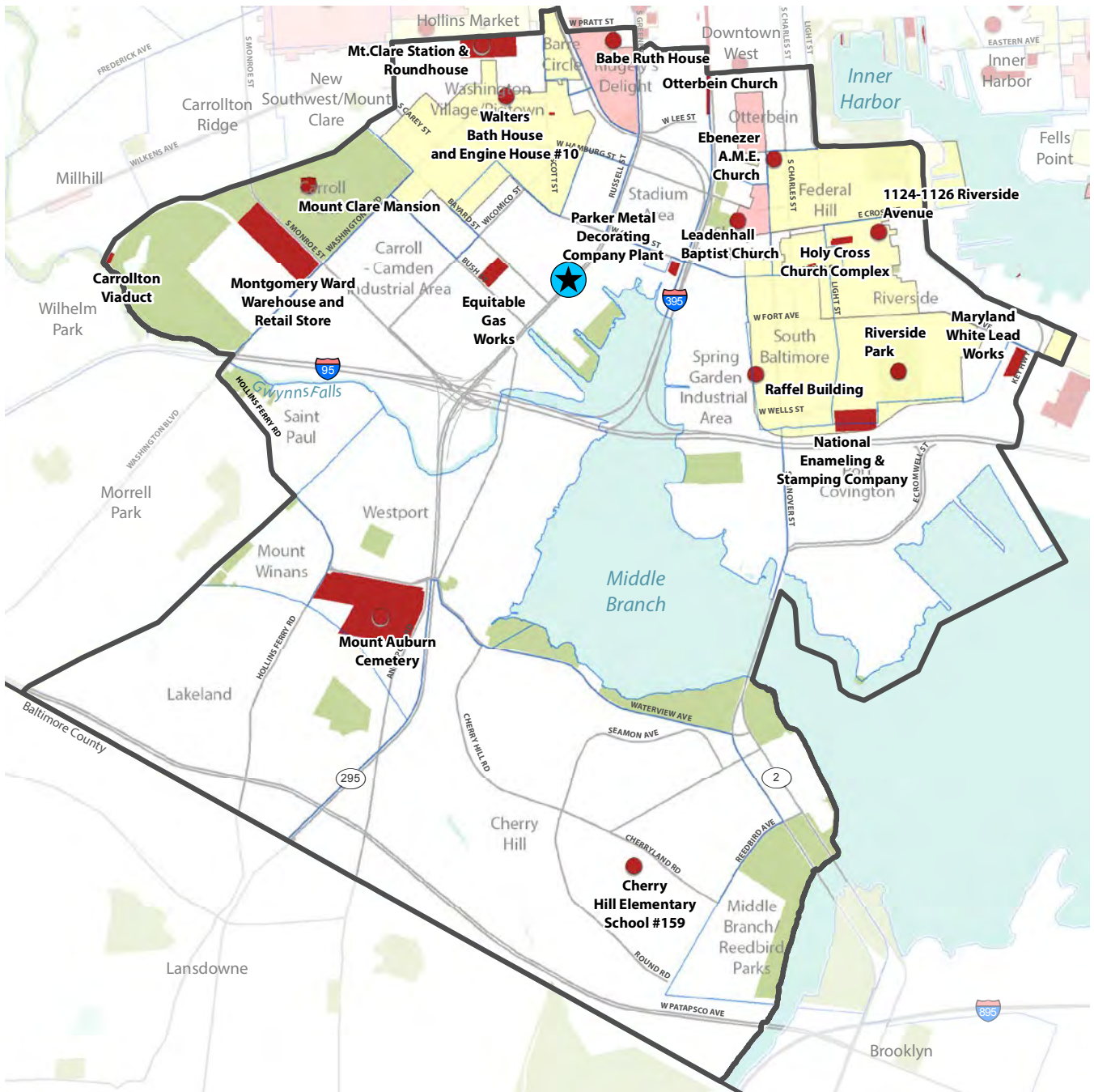
1. Promote historic districts and sites.

(Within 5 years. Lead: Commission for Historical and Architectural Preservation)











The area’s historic resources are often unknown or under-appreciated. Identification, designation and interpretation of historic resources plays an important role in preserving them for future generations.

- The Federal Hill and Barre Circle communities have been seeking designation as a local historic district, but this designation has been delayed due to insufficient staffing at the Commission for Historic and Architectural Preservation. Funding should be provided to prioritize the establishment of a Federal Hill and Barre Circle local historic district.
- Fund the implementation of the planned Sharp-Leadenhall Federal Hill Urban Heritage Trail.
- Fund the Baltimore National Heritage Area and the Mount Auburn Cemetery project to restore and document the cemetery.
- Conduct historic resources surveys for areas not yet surveyed, including Lakeland,

MAP 26



Historic Resources

-  Casino
-  South Baltimore Gateway Boundary
-  Neighborhood Boundaries
-  Major Roads
-  Park
-  Water
-  City Designated Landmarks
-  National Register Historic Sites
-  CHAP Historic Districts
-  National Register Historic Districts

October 29, 2015

Mount Winans and the industrial areas in the area.

- Provide funding to hire an archaeologist to work with local neighborhood and community groups to plan and implement public archaeology programs.
- Increase funding to preserve local historical sites.

Preserving Historic Districts

The SBG Area has a rich history that should be preserved and shared. One way to do that is to designate communities as historic districts, either national or local designation. Neighborhoods that receive this designation are able to better preserve their historic character, making them desirable to many residents and making homeowners eligible for tax credits related to rehab projects. The SBG Area has three local historic districts, Otterbein, Sharp-Leadenhall and Ridgely's Delight, and seven National Register historic districts: Federal Hill, South Federal Hill, Riverside, Little Montgomery Street, Washington Village/Pigtown, Hollins Roundhouse and Barre Circle.



2. Create exhibits and displays celebrating the historic legacy of SBG Area residents.

(Within 5 years. Lead: Commission for Historical and Architectural Preservation)

An important part of the community history includes the stories of African American watermen working on Middle Branch and on the Chesapeake. Historic background on these watermen should be displayed in at least one of the waterfront facilities, such as in Middle Branch Park. Documentation of their stories should be made readily available in the SBG Area, where many of these watermen lived.

3. Increase funding for historic restoration and documentation.

(Within 5 years. Lead: Commission for Historical and Architectural Preservation)

An increase in funding for the restoration of local historic sites can bring greater awareness and better preservation. Grants can be created to provide financial support and expertise to neighborhoods to help create culture and history committees to do such things as:

- Conduct historical research.
- Run a history table at farmers markets.
- Work with local colleges and universities.
- Create oral history programs for senior citizens.
- Ensure that programs and presentations will be recorded and performed locally.
- Create programs to establish virtual archives on local history and culture that are housed in the local libraries.
- Create documentaries on the history and culture of the area.
- Create additional history trails for the area.

4. Partner with community schools to promote historic assets.

(Within 5 years. Lead: Commission for Historical and Architectural Preservation and Baltimore City Public Schools)

Offer “neighborhood discovery” programs that foster appreciation of community assets, promote the history of African American watermen and create documentaries on the history and culture of the area.

STRATEGY E:

COORDINATE CULTURAL, ART AND HISTORICAL ACTIVITIES

Cultural programming complements the value of art and history programs. Establishing one organization for the area to coordinate them all would be an effective use of resources.

RECOMMENDATIONS

1. Establish a single organization to coordinate cultural programming.

(Within 5 years. Lead: Local Development Council)

An organization is needed to coordinate, promote and market all cultural, historic, recreational and social programs within the SBG Area. This organization could provide financial support and expertise to neighborhoods to help create culture and history committees. A possible model is the Greater Baltimore Cultural Alliance, a nonprofit membership and service organization that nurtures and promotes arts and cultural assets that are vital to the community.

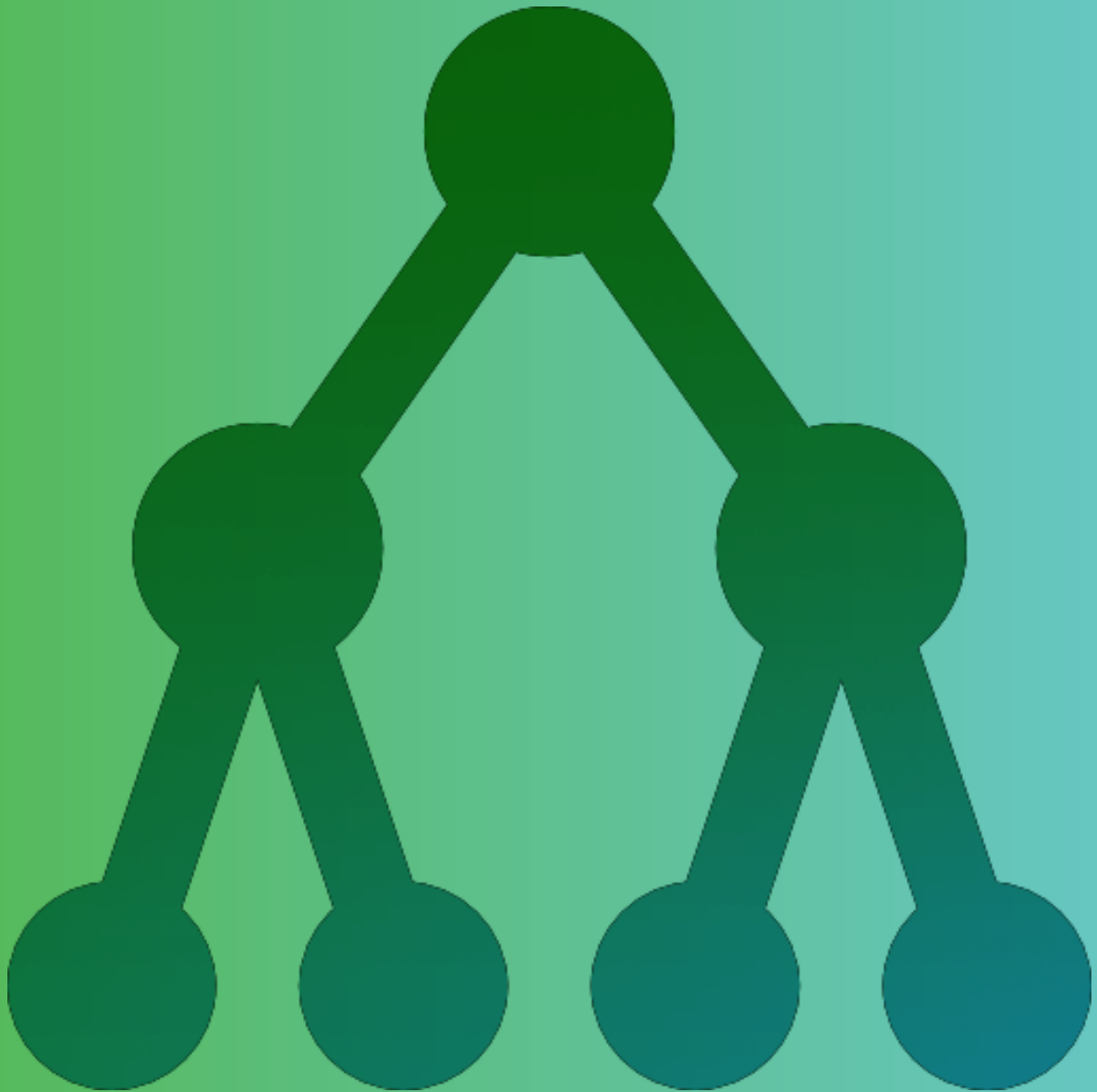
These activities could include:

- Increase grant funding for cultural and neighborhood activities such as neighborhood festivals, community events, concerts in the parks, block parties, community walking tours and tours of significant cultural sites.
- Conduct historical research on all aspects of the neighborhood history and culture, such as the history of sports, fishing clubs and ethnic history.
- Create public art, interpretive signage or community banners to tell the stories of local heroes.

An organization is needed to coordinate, promote and market all cultural, historic, recreational and social programs within the SBG Area.



Historic Maryland Yacht Club





GOAL IX

Infrastructure:

Maintain and expand a public infrastructure network promoting growth and safety

VISION

Programs and facilities can be put in place, but, in order to be effective and efficient in the long term, the physical infrastructure must be maintained and upgraded to promote resilience.

BACKGROUND

Baltimore City has both a Climate Action and a Climate Adaptation plan, recognizing that citizens must do all they can to reduce greenhouse gases and respond to the increasing number of severe weather events. (Those plans can be found at <http://www.baltimoresustainability.org>.)

While the SBG Area has much of the necessary infrastructure in place, its age and condition are becoming major liabilities. Residents in several communities in the Southern Sector frequently report flooding and clogged storm drains. Residents in the Western Sector and part of the Eastern Sector have also reported ongoing sewer problems.

City government is working to be more proactive in making repairs. The Department of Public Works is analyzing the water distribution system throughout the entire city and making ongoing repairs. By the end of 2018, the Bureau of Water and Wastewater plans to rehabilitate or replace approximately 20 miles of sanitary sewers and numerous water mains in the area.



STRATEGY A:

MODERNIZE AND IMPROVE RELIABILITY OF PUBLIC WORKS INFRASTRUCTURE

The aging infrastructure has led to failed storm drains, flooding, sewer backups and other system failures in many parts of the area. Upgrading systems and adding new technologies and implementing best practices can improve the situation.

RECOMMENDATIONS

1. Implement best stormwater management practices.

(Ongoing. Lead: Department of Public Works)

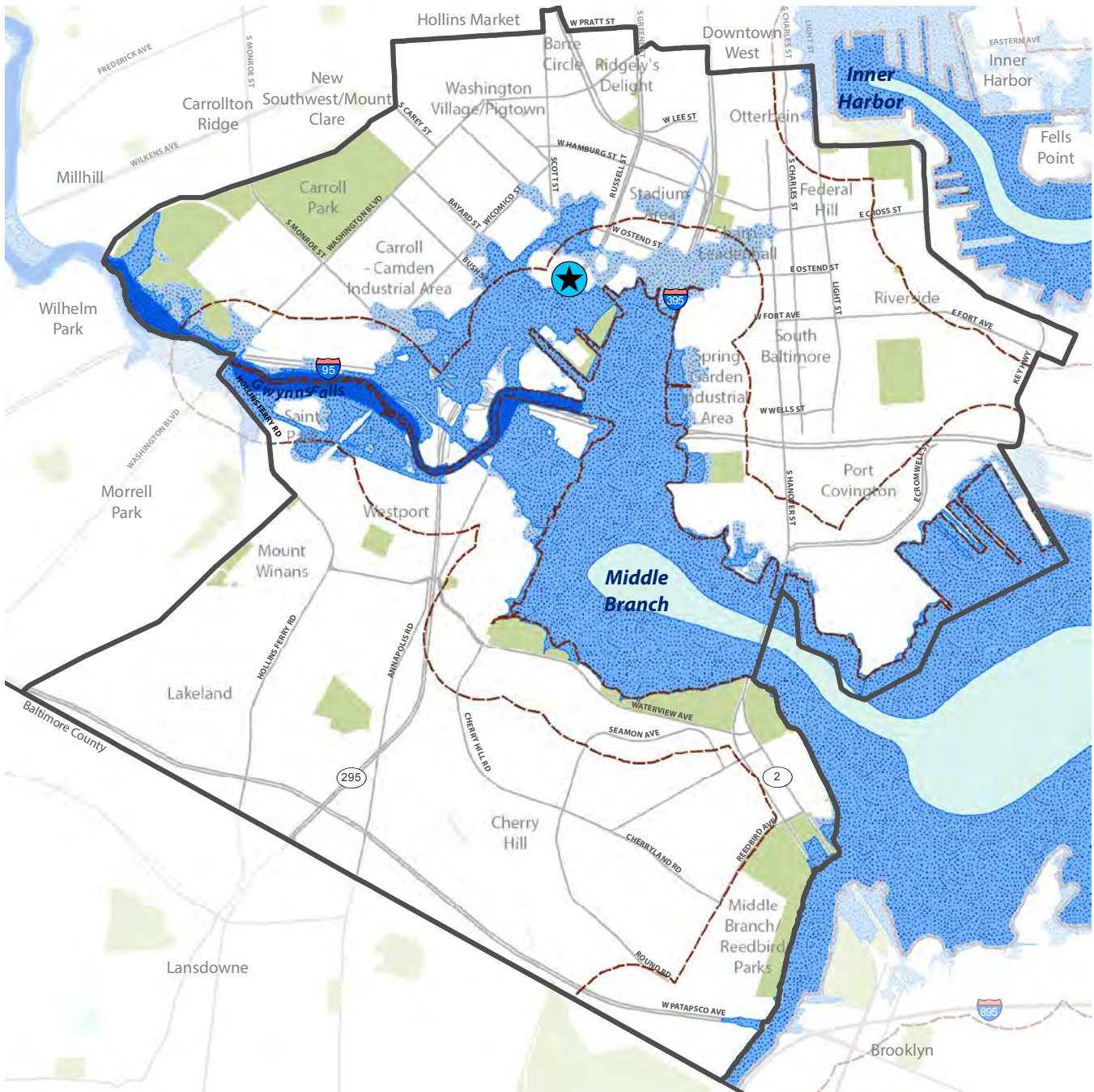
Stormwater runoff can lead to flash flooding, water pollution and soil erosion. (See Map 27.) Better stormwater management can reduce or mitigate these problems. Best management practices can be incorporated into a streetscape, parking area and virtually any developed site with impervious surfaces. These may come, in part, from the City's Growing Green Initiative and Complete Streets programs. Residents can also implement their own best management practice in their yards: rain garden, rain barrel, green roofs and tree plantings. These practices reduce impervious surfaces, allowing for more rainwater to drain into the soil, reducing drainage area so that collected rainwater runoff volumes are reduced and stabilizing areas prone to erosion or flooding.

Best stormwater management practices may come from the City's Growing Green Initiative and Complete Streets programs.










The area in the Southern Sector of the SBG Area near Patapsco Avenue and Spelman Road in Cherry Hill has had recurring flood problems as has the area near Sharp and Race Streets in Sharp-Leadenhall. Stormwater system upgrades can help control this. Examples would include developing green infrastructure and installing pumps in particularly problematic areas. The City should also continue its proactive efforts to target subsurface infrastructure improvements to conduits, water lines and wastewater and stormwater drains.

Stormwater management features can either be structural or non-structural. Structural stormwater best management practices can include rain gardens, bio-swales, stabilized drain outfalls, upgraded storm drains, permeable pavement, creation of more

MAP 27



South Baltimore Gateway Flood Plain

-  Casino
-  South Baltimore Gateway Boundary
-  Major Roads
-  Park
-  Water
-  Regulated Floodplain (Floodway)
-  Regulated Floodplain (100 Year)
-  Regulated Floodplain (500 Year)
-  Chesapeake Bay Critical Area

October 29, 2015

green spaces and green roofs. Non-structural features can include stream bank stabilization and increased vegetation to soak up rainwater.

A combination of several of these practices can address stormwater runoff as new development occurs and can be retrofitted into existing development and streetscapes.

2. Expand digital technology to libraries, schools, businesses and households. *(Within 10 years. Lead: Mayor's Office of Information Technology)*

Broadband and fiber optic networks are increasingly critical pieces of the infrastructure network. The Mayor's Office of Information Technology, working with the Police and Fire Departments, has already begun installing fiber optic cabling and cameras in the casino area. This provides an infrastructure resource for neighborhoods in South Baltimore to extend new broadband access from this section of the city's fiber "backbone." This investment will ensure continued and improved telecommunications capabilities for public safety agencies and the general public in these neighborhoods. As financial resources become available, the fiber optic network could be expanded into the neighborhoods to provide libraries, schools, businesses and households with access. A feasibility study underway in 2015 is examining possible strategies to install broadband and fiber optics infrastructure in all the SBG neighborhoods. This study is building on the work of the Smarter City Task Force and recently completed Magellan study of the city's broadband needs and opportunities. (See Goal VI. B.1.) (<http://smarterbaltimore.org/>)

3. Ensure continued modernization of public works infrastructure. *(Ongoing. Lead: Department of Public Works)*

It is important to protect critical energy facilities and infrastructure to minimize power outages during extreme weather events.

A comprehensive feasibility analysis and investment strategy can protect and improve reliability of the infrastructure network. This may include:

- Continuing to systematically upgrade the wastewater system.
- Assessing the replacement of overhead utility lines with underground utilities as projects are reviewed.
- Making upgrades to critical electrical, heating and ventilation infrastructure.
- Determining seismic design standards and seismic resiliency of drinking water distribution system.
- Adding mitigation devices or facilities to streets as they are upgraded to prevent flash flooding.

4. Continually review and update departmental prioritization lists to improve maintenance of roads and utilities. *(Ongoing. Lead: Departments of Public Works and Transportation)*

System maintenance is critical to the longevity and reliability of the infrastructure network. To prevent the need for emergency repairs, the City should evaluate DOT's and DPW's rolling prioritization lists within the SBG Area for maintenance and repairs to local roads, subsurface utilities and sewer lines to determine where funds can be allocated to upgrade the area infrastructure more frequently.



STRATEGY B:

PROMOTE THE USE OF CLEAN, RELIABLE, RENEWABLE AND MORE RESILIENT ENERGY SOURCES

The future success of the city, including its resilience and its affordability, will be enhanced by moving away from fossil fuels to more renewables.

RECOMMENDATIONS

1. Expand the use of renewable energy.

(Ongoing. Lead: Department of Public Works)

Solar energy is renewable, abundant, sustainable and low-maintenance, and it reduces electricity costs. There are some challenges – there is a relatively high cost to install solar panels, and they can require a significant amount of space. A solution for the cost would be to provide financial incentives for installation. A solution for the space required for the hardware could be “shared solar,” where homeowners subscribe to community solar gardens which generate solar electricity without solar panels being installed on private rooftops.

Potential locations for solar panels include rooftops, the ground and over parking lots. There are many large roofs or other areas that could accommodate solar panels in the area.

Wind energy is another promising green energy source. The benefits are that wind is renewable, operational costs are low and the turbines are efficient at generating energy. Considerations include high up-front costs, noise and the unpredictability of wind.

2. Examine the feasibility of retiring the BRESCO facility when it is no longer needed. *(Within 20 years. Lead: Department of Public Works)*

One long-term recommendation is to retire

the BRESCO facility within 20 years. Waste incinerators, even those that generate steam energy as BRESCO does, contribute to poor air quality, and by burning so many recyclable materials we are wasting resources. This is a long-term project because many issues would need to be addressed or resolved before it would be feasible to close this plant, such as developing and supporting new recycling markets and changing behaviors of residents in handling trash disposal and recycling.

3. Develop heat and power plants and cogeneration facilities.

(Ongoing. Lead: Department of Public Works)

The SBG Area has many opportunities for energy-related improvements. For example, building cogeneration or combined heat and power plants in locations that have high energy use and need for heat should be explored. Cogeneration is a method of energy conservation that involves the production of two types of energy at a single power plant. Cogeneration has been known to improve energy efficiency from 30 percent energy capture to almost 90 percent.

Some sites to consider would be MedStar Harbor Hospital, the Baltimore Sun printing facility, M&T Bank Stadium, Second Chance and sites in the Carroll Camden Industrial Area, Port Covington and Westport.

4. Expand energy education for residents. *(Ongoing. Lead: Office of Sustainability, Baltimore City Public Schools and Department of Public Works)*

Key steps could include engaging the Baltimore Energy Challenge program to educate residents about energy efficiency, supporting energy efficiency and weatherization as part of the 21st Century Schools construction initiative and providing information about utility rebate programs.



INVESTING IN LOCAL COMMUNITIES

Western Sector

Eastern Sector

Southern Sector

The previous section outlined strategies and recommendations related to broad subject-area goals – for both the entire area and designated neighborhoods. This section identifies site-specific recommendations and opportunities within each of the SBG Area’s three sectors – Western, Southern and Eastern.

WESTERN SECTOR

This area includes the casino site as well as M&T Bank Stadium and Oriole Park at Camden Yards, the Pigtown/Washington Village neighborhood and the Carroll Camden Industrial Area. Its main artery, Russell Street, is lined on the west with service stations and low-rise industrial buildings that form the eastern edge of Carroll Camden, as well as parking lots for the stadium. In the long run, these are not the highest and best uses for this gateway corridor. As redevelopment spurred by the casino and the stadiums moves forward, portions of Russell Street could see more entertainment-related uses develop along this major route into downtown.

Key Opportunities and Considerations

- Development of MD 295 and Russell Street as an attractive gateway corridor to the city from the south.
- Enhancement of the Carroll Camden Industrial Area as a job center.
- The possibility for an entertainment area along Warner Street between Horseshoe Casino and M&T Bank Stadium.
- Improving Carroll Park as a regional amenity for Southwest Baltimore.
- Reinforcing Pigtown/Washington Village as a thriving residential neighborhood and active Main Street retail district.

This section highlights Plan recommendations for specific sites in the Western Sector

that seek to take advantage of the Horseshoe Casino and the diverse existing land uses in surrounding communities to foster redevelopment and improve connectivity.

Carroll Camden Industrial area

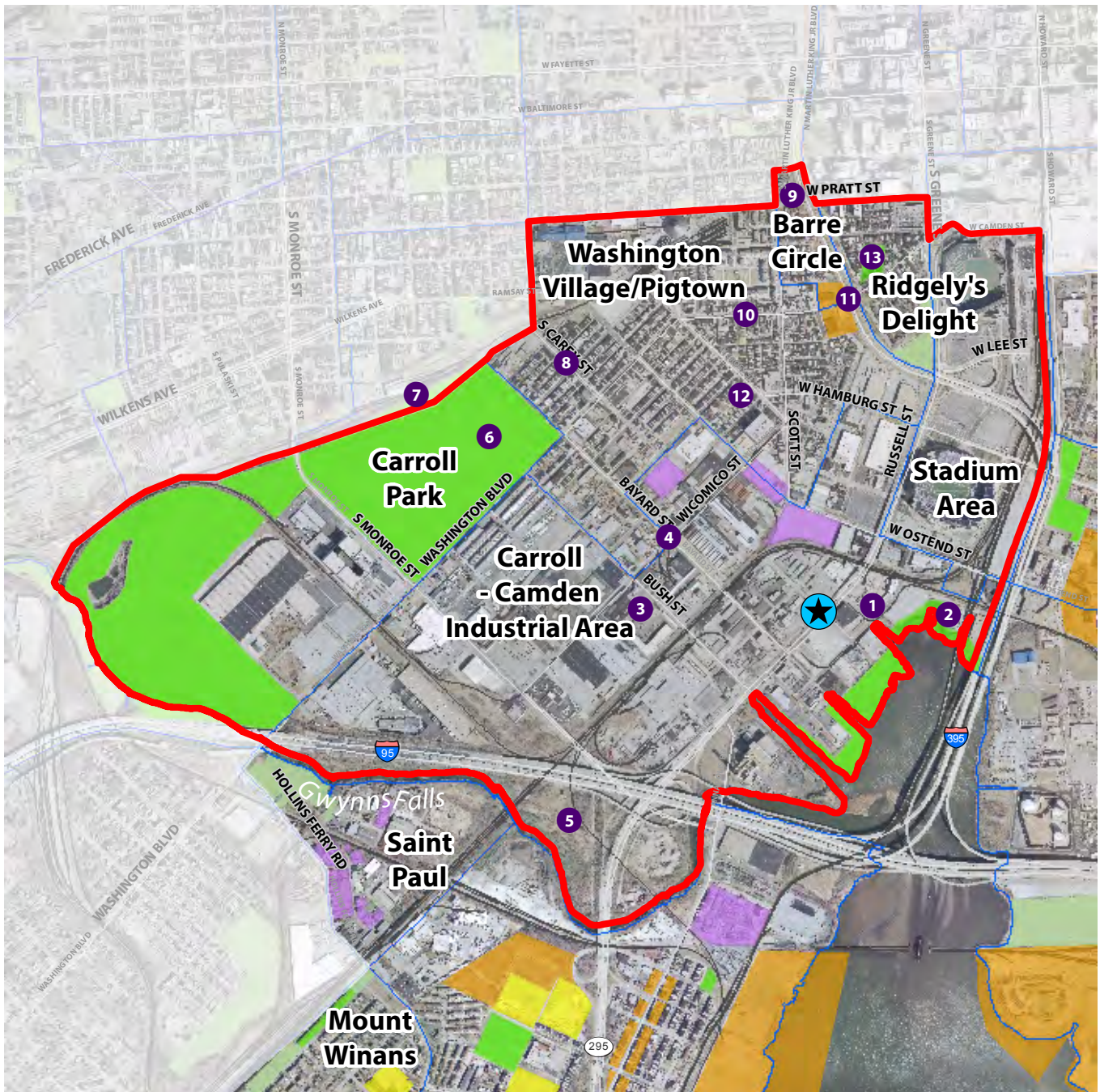
The Carroll Camden Industrial Area, which includes a variety of building types and uses, needs a comprehensive plan and appropriate upgrades. One key goal is to promote development along the Russell Street corridor that relates to its role as an important gateway into downtown and relates to the casino and stadiums. A second is to protect the industrial nature of the area west of Ridgely Street by not allowing incompatible uses to be introduced there; at the same time, the area between Ridgely Street and Washington Boulevard southwest of Ostend Street is appropriate for industrial and other job-intensive uses.

A new entertainment district along Warner Street would connect the Horseshoe Casino and M&T Bank Stadium and offer restaurants, shopping, hotels and other entertainment choices. The City should establish specific land use recommendations, restrictions and urban design guidelines for the Warner Street area, including options for improving pedestrian safety at the CSX Railroad crossing. The design study should also explore land use changes and public improvements for Russell Street.

RECOMMENDATIONS

- 1 Conduct a land use and urban design study to establish the vision for a new entertainment district along Warner Street and portions of Russell Street. The study should consider how best to enhance and take advantage of nearby access to the Middle Branch waterfront.

MAP 28



Proposed Improvement Projects in the Western Sector

-  Casino
-  Sector Boundary
-  Neighborhood Boundaries
-  Railroad
-  Park
-  Residential Development Opportunities
-  Future Mixed Use Opportunities
-  Green Space Opportunities
-  Industrial Development Opportunities

October 29, 2015

- 2 Relocate the Baltimore Animal Rescue and Care Shelter (BARCS) to create new development opportunities at this valuable waterfront site.
- 3 Identify investment and redevelopment opportunities within the Carroll Camden Industrial Area, including land use, circulation, and parking considerations.
- 4 Study streetscape enhancements for Bayard and Wicomico Streets – key corridors serving the area and connecting the casino and Russell Street with Pigtown/Washington Village. Consider making Bayard and Bush Streets two-way to improve circulation to and through the area.
- 5 Restore a habitat area at the southwest intersection of I-95 and 295, with a bicycle connection to Carroll Park.

Carroll Park

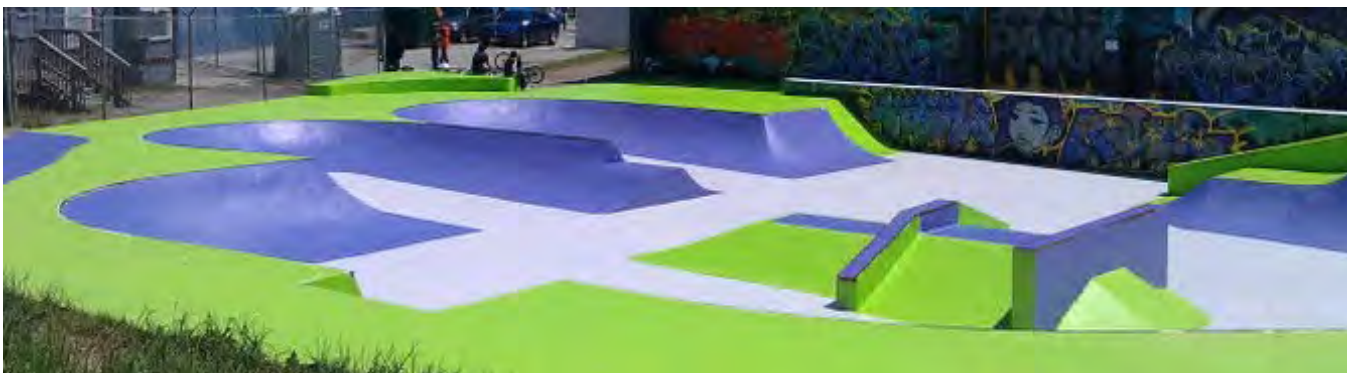
Carroll Park is the largest park in Southwest Baltimore, but because it is bordered by homes on only one side, it seems isolated. The park would be an ideal location for one of the City's proposed new community aquatic centers. Another proposal, also suggested in the Southwest Partnership Plan, would be to build a pedestrian bridge over the B&O railroad tracks to connect with and open the park to the Mount Clare neighborhood to the north.

RECOMMENDATIONS

- 6 Improve Carroll Park and implement the Carroll Park Master Plan.
 - Create a dog park with a waste management plan, potentially located in the northeast corner of Carroll Park near the skate park.
 - Renovate the playgrounds, skate park and athletic facilities.
 - Develop a new recreation and community center in Carroll Park to include senior recreation programs (per the Baltimore City Recreation and Parks Recreation and Aquatic Plan) with an aquatic facility with splash pad.
- 7 Conduct a feasibility study to evaluate the construction of a pedestrian and bicycle bridge from Carroll Park over the railroad tracks to the north and adding land along the railroad tracks to Carroll Park in order to expand accessibility to the north into Mt. Clare.

Pigtown/Washington Village / Barre Circle

These are residential neighborhoods adjacent to the stadiums and Camden Carroll Industrial Park.



Carroll Park skate park

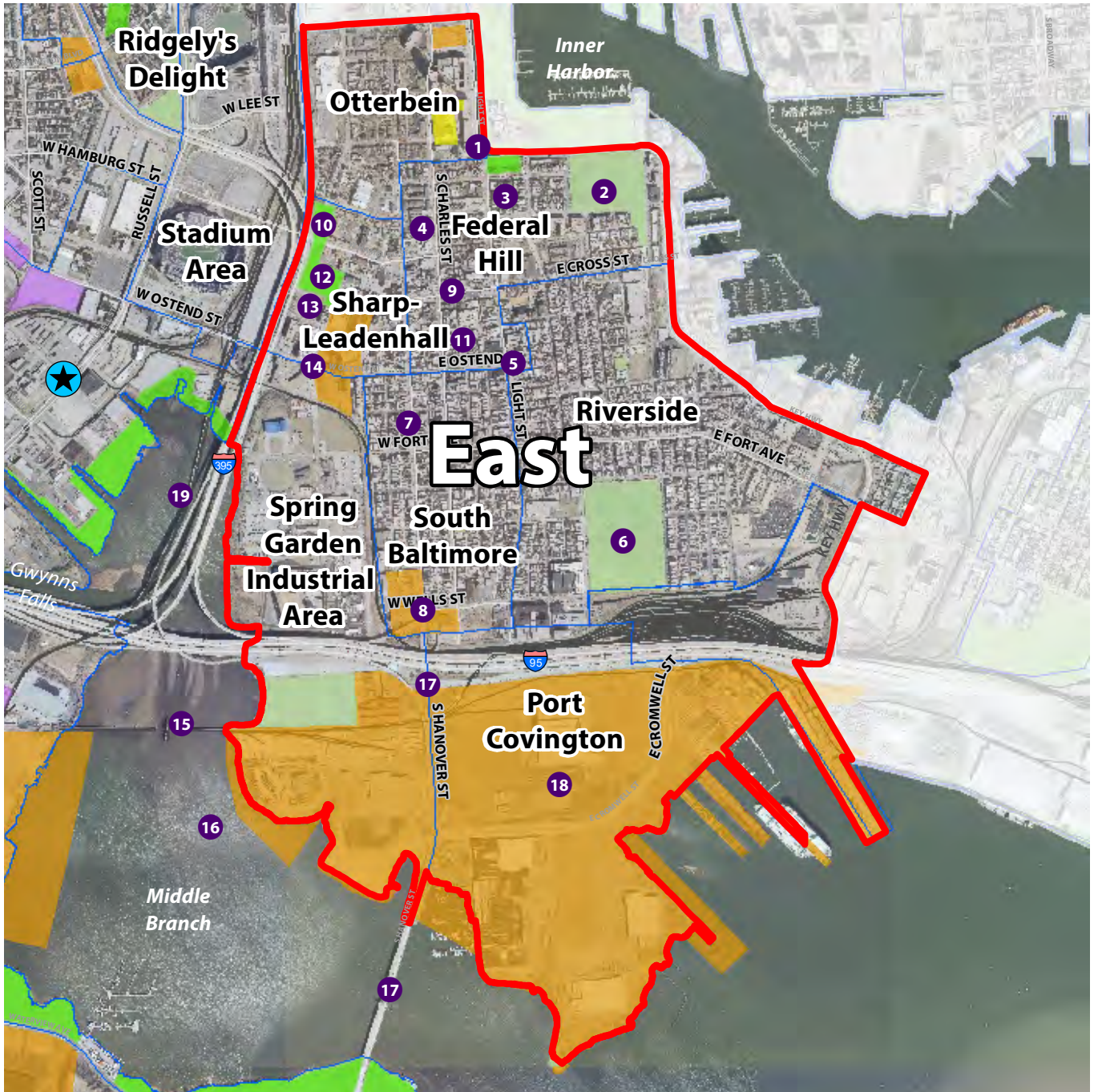
RECOMMENDATIONS

- 8 Evaluate roadway enhancements along Carey Street between Washington Boulevard and West Pratt Street, including an upgraded railroad bridge south of Ramsay Street.
- 9 Provide funding to the Commission for Historic and Architectural Preservation to add staff capacity to help establish a Barre Circle local historic district.
- 10 Renovate, expand or replace the Washington Village Branch Library.
- 11 Promote new mixed-use redevelopment at the prominent gateway intersection of Washington Boulevard and Martin Luther King Boulevard.
- 12 Conduct a study to evaluate parking concerns and needs within the Carroll Camden Industrial Area as enhancements and redevelopments are generated by the casino and University of Maryland, Baltimore BioPark expansion to the north.
- 13 Make improvements to the Ridgely's Delight playground (Penn and Melvin Park) following the neighborhood's vision plan.

Ridgely's Delight



A Warner Street entertainment district could offer restaurants and a lively street scene.



Proposed Improvement Projects in the Eastern Sector

-  Casino
-  Sector Boundary
-  Neighborhood Boundaries
-  Railroad
-  Park
-  Residential Development Opportunities
-  Future Mixed Use Opportunities
-  Green Space Opportunities
-  Industrial Development Opportunities

October 29, 2015

EASTERN SECTOR

This sector, covering the South Baltimore peninsula, includes the large industrial areas of Spring Garden and dense rowhouse neighborhoods. Recommendations for the Eastern Sector seek to capitalize on the strengths of its various communities while identifying opportunities for growth and improvement.

Key Opportunities and Considerations

- Traffic and parking issues in the residential areas.
- The future development of Port Covington.
- Multi-modal transportation enhancements on the Hanover Street Bridge.
- Improvements to the intersection of McComas and Hanover streets.
- Improved access to the Hamburg Street Light Rail station.
- Conversion of the old CSX swing bridge to a bicycle and pedestrian bridge.
- Expansion of the waterfront promenade.
- Stabilization of Federal Hill Park.

Otterbein / Federal Hill /Riverside

These are established, fully occupied neighborhoods where housing is in demand, parking is at a premium and busy nightlife leads to problems along the relatively narrow, congested streets in some areas.

RECOMMENDATIONS

- 1 Build Key Highway/Light Street intersection upgrades to improve safety and access between the Inner Harbor and South Baltimore.
- 2 Provide new signage and renovate existing pathways in Federal Hill

Park. Develop a plan to address erosion and stabilize the slopes facing Key Highway. This may require an innovative landscaping approach, given the steep grade.

- 3 Provide funding to the Commission for Historic and Architectural Preservation to add staff capacity to help create a Federal Hill historic district.
- 4 Conduct a comprehensive parking study for the South Baltimore Peninsula that will focus on the Otterbein, Federal Hill and Riverside communities in conjunction with the South Baltimore and Sharp-Leadenhall neighborhoods.
- 5 Renovate the Light Street Branch Library.
- 6 Renovate the Riverside Park pool house, install new splash pad and wading pool, renovate pool deck, provide new community garden facilities, expand the existing playground, upgrade turf and add outdoor lighting and signage.

South Baltimore Neighborhood

This area is the southern boundary of the peninsula and vehicles entering or leaving the major highways to the south often use Hanover and Ostend streets as throughways. Traffic speed and volumes are major issues for this neighborhood.

RECOMMENDATIONS

- 7 Develop traffic calming improvements along Hanover Street from Wells Street to West Ostend Street.
- 8 Create a gateway at Hanover and Wells Streets.

Sharp-Leadenhall

This neighborhood is located between the busy Inner Harbor and Federal Hill areas and the stadiums and casino.

RECOMMENDATIONS

- 9 Fund the implementation of the planned Sharp-Leadenhall/Federal Hill Urban Heritage Trail.
- 10 Upgrade pedestrian accessibility, lighting and way-finding signage to the Hamburg Street Light Rail station; strengthen north-south connections through the stadium complex; and rename the station to identify its location near South Baltimore neighborhoods and the stadium.
- 11 Redevelop the properties bordered by Cross and Ostend Streets for mixed use.
- 12 Develop a master plan for improvements to Solo Gibbs Park that benefit local residents and businesses and improve connections to the Light Rail station. A specific need is upgraded lighting near Hamburg Street.
- 13 Evaluate the future of the Sharp- Leadenhall school and incorporate findings into the Solo Gibbs Park master plan.

Spring Garden / Port Covington Hanover Street Bridge

Port Covington, once an active industrial site, started converting to commercial use in the 1990s. This land is expected to be developed for mixed use in the future. Spring Garden, along the shoreline to the north, is expected to remain an industrial waterfront area owned and operated by BGE.



Proposed Stadium Square Development in Sharp Leadenhall (Courtesy: Caves Valley Partners)

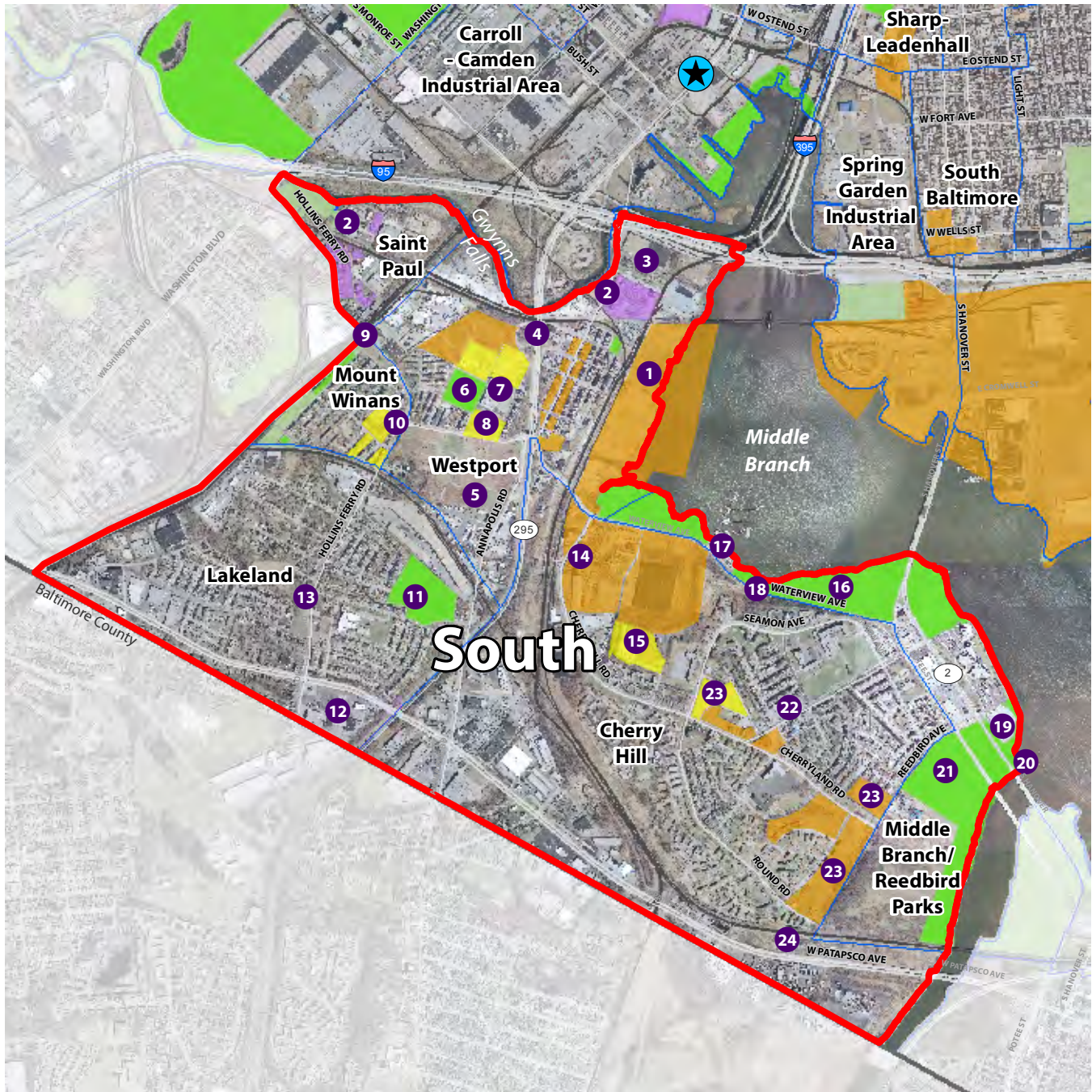
The City is studying upgrading or replacing the Hanover Street Bridge, which is challenging to cross by any mode of travel, especially on bicycle. The study would evaluate both the bridge's structural deficiencies and the feasibility of safe and comfortable multimodal accessibility. The land just north of the bridge on the west side has been converted into a waterfront park by the National Aquarium. The existing CSX Railway swing bridge connecting Spring Garden to Westport has sat dormant for more than a decade. The plan proposes converting the existing bridge to a bicycle and pedestrian link among the three Sectors.

RECOMMENDATIONS

- 14 Enhance and develop Ostend Street as an important east/west connection.
- 15 Establish a bike and pedestrian trail spanning the Middle Branch using the converted CSX swing bridge as a crossing.
- 16 Conduct a study to evaluate additional water taxi service landings in the Middle Branch and adjacent areas.
- 17 Through the TIGER grant the City received from the federal government, develop alternatives for intersection improvements at McComas and Hanover streets as well as structural and multimodal enhancements along the Hanover Street Bridge.
- 18 Support the vision of creating a new mixed-use waterfront community in Port Covington with enhanced public access along the Middle Branch.
- 19 Create an ecological park in the Upper Middle Branch through large-scale environmental and habitat restoration.



Historic CSX bridge



Proposed Improvement Projects in the Southern Sector

-  Casino
-  Sector Boundary
-  Neighborhood Boundaries
-  Railroad
-  Park
-  Residential Development Opportunities
-  Future Mixed Use Opportunities
-  Green Space Opportunities
-  Industrial Development Opportunities

October 29, 2015

SOUTHERN SECTOR

The Southern Sector, comprised of Westport, Saint Paul, Mount Winans, Cherry Hill and Lakeland, is home to a large number of public housing tenants and lower-income rental units. It has the most underserved communities in the SBG Area but also has several opportunities for advancement and redevelopment. The Plan calls for expanding or introducing a range of social programs and healthy living initiatives, as well as major redevelopment projects and infill housing opportunities – all geared to transform and uplift the communities.

The Gwynns Falls Trail serves as a major resource to local residents and the city but needs improved trail connections and general maintenance as well as a plan to address missing links in such areas as Westport and along Kloman Street.

Key Opportunities and Considerations

- Both Westport and Cherry Hill have waterfront sites that will be in demand for mixed-use, transit-oriented development projects. A former development site on Waterview could be transformed into a habitat area.
- Critical safety improvements are needed for local at-grade rail crossings, especially in Mount Winans, Westport and Saint Paul.
- As the schools in Cherry Hill are upgraded or replaced through the 21st Century Schools initiative, pedestrian connections should be enhanced throughout the community.
- As part of an upgrade to the Cherry Hill Shopping Center, a new state-of-the-art library facility should be considered for the Cherry Hill/Westport communities to replace or supplement the current library

branch and provide other civic activities in the shopping center “Town Center.”

- Mount Winans has strong home ownership and also some vacant parcels where infill development could take place. Habitat for Humanity has begun to build some new housing there and will be partnering with the community association to redevelop a vacant school site.
- Providing safe, pedestrian-friendly access to Middle Branch Park and the shopping centers on W. Patapsco Avenue is important to those living in Lakeland.

The plan’s specific recommendations for the Southern Sector should build on its close-knit communities, proximity to the waterfront and range of transportation options to transform this area into a destination for homes, development and recreation.

Westport/Saint Paul

These two neighborhoods have traditionally had residences mixed in with industrial sites. It is important to improve physical access while strengthening residential areas and consolidating industrial areas. Anticipated redevelopment of the Westport waterfront area will involve conversion of a 50-acre brownfield site along the Middle Branch estuary to a large-scale, mixed-use development consistent with the vision outlined in the 2008 Middle Branch Master Plan, providing local access to high-paying jobs, state-of-the-art technology and attractive entertainment and housing options. This future development project will be able to take advantage of the existing Westport Light Rail station for multi-modal transit access.

RECOMMENDATIONS

- 1 Establish transit-oriented development on the Westport waterfront.

- 2 Demolish houses in Westport next to the BGE substation and in Saint Paul adjacent to Decker Salvage and industrial sites. For health and safety reasons, these few houses should be acquired, the remaining residents relocated and the buildings demolished.
- 3 In the long term, consider relocating the current Department of Transportation yard in Westport, perhaps further north on Annapolis Road, in the industrial area near the railroad tracks and the BGE substation, to open the current site for infill housing.
- 4 Evaluate site improvements and safety concerns associated with the MD 295 Westport ramp exit to Annapolis Road and Monroe Street.
- 5 Fund the Baltimore National Heritage Area and the Mount Auburn Cemetery to restore the cemetery and develop interpretative material.
- 6 In Florence Cummings Park adjacent to Westport Academy, renovate the basketball court, renovate and address the flooding of the baseball field, provide practice space for football and replace the playground

that was removed. Explore shared health and fitness facilities in Westport Academy.

- 7 Review the one-way street patterns and lack of connectivity around Westport Academy.
- 8 Evaluate infill housing opportunities at the large site across from the Mount Auburn Cemetery and adjacent to Westport Academy.

Mt. Winans

- 9 Evaluate at-grade rail crossing safety improvements, including possible quiet zones, in Mount Winans and surrounding areas.
- 10 Extend Waterview Avenue west from Hollins Ferry to connect to the redevelopment site in Mount Winans (the former school site) and improve the housing stock nearby.

Lakeland

Lakeland is a quiet neighborhood, home to Wegworth Park, an important asset that needs some upgrading, and a mix of cultures, including a large Spanish-speaking population across from Patapsco Avenue shopping centers that would benefit from new English language classes.



Schematic proposal for transit-oriented development in Westport.

RECOMMENDATIONS

- 11 In Wegworth Park, renovate the two existing ball fields and provide new park signage. The City's Capital Improvement Plan has funding for upgrades to this park.
- 12 Improve safe access to W. Patapsco Avenue shopping centers and TOD sites in Westport and Cherry Hill.
- 13 Put in place or enhance services and programs in Limited English Proficiency and English as a Second Language.

Cherry Hill

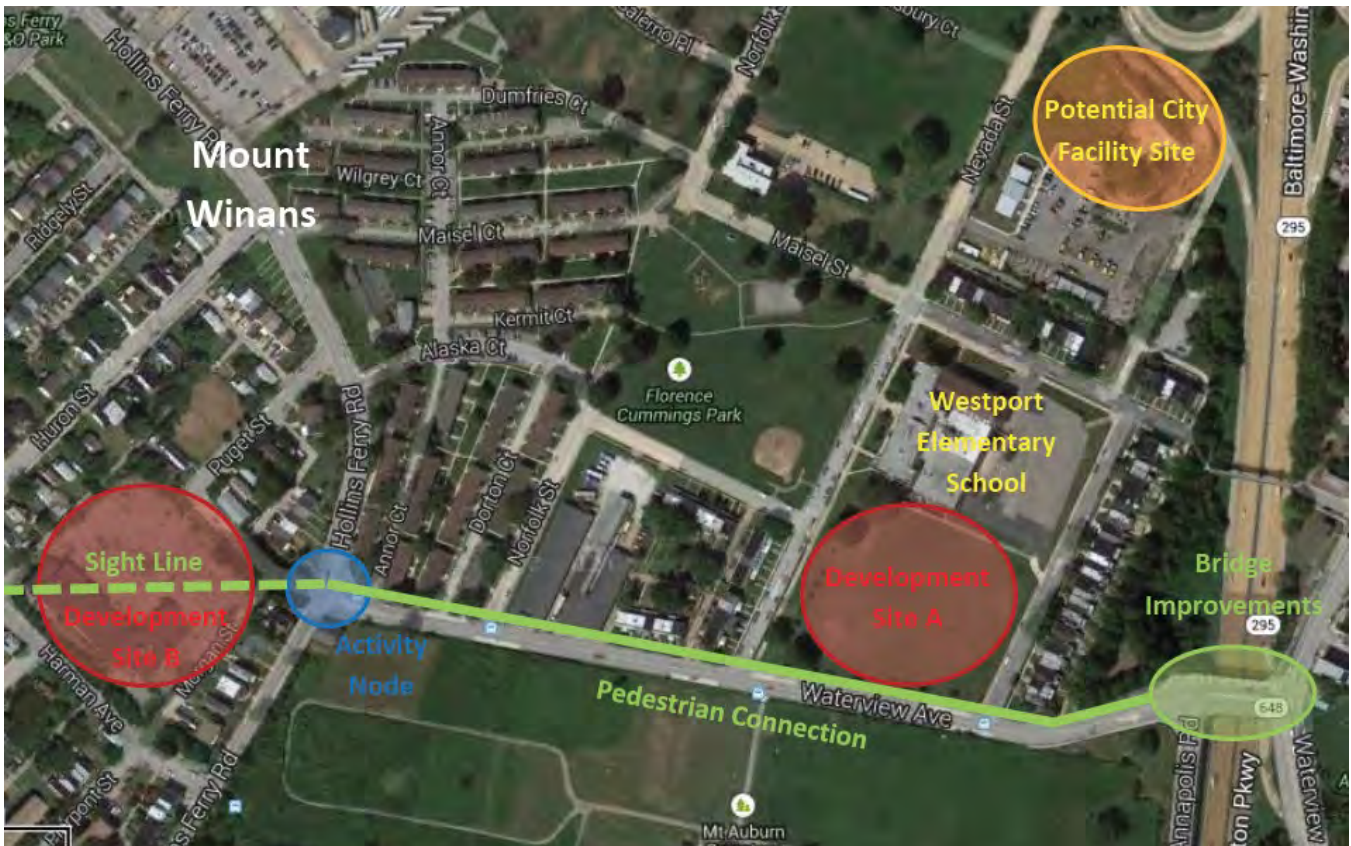
Cherry Hill, a somewhat isolated peninsula, is home to more than 1000 public housing units as well as many homeowners along curved, hilly streets. Adjacent to Middle Branch Park, it has underused land near the park and the Light Rail station. Renovation and redevelopment of commercial space and residential properties near

the Light Rail station and along the Cherry Hill waterfront could bring much needed upgrades with complementary proposed infill redevelopment that reinforces the existing residential neighborhood, provides additional economic stability and fosters improved transit access throughout the area.

The Plan proposes a range of enhancements, programs and long-term maintenance approaches that have the potential to transform this area into a regional destination for swimming, boating and other recreational uses.

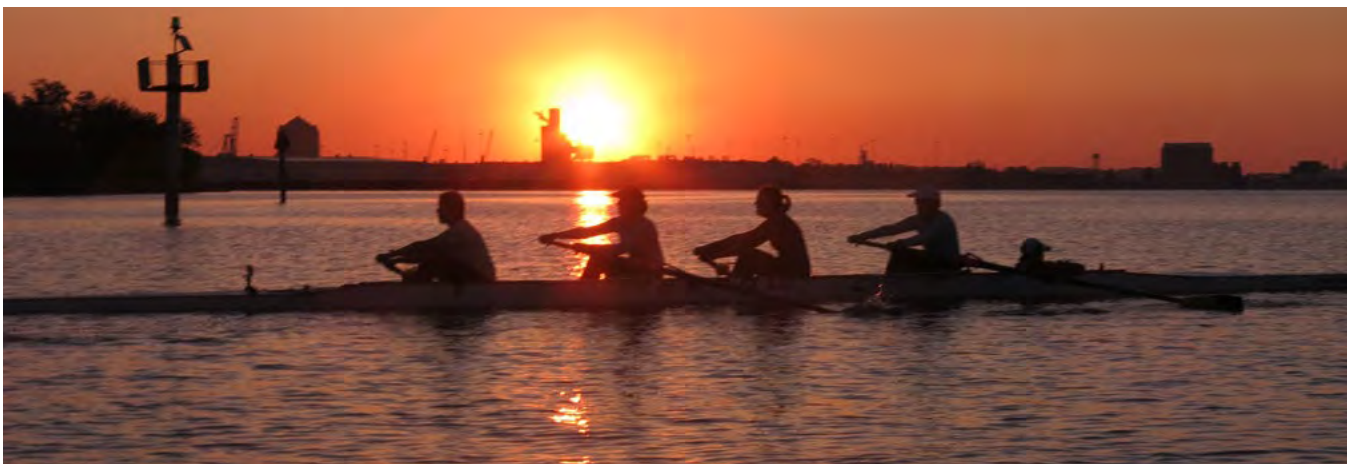
RECOMMENDATIONS

- 14 Evaluate large-scale, mixed-use, transit-oriented development opportunities near the Cherry Hill Light Rail station and along Giles Road, capitalizing on the strength of transit access as well as waterfront proximity.



Plan for extending Waterview Avenue

- 15** To promote new development adjacent to the Arundel Elementary School, consider relocating the substance abuse treatment facility on Giles Road.
- 16** Improve Middle Branch Park.
 - Create a park administrator position for maintaining the facility and organizing park programming.
 - Renovate trails and walkways and provide safe crossings to connect to the park.
 - Make more use of the park for community events and provide better marketing of existing events to the surrounding neighborhoods to improve attendance.
- 17** Renovate the rowing club building to accommodate the growing demand for rowing activities; include accessibility improvements, a comfort station and restaurant to provide additional revenue-generating opportunities.
- 18** Explore traffic calming strategies along Waterview Avenue.
- 19** Remove the existing parking lot on City parkland south of MedStar Harbor Hospital and create a waterfront park that emphasizes habitat and vegetative buffers and provides public water access.
- 20** Add a boat launch south of MedStar Harbor Hospital to provide easier access to the Patapsco for canoers and kayakers.
- 21** Make improvements to Reedbird Park.
 - Conduct an environmental assessment of Reedbird Park and the Baltimore Housing lots along Reedbird Avenue to confirm viability and feasibility of additional improvements and expansion of the park.
 - Upgrade the land and build additional recreation facilities.
 - Address flooding issues in the park. Increase tree coverage to expand the tree canopy and shade opportunities within the park.
- 22** Upgrade the Cherry Hill Shopping Center and enhance it as a “town center.”
- 23** Redevelop the vacant Housing Authority of Baltimore City sites in Cherry Hill for appropriate mixed uses, beginning with the Fisher’s Cove site in the heart of Cherry Hill.
- 24** Address flooding issues throughout the neighborhood, especially at the bottom of Round and Spelman Roads.





*Schematic View of Proposed New Housing in Cherry Hill on Vacant City-Owned Lots
(Courtesy: Neighborhood Design Center)*



Baltimore Rowing Club.



PLAN IMPLEMENTATION

Summary and Next Steps

*Implementation Timeline and
Responsibilities*

SUMMARY AND NEXT STEPS

This Plan is the product of many engaged residents, business owners, planners and other stakeholders. It provides a carefully considered roadmap for strengthening the South Baltimore Gateway area. Implementing the Plan and fulfilling its vision will also require the concerted efforts of many. This section identifies responsibilities, timelines and priorities for moving forward.

Following the Planning Commission's adoption of the South Baltimore Gateway Master Plan and its associated recommendations, the Mayor's Office staff, with assistance from City agencies and the LDC, will focus on developing a multi-year spending plan. This spending plan, to be reviewed and updated each year, will be used to guide the Mayor's budget and allocation of casino Local Impact Grants.

During the planning process, the internal planning team and public were given the opportunity to establish their preferences for short-term initiatives, which include projects that could be funded with revenue generated by Local Impact Grants during the first five years. Over the next five years, it is likely that some recommendations will be implemented while others will require additional study.

Funding is, of course, a primary concern. The Plan assumes that implementation will require funding from a wide range of funding sources, not just casino Local Impact Grants. Other sources may include City operating and capital expenditures, as well as grants and federal and state aid that can be leveraged by Local Impact Grant funds. (Appendix 4 lists potential funding sources in such areas as transportation, economic development and community development.)

It is envisioned that this Plan will lead to community improvements as quickly as possible. Several recommendations are ready to implement and should move forward soon, particularly those that can be implemented through existing programs or with al-

ready-available resources. Some have already been funded with Local Impact Grant funds in Fiscal Years 2015 and 2016. Other actions will require feasibility studies as a first step. Any study should consider the likelihood of funding that will advance the initiative over time.

The wide range of recommendations in this Plan will have varying impacts. In deciding which to pursue, it is important to identify those that can be effective and generate real community benefits.

Some recommendations are intended to help promote changes in behavior, such as environmental education, and many will provide supplemental benefits by generating community involvement, through neighborhood arts projects or clean-ups, for example. It is important in all cases for the community and City officials to monitor new investments and initiatives to gauge their effectiveness and results.

New, unforeseen issues may also arise. This reality requires the City and the community to review and update the Plan periodically to ensure that the goals, objectives and recommendations meet the community's needs. Every five years, the Mayor's Office, agency representatives, the public and the LDC will review the recommendations to identify the priorities for the subsequent years. This process will continue as long as the casino impact funds are being generated.

Those reviews may well generate new recommendations not in this Plan. The community members of the SBG Area expect to see changes to improve their neighborhoods, and the City of Baltimore fully intends to deliver.

Steps are already underway to implement the recommendations and meet the goals for the SBG Area. With continued commitment and focus, more progress will come, benefiting the people and communities of South Baltimore, the entire city and the region.

Setting Priorities

Priority criteria were developed during the community outreach process and should serve to set priorities for implementation. These were established to fulfill “SMART” objectives: Specific, Measurable, Achievable, Relevant and Time-bound.

Ready to implement:

Recommendations that are ready to move forward immediately that require little to no additional study or policy changes. These recommendations have been evaluated in detail and require only a viable funding source to implement.

Benefits Multiple Communities:

Recommendations that can benefit multiple neighborhoods and address more than one goal. These have the ability to transcend geographic neighborhoods and cut across more than one focus area.

Addresses a Health or Safety Need:

Recommendations that address an existing or anticipated health or safety concern. Some can lead to changes in behavior that carry economic returns to the community.

Low Cost / High Return:

Recommendations that require minimal investment but have the potential to generate significant benefits to the area or leverage other resources.

Provides Economic Improvement:

Recommendations that provide a direct and tangible benefit to the local or regional economy. Though a number of recommendations may ultimately provide a secondary economic benefit (e.g., an improved graduation rate leads to an increase in job-ready residents), this criterion is related to direct economic benefits, such as those generated by job training or start-up business loan programs.

Establishes a Sense of Place:

Recommendations that improve communities and generate interest in the area for living, recreation and investing.

Citywide or Regional Significance:

Recommendations that have the potential to provide tangible benefits beyond the immediate master planning area. These recommendations provide improved connectivity and accessibility for the movement of people, freight and commerce or lead to the development of a new technology or programs that have the ability to generate widespread interest and benefit.

IMPLEMENTATION MATRIX

The matrix that follows lists proposed recommendations and identifies key entities responsible for implementing them. It details how each recommendation meshes with the Plan’s goals and priorities and identifies a timeframe for accomplishing each. This will serve as a guide for the City, its partners and the community in implementing the Plan for years to come.

Implementation timeframes fall into these categories:

- Immediate, addressing an immediate need or that can provide a high rate of return with minimal effort or cost.
- Short-term, to occur within the next three to five years;
- Longer-term, to occur within the next 5 to 20 years;
- Ongoing, referring to initiatives that can be maintained once initial funding is secured.

Lead Responsible Party

The matrix on the next page identifies the appropriate governmental agency, private entity, community association or combination of entities responsible for taking the lead to implement each recommendation. The following list identifies agency acronyms used in the matrix.

BCFD: Baltimore City Fire Department	DPW: Baltimore City Department of Public Works
BCHD: Baltimore City Health Department	FOR: Baltimore City Forestry Division
BCPA: Baltimore City Parking Authority	FRA: Federal Railroad Administration
BCPS: Baltimore City Public Schools	HABC: Housing Authority of Baltimore City
BCRP: Baltimore City Department of Recreation and Parks	HHSEY: Mayor’s Office of Healthy, Human Services, Education and Youth
BDC: Baltimore Development Corp.	LB: Live Baltimore
BDOT: Baltimore City Department of Transportation	LDC: Baltimore Casino Local Development Council
BHSB: Behavioral Health System Baltimore	MIMA: Mayor’s Office of Immigrant and Minority Affairs
BGE: Baltimore Gas and Electric	MOED: Mayor’s Office of Employment Development
B&O: B&O Railroad Museum	MOEND: Mayor’s Office of Economic and Neighborhood Development
BOPA: Baltimore Office of Promotion and the Arts	MOHS: Mayor’s Office of Human Services
BPD: Baltimore Police Department	MOIT: Mayor’s Office of Information Technology
CBD: Community Benefits District	MTA: Maryland Transit Administration
CHAP: Baltimore Commission for Historical and Architectural Preservation	NA: Neighborhood Association
CSX: CSX Railroad	OS: Baltimore City Office of Sustainability
DGS: Baltimore City Department of General Services	SBRC: Small Business Resource Center
DACS: Division of Aging and Care Services	SCB: Strong City Baltimore
DHCD: Baltimore City Department of Housing and Community Development	
DOP: Baltimore City Department of Planning	



GOAL I

Transportation Connectivity: Increase and improve multi-modal transportation connections, access, safety and mobility

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Improve the pedestrian and bicycling network							
1	Adopt a “Complete Streets” plan for each neighborhood	•					BDOT
2	Complete Streets: Make pedestrian improvements		•			•	BDOT
3	Complete Streets: Make improvements for bicycling		•			•	BDOT
4	Expand the trail system around the Middle Branch; enhance the waterfront promenade			•			BDOT
5	Build pedestrian bridges across railroad tracks at key sites for safe access			•			BDOT, CSX, B&O
Strategy B: Improve roadway conditions and connections to increase safety and provide access to redevelopment sites							
1	Complete Streets: Put traffic calming strategies in place		•			•	BDOT
2	Implement traffic safety measures		•			•	BDOT
3	Continue to make key roadway improvements			•		•	BDOT
4	Replace or upgrade the Hanover Street Bridge				•		BDOT
Strategy C: Enhance transit infrastructure to improve access, mobility and user comfort							
1	Improve existing bus service and study the feasibility of starting or expanding local shuttle bus service	•				•	BDOT, MTA
2	Expand water taxi service where appropriate			•			BDOT
3	Identify and implement “sense of place” improvements at transit locations		•			•	MTA
Strategy D: Improve traffic operations and parking to reduce the impacts of increased traffic in the neighborhoods							
1	Improve traffic operations and signage, especially near schools	•				•	BDOT
2	Conduct parking studies and make improvements based on the findings		•				BCPA
3	To appropriately serve all users, clearly delineate parking areas for both residents and visitors					•	BDOT
Strategy E: Improve freight-related accessibility and safety							
1	Study and implement “quiet zones”		•				CSX, BDOT
2	Evaluate possible roadway improvements for truck routes		•				BDOT
Strategy F: Coordinate transportation infrastructure improvements with the appropriate agencies to reduce redundancy and neighborhood disruption							
1	Continue to improve and streamline the use of Envista software					•	BDOT



GOAL II

Environmental Sustainability: Make neighborhoods greener, cleaner and healthier

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Provide all neighborhoods access to high-quality green space and expand the urban forest canopy							
1	Increase the amount of open space and parkland	•				•	BCRP
2	Convert City-owned vacant lots to green space	•				•	OS
3	Improve and upgrade existing parks				•	•	BCRP
4	Make park gateways more attractive and inviting		•			•	BCRP
5	Incorporate low-impact development and Green Street principles into projects					•	DOP
6	Increase the urban tree canopy	•		•			FOR, DOP
Strategy B: Expand and enhance the recreational trail network							
1	Build the proposed additions to the Gwynns Falls Trail		•				BDOT, BCRP
2	Expand the trail system		•				BDOT, BCRP
Strategy C: Improve the Middle Branch shoreline, habitat area and water quality							
1	Undertake a comprehensive feasibility and design plan for the Middle Branch shoreline	•					DOP
2	Stabilize the Middle Branch shoreline, focusing first on Middle Branch Park			•			OS
3	Preserve and expand inland environmental, habitat restoration and conservation areas			•			OS
4	Conduct an environmental assessment of Cherry Hill/Reedbird Park and upgrade the land for additional recreational uses		•				BCRP
Strategy D: Reduce litter accumulation and pollution on land and in waterways							
1	Change behavior through media outreach and volunteer clean-up campaigns		•			•	DPW, CBD
2	Deploy additional sanitation crews to clean up communities and the Middle Branch	•	•				DPW, CBD
3	Launch pilot sanitation programs		•				DPW
4	Hire additional sanitation inspectors to improve enforcement of garbage disposal violations		•				DHCD
5	Add cameras and one investigator to improve enforcement to stop illegal dumping	•	•				DHCD
6	Add an additional attorney to enhance prosecution of sanitation and dumping violations		•				DHCD
7	Improve maintenance of area landscaping and public open spaces	•				•	BCRP, CBD
Strategy E: Continue and expand the programs that implement the City's Sustainability Plan							
1	Promote and expand volunteer activities and education programs	•				•	BCRP
2	Expand the Baltimore Energy Challenge into SBG neighborhoods		•				OS
3	Provide Green Schools coordinators in area schools		•				OS
4	Expand the "Make a Plan, Build a Kit, Help Each Other" project		•				OS
5	Create and expand community engagement and educational programs		•			•	BCRP, CBD
6	Monitor and improve air quality					•	OS



GOAL III

Safety: Promote public safety through enhanced crime prevention efforts and improved emergency response

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Implement crime prevention programs							
1	Support and expand community-police partnerships		•			•	BPD
2	Install and upgrade lighting and public safety cameras	•	•				BDOT, BPD
3	Expand the application of Crime Prevention through Environmental Design	•				•	DOP
4	Increase Police and Fire department presence near the casino		•				BPD, BCFD
5	Re-establish the Park Ranger program		•				BCRP
Strategy B: Upgrade emergency fire and medical services and improve response times throughout the area							
1	Fund fire station upgrades	•	•				DGS
2	Study the need for and feasibility of a joint Police and Fire Department station		•				DGS
3	Conduct a water hazards study	•					OS



GOAL IV

Community Development and Revitalization: Improve the quality of neighborhoods and increase the marketability of properties to promote investment

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Establish a management entity to focus on neighborhood improvements							
1	Create Community Benefits District and hire staff	•					MOEND
Strategy B: Create or expand incentives to stabilize and promote redevelopment in SBG neighborhoods							
1	Expand Live Near Your Work program for casino employees and other larger employers	•					DHCD, LB
2	Develop strategies and time frames for the stabilization of vacant houses	•				•	DHCD
3	Develop a pilot program to provide subsidies for rehabilitation of vacant houses	•					DHCD
4	Create a pilot rehabilitation program for middle-income homeowners		•				DHCD
5	Expand accessibility retrofit programs		•				DHCD
6	Create developer financing pilot program		•				DHCD
Strategy C: Identify and Capitalize on Land Use Redevelopment Opportunities							
1	Perform a regional housing market and housing typology comparison study for plan area	•					DOP
2	Perform market analyses for potential development parcels not currently planned for redevelopment	•					DOP, BDC, DHCD,
3	Create reevaluation strategies for sites that could serve as catalysts for investment					•	DOP, BDC
4	Conduct corridor improvement studies		•				DOP, BDOT
5	Develop design guidelines for redevelopment of sites as appropriate					•	DOP
6	Evaluate the feasibility of making public housing improvements			•			HABC
7	Consolidate industrial areas		•				DHCD
8	Develop and implement strategies and incentives to reuse vacant industrial buildings		•				DOP
9	Study the future of all City-owned properties	•				•	DGS
10	Study the feasibility of reusing potentially contaminated sites in the plan area for redevelopment					•	DOP



GOAL V

Economic Growth: Improve and expand economic well-being throughout the area with support for businesses, workforce development and job creation

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Provide job training and other assistance to local residents							
1	Evaluate the success of the Employment Connection Center	•				•	MOED
2	Expand services to residents of public housing and expand Community Action Center programs			•			HABC
3	Expand youth jobs programs		•			•	MOED
4	Investigate the feasibility of expanding or creating a new "green jobs" training center					•	MOED, BDC
5	Investigate and advocate for improved public transit service linking workers to jobs					•	MTA, MOED, LDC
Strategy B: Market the area for business expansion and recruitment							
1	Conduct an assessment and marketing plan for Carroll Camden Industrial Area		•				BDC
Strategy C: Support local entrepreneurs and businesses with policies to reduce investment expenses							
1	Provide expanded small business support					•	BDC
2	Actively promote and coordinate existing financing, tax benefit and marketing programs	•					BDC
3	Foster support for and connect entrepreneurs to business incubators and co-working spaces					•	BDC
4	Provide support to start and maintain the viability of worker-owned businesses					•	SCB
5	Help match anchor institutions to local small businesses					•	BDC
Strategy D: Support land use and development policies that stimulate job growth							
1	Study land uses to identify sites for business expansion					•	DOP, BDC



GOAL VI

Education: Ensure that all people in the area have equitable access to a quality education

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Support initiatives that address challenges within families and communities to improve student performance							
1	Implement and expand proven programs that improve school attendance.		•				BCPS, HHSEY
2	Support planning for community schools	•				•	BCPS
3	Strengthen environmental education	•	•				OS, BCPS
4	Ensure reading proficiency by 3rd grade	•				•	BCPS
Strategy B: Expand digital access in homes, schools, libraries and community centers							
1	Provide digital access			•			MOIT, BCPS, DGS
2	Provide programs to enhance English proficiency		•				BCPS, MIMA
3	Expand opportunities and supportive services for adult education		•				Mayor's Office
4	Expand technology-based education opportunities for youth in schools through community-based programs		•				BCPS



GOAL VII

Health and Wellness: Ensure that all people in the area have equitable opportunities to lead healthy lives

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Improve residents' health by ensuring access to needed services and resources							
1	Expand access to health education and care services and replicate effective models		•			•	BCHD
2	Support an expansion of local grocers, farmers markets and community gardens		•			•	OS
3	Implement the food desert retail strategy	•				•	BDC, OS
4	Establish partnerships with local food and nutrition providers		•			•	BCHD, OS
Strategy B: Expand and promote youth wellness services							
1	Increase educational outreach, healthy dietary, exercise and hygiene habits in schools, community centers, libraries, places of worship and other neighborhood centers					•	BCHD
2	Implement programs to screen children for vision issues and provide appropriate care and services					•	BCHD
3	Establish community design standards that promote physical activity with opportunities to bike and walk	•					DOP
4	Promote initiatives to increase physical activity, such as Medical Mile and Get Fit Programs					•	BCHD
5	Provide grants to fund evidence-based programs to reduce teen pregnancy and prevent violence		•				BCHD
Strategy C: Decrease substance abuse and related challenges							
1	Develop a comprehensive strategy to prevent overdose deaths and expand access to behavioral health services	•				•	BCHD, BHSB
2	Provide shelter and homes for the homeless	•				•	MOHS



GOAL VIII

Quality of Life: Support recreational and cultural initiatives that improve the lives of residents, workers and visitors

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Expand waterfront recreational opportunities							
1	Expand boating access and programs			•			BCRP
2	Establish designated water routes that can be explored by boat		•				BCRP
3	Address the safety of fishing and swimming					•	BCRP
4	Increase the number of athletic events and programs		•				BCRP
5	Establish an aquatic advisory committee		•				BCRP
Strategy B: Expand community recreation programs for all ages							
1	Increase the number of community events, particularly in Middle Branch Park and Carroll Park		•				BCRP
2	Provide new facilities to serve older youth, such as a skateboard park, bicycling pump tracks and off-road bike trails and basketball courts					•	BCRP
3	Expand the Department of Recreation and Parks' "Ride Around" program to Middle Branch Park/Gwynns Falls Trail		•				BCRP
4	Seek funding to provide community space and services in the redevelopment of the former school site in Mount Winans					•	BCRP
5	Provide additional mobile recreation vehicles with regular and predictable schedules		•				BCRP
6	Provide recreation programs in schools		•				BCRP. BCPS
7	Expand programs and facilities for senior citizens			•			DACS
Strategy C: Incorporate public art into the community							
1	Create a public art master plan		•				BOPA
2	Expand art programs in schools and in the community		•				BOPA
Strategy D: Preserve, enhance and share information about historic resources							
1	Promote historic districts and sites		•				CHAP
2	Create exhibits and displays celebrating the historic legacy of SBG Area residents		•				CHAP
3	Increase funding for historic restoration and documentation		•				CHAP
4	Partner with community schools to promote historic assets		•				CHAP, BCPS
Strategy E: Coordinate cultural, art and historical activities							
1	Establish a single organization to coordinate cultural programming		•				LDC



GOAL IX

Infrastructure: Maintain and expand a public infrastructure network promoting growth and safety

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
Strategy A: Modernize and improve reliability of public works infrastructure							
1	Implement best stormwater management practices					•	DPW
2	Expand digital technology to libraries, schools, businesses and households	•		•			MOIT
3	Ensure continued modernization of public works Infrastructure					•	DPW
4	Continually review and update departmental prioritization lists to improve maintenance of roads and utilities					•	DPW
Strategy B: Promote the use of clean, reliable, renewable and more resilient energy sources							
1	Expand the use of renewable energy					•	DPW
2	Examine the feasibility of retiring the BRESCO facility when it is no longer needed				•		DPW
3	Develop heat and power plants and cogeneration facilities					•	DPW
4	Expand energy education for residents					•	DPW, OS, BCPS



LEGG MASON

APPENDICES

APPENDIX 1 *Overview of Planning Process Meetings*

APPENDIX 2 *SWOT Analyses: Strengths, Weaknesses, Opportunities and Threats; Summary of Public Input: Visioning and Prioritization Session*

APPENDIX 3 *Baltimore Casino LDC Operating Procedures*

APPENDIX 4 *Potential Funding Sources*

APPENDIX 5 *List of Maps*

APPENDIX 1:

OVERVIEW OF PLANNING PROCESS MEETINGS

Kick-Off Meeting Overview

September 21, 2013

Digital Harbor High School

- Presented introductory guide to the Casino Master Plan describing the goals, area boundary and history, community planning and how to stay involved in the process.

Planning Process Overview

October 16, 2013

Created for So Much More Worship Center in Cherry Hill

- Reviewed planning process, and work groups provided a review of their goals and visions.

Work Group Updates

November 18, 2013

Lakeland Elementary School

- Held a series of breakout work group sessions with the community to further refine earlier work.

Work Group Report Out

December 12, 2013, Westport Academy

Update on Spending Plan and Master Plan

January 17, 2014

Leadenhall Baptist Church

- Continued to provide Work Group updates
- Presented a draft of the Fiscal Year 2014 Spending Plan to the LDC for comment.

Visioning Workshop

May 20, 2014

Camden Yards

- Community members discussed a series of questions related to their vision for their communities over the next 20 years. A series of photographic visions were presented, using images and themes to communicate

key social, economic and physical changes that could be proposed. These sessions helped develop the Vision Statement for this Plan. (See Appendix 1 for a summary of the community responses from the meeting. The SBG Area website provides details from the other planning sessions.)

Recommendations Workshop

May 22, 2014

Montgomery Park

- These workshops evaluated a new set of principles that would guide improvements throughout the SBG Area.

Short-Term Priorities Workshop

June 5, 2014

Montgomery Park

- Attendees received a recap of the master plan and preliminary recommendations. Attendees used a polling device to identify their priority preferences for short-term recommendations.
- The study team used these public preferences to evaluate and make adjustments to the recommendations.

Local Development Council Review

July 10, 2014

- Members of the study team presented an overview to the Baltimore Casino Local Development Council representatives of comments and follow-up items from the public outreach meetings; the team submitted a draft copy of the updated recommendations plan for the LDC's consideration. Comments received from the public, agency representatives and LDC members were incorporated into the final recommendations.

APPENDIX 2:

SWOT ANALYSES: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS; SUMMARY OF PUBLIC INPUT: VISIONING AND PRIORITIZATION SESSION

Within each subject area, the six work groups in this planning process did a “SWOT” analysis, which identifies strengths, weaknesses, opportunities and threats. A SWOT analysis considers internal strengths and weaknesses and external opportunities and threats to identify what is supporting or hindering success. This information is then used to prioritize needs and develop achievable strategies. The summaries of the SWOT analyses are summarized here.

Housing & Land Use SWOT Analysis

Strengths

- Proximity to Washington, DC and other counties
- Lots of park land, waterfront location
- Highway and rail access
- Market strength in Federal Hill/South Baltimore
- Active Schools
- Area includes Stadiums, Inner Harbor with cultural institutions

Weaknesses

- Lacks retail, restaurants and services that provide entertainment and employment opportunities
- Middle Branch Park needs to be improved, including the walkways, piers, trash cans, all the trails and water quality
- Transportation Access is not good, including street connections, rail crossings and bus routing issues
- Pedestrian Access: Hard to walk places; neighborhoods don’t connect, street and rail have unsafe crossings

Opportunities

- Capitalize on proximity to Washington, D.C. and other counties through housing development and marketing
- Enhance pedestrian connections and bike share programs to connect neighborhoods
- Support use of the transportation and rail systems
- Funding to support homeowners, seniors aging in place and gap financing for developers

Threats

- Need diversity of housing types and affordability
- Need to consider renters that may be displaced
- Ensure infrastructure and access adequately serve large development sites to allow for density
- Crime
- Substance abuse

Transportation, Infrastructure & Energy SWOT Analysis

Strengths

- A vast network of local, collector, and arterial roads
- The I-295 freeway & a connecting highway system (I-95)
- Bike lanes & the Gwynn Falls Trail
- Local bus & Greyhound Bus service
- Light Rail, MARC train service & freight rail
- The Middle Branch Harbor Channel waterway for marine transport
- New 3,300 space parking garage at Casino
- An infrastructure network of 97.22 miles of sanitary sewers, 112.67 miles of water mains, 96.48 miles of storm drains, and a total of 804 manholes
- A number of large roofs/areas for solar systems

Weaknesses

- Current transportation network does not provide adequate connectivity
- Traffic congestion during stadium events
- Unsafe railroad crossings, lack of rail safety, and inadequate access to key destinations
- Old age of infrastructure (perceived to be cause of flooding)
- Clogged storm drains & sewer
- Aging electricity generation infrastructure
- Lack of in-state electricity generation plants

Opportunities

- Proximity to the Middle Branch as a center of activity
- Expanded Circulator/shuttle bus service
- Expanded recreational activities
- Potential for tourism to the area
- Enhanced fiber optic infrastructure to support new development
- Building cogeneration or combined Heat and Power Plants (CHP) in locations that have high energy use and need for heat

Threats

- Without improvements, the local transportation infrastructure will continue to deteriorate
- Lack of connectivity in the area will cause additional unforeseen problems as development takes place
- Opportunities to grow and support the Light Rail and Transit network could be missed for the long term
- Without improved access to newly developed areas, the economic impact will not be maximized

Education, Workforce & Economic Development SWOT Analysis

Strengths

- Accessibility to Public Transportation (Bus/ MARC/Light Rail)
- Easy access to interstate and regional opportunities (Airport, Columbia, Towson, DC, etc.) and things to do (sports stadiums, etc.)
- Walkability and parking availability (in some neighborhoods)
- Access to entertainment and recreation
- Diverse communities
- The Carroll Camden Industrial Area
- Enterprise zone covers much of area
- Middle Branch – Waterfront, green edge
- Proximity to Port of Baltimore
- Network of non-profits and individuals in the area
- Pigtown and Federal Hill Main Streets
- Southwest Partnership (working on job related issues)
- Relatively easy access to employment centers

Weaknesses

- Lack of Parental Involvement in Schools
- Isolated individual communities
- Walkability and parking availability (in some neighborhoods)
- Allowing businesses that are prohibited by zoning
- Oversaturation of liquor stores & convenience stores
- 295, 395 and MLK Blvd serve as barriers to some communities
- Limited exposure of residents to other neighborhoods and opportunities nearby.
- Businesses not taking advantage of training and counseling opportunities
- Lack of job opportunities, paid internships for youth
- Lack of programmed activities for kids
- Some residents are unaware of job and

business- related opportunities

- Lack of communication/ collaboration b/w non-profits and schools
- Impact of mental health issues, violence, abuse on children's ability to learn and parents employability
- Low rents discourage property investment, but good for local businesses

Opportunities

- Planned investment to improve schools (10 year plan)
- Existing Main Street Communities could be strengthened.
- Existing Enterprise Zone benefits should be promoted
- Expansion of the Port of Baltimore
- Port Covington - opportunity for redevelopment
- Vacant land available for development
- Mixed use and residential development around light-rail and MARC stations
- Reversing chronic absence in schools
- Worker-owned cooperatives
- A greater use of business training and counseling

Threats

- Without stronger K-12 education, residents will be poorly prepared to compete for jobs that are open.
- Young children will not be ready for school without access to good pre-school programs.
- Workers in the area will have trouble gaining employment without better skills training and other supports.
- Students won't be able to compete without access to high-tech equipment and networks for learning and research.
- Small businesses will have trouble succeeding.

Public Safety, Sanitation & Code Enforcement

Strengths

- Strategic Location - centrally-located waterfront areas with good access to rail and roads
- Facilities Investment - The City has already invested in numerous facilities in this area.
- These include a number of active and formerly active fire stations
- Fiber Optic Connectivity - MOIT, working with Police and Fire, began installing fiber optic cabling and cameras, and will be installing more in of the neighborhoods around the casino
- Public Safety Services - The Police have a very strong neighborhood and community outreach program

Weaknesses

- Geographic Isolation - Rail lines, highways and geographic peninsulas create obstacles for police & fire response
- Crime - Both “crimes of opportunity” and systemic crimes of violence
- Overtaxed equipment and personnel - an active downtown pulls public safety resources away from other neighborhoods during the workday
- Trash and dumping - The City’s 311 system receives a significant number of calls for DPW Solid Waste services. These services include rat eradication, street and alley cleaning, curbing illegal dumping, and more locations for trash cans, along with more frequent pick up
- Vacant and abandoned buildings -

Vacant, dilapidated and otherwise distressed housing is scattered throughout the Plan area

Opportunities

- Expanded public safety services
- Fiber optic system
- Public safety cameras
- Pilot sanitation programs
- Improved sanitation enforcement
- Enhanced prosecution of sanitation & dumping
- Demolition and stabilization of vacant houses
- Production subsidies as incentive for rehabilitation of vacant houses
- Homeownership programs

Threats

- 24-hour liquor license at Casino - May cause increased problem with violence, drunk driving and other drunken behavior
- Dumping and Crime
- Trash & Lack of Cleanliness
- Lack of access & connectivity to some neighborhoods due to rail lines and other barriers
- Perception of crime that may not match the existing situation in some cases

Parks, Environment & Sustainability

Strengths

- A diversity of parks - 90% of the people living within the area are within ¼ mile walk of a park
- The Gwynn Falls Trail – connects the Inner Harbor, Middle Branch Park, Reed Bird Park, Carroll Park and is adjacent to the Horseshoe Casino
- The Middle Branch – as a water body and a park
- Wildlife habitat in the Middle Branch

Weaknesses

- Limited programming in parks and some programs are underutilized
- Better maintenance of parks or street trees
- Lack of safety in parks and on trails (especially the Gwynn Falls Trail)
- Several manmade & geographic barriers to parks
- Lack of tree canopy, including street trees and buffers to highways, railroads and industrial areas
- Poor water quality in the Middle Branch and problems with trash
- Lack of recreational access to the shoreline and water

Opportunities

- Canoe & kayak program - additional facilities are needed to keep up with the demand
- The Gwynn Falls Trail - opportunity for connecting neighborhoods, parks, and the waterfront
- The Middle Branch as a water body - potential to serve as an outstanding amenity for the master plan area and community beyond

Threats

- Parks will have a negative perception if they are not maintained and made safe to use
- The Middle Branch's use will not be maximized if it is not cleaned up and cared for
- Missing the opportunity to improve the area's urban tree canopy will likely have long-term repercussions for the City's 40% goal

Health, Human Services, Art, History, & Culture

Strengths

- Access to parks & trails
- Diversity of neighborhoods rich in history and culture
- Over 40 Public Art installations
- Access to libraries and relatively high interest in using libraries

Weaknesses

- Lack of access to healthy food (Food Islands)
- Lower life expectancy than the City as a whole
- Not taking advantage of historic resources in the area
- Lack of exercise facilities

Opportunities

- Access to the waterfront for recreational, historic, and leisure activities
- More recreation & programming in Parks and on Trails
- Partnerships with local hospitals
- Partnerships with historic preservation groups

Threats

- Existing conditions of libraries in the area (need for renovation and expansion)
- Risk of losing historic buildings and other historic resources to development
- Homelessness & drug use

Summary of Visioning Session

At the public Visioning Workshop on May 20, 2014, the facilitators asked attendees to sit in small groups to get input on people's desires for this process. Their aggregated responses are below.

1. What do you hope your community will look like in 20 years?

- Better connecting, multi-modal transportation network with more walkable and bikeable streets
- Shuttle buses and circulator buses shuttle people around in the neighborhoods
- A beautiful waterfront park with access from the neighborhoods
- State of the art library, healthcare facilities, education programs and technologies
- More green space and trees
- Clean air, water, and public spaces
- Strong industrial complex with high tech jobs
- More actively involved and engaged citizens out in the neighborhoods
- Activities and recreation programs available for the area youth and community members
- Locally owned and operated shopping and businesses and robust neighborhood retail establishments
- Existing housing stock is renovated with modern amenities, and more housing types are available
- Underutilized areas are redeveloped and blend with the existing community
- Less debris and litter on the ground and in the water
- The homeless have homes and are not in encampments

2. What does the next generation need to thrive in your community?

- Access to good jobs and education
- Mentors and faith-based leadership
- Mentors and services for parents and adults to learn how to set a good example
- Promote environmental stewardship and jobs in environmental science
- Sense of safety so they can come outside and use the parks and recreational facilities
- Early education to be prepared for school
- Scholarships
- Recreation and after school activities
- Access to healthcare and good food
- Green space

3. What is the first thing you would change?

- Less cars, trucks, and traffic
- Expand the area bike path network
- Communities are actively involved, better connected, and less insulated from each other, and more able to collaborate with each other
- Police and emergency services respond quickly
- More gardens and green space, and green space should be more usable with programmed activities
- Better maintained parks and streetscapes
- Prevent factories from dumping pollution

- More organized programs and activities for recreation and sports
- More home ownership and people who invest in the neighborhoods
- Police act more proactively and reduce the need to reactionary policing
- Utilize large stadium parking lots for community events when not in use

4. What do you hope never changes?

- Keep Charm City charming
- Keep the neighborhoods affordable
- Keep the historic integrity
- Keep a strong sense of community pride
- Keep shops locally owned and operated

5. What are the most important investments to make this vision a reality

- Encourage small business to open and provide services that the neighborhoods need
- Attract local grocers, supermarkets, and farmers markets
- Invest in education programs and after school/summer activities
- Stronger presence from the police and security officers, and more security cameras and police dogs
- More trash cans and trash collection
- Attract tourism to expand from nearby destinations such as the stadiums, Inner Harbor, etc.
- Provide assistance to people with gambling addiction

- Manage traffic volumes for big events and promote more use of transit, walking and biking
- Safer railroad crossings and sound barriers around railroad tracks
- Safe and comfortable senior housing
- Wireless connectivity with WiFi and broadband networks accessible to all
- Provide incentives for businesses to open and for homeowner to locate here
- Provide small business startup support and assistance to help small businesses and community improvement groups seek grants
- Provide a community liaison with the Mayor's office

6. Are your expectations long term or short term?

Short Term:

- Keep the planning and funding allocations transparent
- Reduce crime
- Better access to transit and shuttles with more frequent connections
- Available parking for residents and local businesses
- Maintain a residential community atmosphere
- Focus priorities where the needs are greatest
- Start attracting developers to come now for long term redevelopment projects

Long term:

- Vibrant neighborhoods and commercial areas
- Tourists want to come visit the neighborhoods and shop
- Clean water for people to swim and fish
- WiFi is available to everyone

- More jobs with higher salaries, and more local entrepreneurs
- People stay in the neighborhood for a long time and population grows
- Health improves
- More people out walking at any time of day

7. How would you measure success?

- Transparency between the City government and communities so everyone knows how resources are allocated. Annual Reports should also be provided.
- Funds are leveraged to get more matching funds from other sources
- Funds are evenly distributed between communities
- Improvements affect areas beyond the Casino Area Boundary
- Fewer vacant homes and more home owners
- Property values increase
- Taxes decrease

What we don't want to see:

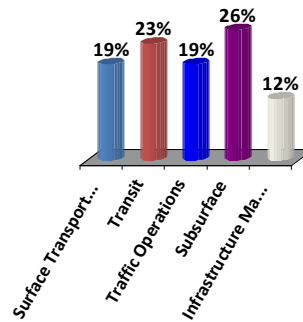
- Strip clubs
- More bars and liquor stores
- More highways and heavy traffic
- Crime related to gambling addiction
- Homeless encampments

Summary of Prioritization Session

At the public Prioritization Workshop on June 5, 2014, the facilitators presented about each workgroup recommendation that was selected for short-term consideration. Attendees were given electronic devices to submit one priority from each sub-category (Connectivity, Economic Growth, Safety, Environmental Quality, Social Equity, and Quality of Life). The results from the 83 attendees' selections are provided on the following pages, ending with a summary chart that breaks down priorities by the region of the study area (East, West and South) with which people identify themselves.

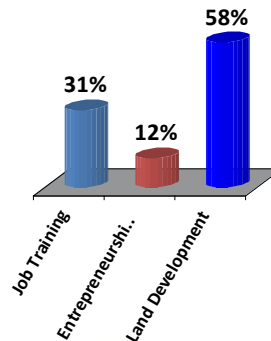
Connectivity: Which is your priority?

1. Surface Transportation
2. Transit
3. Traffic Operations
4. Subsurface
5. Infrastructure Maintenance



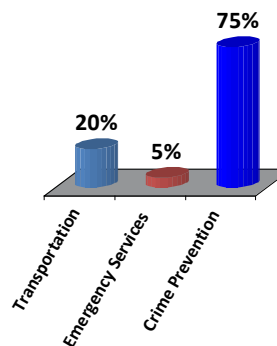
Economic Growth: Which is your priority?

1. Job Training
2. Entrepreneurship/ Small Business Support
3. Land Development



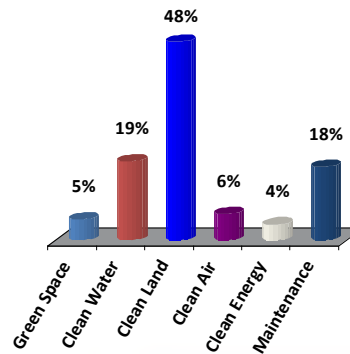
Safety: Which is your priority?

1. Transportation
2. Emergency Services
3. Crime Prevention



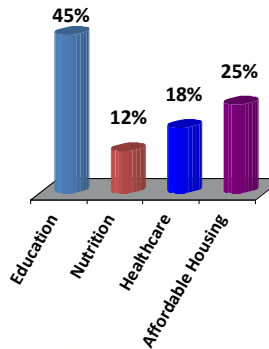
Environmental Quality: Which is your priority?

1. Green Space
2. Clean Water
3. Clean Land
4. Clean Air
5. Clean Energy
6. Maintenance



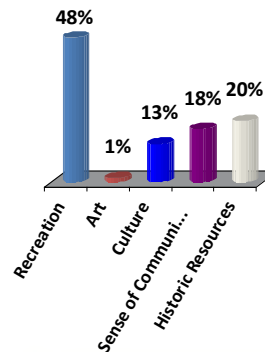
Social Equity: Which is your priority?

1. Education
2. Nutrition
3. Healthcare
4. Affordable Housing



Quality of Life: Which is your priority?

1. Recreation
2. Art
3. Culture
4. Sense of Community/
Community Support
5. Historic Resources



BALTIMORE CASINO LDC OPERATING PROCEDURES

REVISED MAY 20, 2014

**Baltimore Casino
Local Development Council (BLDC)**

OPERATING PROCEDURES

Overview

The Baltimore Casino Local Development Council (BLDC) is composed of members who are business owners, residents and community leaders, and major institutional representatives in close proximity to the proposed South Baltimore Casino Facility. Members are appointed annually by the Mayor of the City of Baltimore in consultation with the senator, delegates and councilmember representing the communities surrounding the facility.

Staff Representative

Staff members from the Mayor's Office and the Department of Planning will serve as staff to and liaison the LDC. Representatives from other relevant City and State agencies will designate a representative assigned to work with the LDC.

MISSION

The Council has three primary roles and missions (1) consultation on the expenditures of the local impact funds, (2) review of the Casino licensee's master plan for the development of the Casino site, and (3) consultation on transportation planning. The LDC's roles are set forth in Chapter 4, 2007 Special Session, and are described in detail below.

Local Impact Grant Funds

(D) (1) PRIOR TO ANY EXPENDITURE OF LOCAL IMPACT GRANT FUNDS PROVIDED UNDER § 9-1A-27 OF THIS SUBTITLE, A COUNTY OR MUNICIPALITY SHALL DEVELOP, IN CONSULTATION WITH THE LOCAL DEVELOPMENT COUNCIL, A MULTIYEAR PLAN FOR THE EXPENDITURE OF THE LOCAL IMPACT GRANT FUNDS FOR SERVICES AND IMPROVEMENTS CONSISTENT WITH SUBSECTION (B) OF THIS SECTION.

(2) A COUNTY OR MUNICIPALITY SHALL SUBMIT THE PLAN TO THE LOCAL DEVELOPMENT COUNCIL FOR REVIEW AND COMMENT BEFORE ADOPTING THE PLAN OR EXPENDING ANY GRANT FUNDS.

(3) THE LOCAL DEVELOPMENT COUNCIL SHALL ADVISE THE COUNTY OR MUNICIPALITY ON THE IMPACT OF THE FACILITY ON THE COMMUNITIES AND THE NEEDS AND PRIORITIES OF THE COMMUNITIES IN IMMEDIATE PROXIMITY TO THE FACILITY.

(4) (I) A LOCAL DEVELOPMENT COUNCIL SHALL HAVE 45 DAYS TO REVIEW, COMMENT, AND MAKE RECOMMENDATIONS ON THE PLAN REQUIRED UNDER THIS SUBSECTION.

(II) ON THE REQUEST OF A LOCAL DEVELOPMENT COUNCIL, THE COUNTY OR MUNICIPALITY SHALL HOLD A PUBLIC HEARING ON THE PLAN.

(5) A COUNTY OR MUNICIPALITY SHALL MAKE BEST EFFORTS TO ACCOMMODATE THE RECOMMENDATIONS OF THE LOCAL DEVELOPMENT COUNCIL AND ANY TESTIMONY PRESENTED AT THE HEARING BEFORE ADOPTING THE PLAN REQUIRED UNDER THIS SUBSECTION.

How the funds can be spent

(B) LOCAL IMPACT GRANTS PROVIDED UNDER SUBSECTION (A)(1)(I) OF THIS SECTION SHALL BE USED FOR IMPROVEMENTS IN THE COMMUNITIES IN

REVISED MAY 20, 2014

IMMEDIATE PROXIMITY TO THE VIDEO LOTTERY FACILITIES AND MAY BE USED FOR THE FOLLOWING PURPOSES:

- (1) INFRASTRUCTURE IMPROVEMENTS;
- (2) FACILITIES;
- (3) PUBLIC SAFETY;
- (4) SANITATION;
- (5) ECONOMIC AND COMMUNITY DEVELOPMENT, INCLUDING HOUSING;

AND

- (6) OTHER PUBLIC SERVICES AND IMPROVEMENTS.

Master Plan Review

(E) A VIDEO LOTTERY OPERATION LICENSEE SHALL PROVIDE TO THE LOCAL DEVELOPMENT COUNCIL A MASTER PLAN FOR THE DEVELOPMENT OF THE SITE ON WHICH THE VIDEO LOTTERY FACILITY WILL BE LOCATED.

Transportation Planning

9-1A-32.

- (B) (1) A COMPREHENSIVE TRANSPORTATION PLAN SHALL BE:
- (I) DEVELOPED BY EACH COUNTY WHERE A FACILITY IS LOCATED, IN CONSULTATION WITH THE LOCAL DEVELOPMENT COUNCIL CREATED UNDER § 9-1A-31 OF THIS SUBTITLE; AND
 - (II) APPROVED BY THE MARYLAND DEPARTMENT OF TRANSPORTATION.

ARTICLE I: NAME

The name of this Council shall be the Baltimore Casino Local Development Council (BLDC).

ARTICLE II: ORGANIZATION

Section 1. Authority

The Council shall be governed by the policies and guidelines set forth in Chapter 4, 2007 Special Session.

ARTICLE III: PURPOSE

Section 1. PURPOSE

The purpose of this Council is to:

- A. Serve as an advisory body to the Mayor of Baltimore on the expenditure of impact fees derived from a VLT facility in South Baltimore.
- B. Provide consultation to the Baltimore City Department of Transportation on the creation of a comprehensive transportation plan around the VLT facility.
- C. Provide comments to the Casino licensee during the creation of a master plan for the development of the VLT facility site.

ARTICLE IV: MEMBERSHIP

Section 1. COMPOSITION AND REPRESENTATION

In accordance with Chapter 4, 2007 Special Session, the LDC shall consist of the following 15 members appointed by the Mayor of Baltimore City in consultation with the senators and delegates who represent the communities surrounding the facility and the respective county council.

- (I) ONE SENATOR WHO REPRESENTS THE DISTRICT WHERE THE FACILITY IS LOCATED;
- (II) TWO DELEGATES WHO REPRESENT THE DISTRICTS WHERE THE COMMUNITIES SURROUNDING THE FACILITY ARE LOCATED;
- (III) ONE REPRESENTATIVE OF THE VIDEO LOTTERY OPERATION LICENSEE;
- (IV) SEVEN RESIDENTS OF THE COMMUNITIES IN IMMEDIATE PROXIMITY TO THE FACILITY; AND
- (V) FOUR REPRESENTATIVES OF BUSINESSES OR INSTITUTIONS LOCATED IN IMMEDIATE PROXIMITY TO THE FACILITY.

The South Baltimore VLT will have additional non-voting advisors as deemed necessary and appropriate by the Mayor of Baltimore.

Section 2. ADDITIONAL CRITERIA FOR MEMBERS

Members must have a sincere interest in serving the community and must have the time to review pertinent materials and attend meetings of the Council. Members must be willing to represent the views and wishes of the broader community as well as the organizations they represent and not use the LDC as an opportunity for the pursuit of any personal items or issues. Additionally, information obtained at LDC functions by representatives of community or business organizations should be widely disseminated to the members' organizations.

Section 3. CONFLICT OF INTEREST

Appointees to the Local Development Council will be required to comply with the financial disclosure statement requirements of the Baltimore City Ethics Code. They are also bound by the conflicts of interest section of the Ethics Code regarding restrictions on participation, restrictions on employment and interests, receipt of gifts, and solicitation of gifts.

Section 4. TERM OF MEMBERSHIP

Members are appointed to the LDC by the Mayor for one-year terms, renewable up to four years, starting in in January. Appointments are largely made due to individuals' leadership positions within closely affected communities. The appointments are for either the current president of said organizations or his or her designee, OR A PERSON RECOGNIZED BY THE MAYOR AS SERVING IN A LEADERSHIP ROLE. IN ORDER TO ENSURE CONTINUITY WITHIN THE LDC, IF AN APPOINTEE IS NO LONGER PRESIDENT OF HIS OR HER RESPECTIVE COMMUNITY ORGANIZATION OR NO LONGER SERVES IN A LEADERSHIP ROLE IN THE ORGANIZATION DURING HIS OR HER LDC TERM OF OFFICE, THE APPOINTEE MAY SERVE OUT THE REMAINDER OF HIS OR HER ONE-YEAR TERM, AT WHICH TIME A REPLACEMENT WILL BE APPOINTED BY THE MAYOR.

If appointees no longer serve in a leadership role of this organization, the appointment then transfers to the replacement, subject to confirmation and appointment by the Mayor. If an appointee chooses to designate a proxy, the proxy must be approved by the Mayor.

A member may be removed and replaced by the Mayor at any time if that person no longer meets the "Additional Criteria for Members" outlined in Article IV, Section 2. Any request for removal of an officer will be submitted to the LDC for consideration, and a majority vote of the LDC shall carry. The final decision on removal rests with the Mayor.

Section 5. UNEXCUSED ABSENTEEISM

Maximum attendance by members is expected and essential to the functioning of the LDC. Members missing two consecutive, regularly scheduled meetings or a total of four regular meetings, during a twelve-month period shall be immediately reconsidered by the Mayor for replacement.

Section 6. LEAVE OF ABSENCE

Any member may be granted an excused temporary leave of absence from serving on the Council upon submitting a written request to the Mayor explaining the reason(s) for the requested absence and subject to approval of the LDC.

Section 7. RESIGNATIONS

Members shall send written notice of intent to resign to the Mayor with a copy to the Chair of the LDC as soon as possible but at least one (1) month before the termination date. Such notice shall be read to the Council.

Section 8. VACANCIES AND APPOINTMENTS

Vacancies shall be filled using the appointment process laid out in Chapter 4, 2007 Special Session via appointment by the Mayor in consultation with the senator, delegates and council member representing the communities surrounding the facility.

Section 9. SUBSTITUTES

If an appointee chooses to designate a proxy to serve as the organization's representative, the proxy must be approved by the Mayor. If a member cannot be present at a single meeting, they may send a temporary proxy for information purposes, but voting privileges will not extend to this individual unless approved by a majority of the LDC.

ARTICLE V: OFFICERS

Section 1. OFFICERS

Officers of the Council shall consist of a Chairperson and Vice Chairperson.

Section 2. SELECTION OF OFFICERS

The Chair shall be appointed by the Mayor, and the Vice Chair shall be elected by the LDC members.

3. TERM OF OFFICE

Officers shall serve for one year annual terms. The Vice Chairperson shall be elected by members of the LDC each calendar year. Such officer shall hold office until they resign, are removed, are otherwise disqualified to serve, or until their successors shall be elected, whichever occurs first.

Section 4. VACANCIES

A vacancy in any office shall be filled for the unexpired portion of the term. In the event of a vacancy in the office of a Chair, the Mayor shall appoint a replacement. In the event of a vacancy for the Vice Chair, the LDC shall vote on a new Vice Chair according to the rules above.

Section 5. RESIGNATIONS

Any officer may resign his/her position as an officer at any time by giving written notice to the LDC, and to the Mayor of Baltimore City. Any such resignation shall take effect on the date of the receipt of such notice or at any later date specified therein, not to exceed the expiration date of the regular term of the office. The acceptance of such resignation shall not be necessary to make it effective. However, the resigning officer shall remain a member of the Council unless he specifies that he is resigning from the Council.

Section 6. DUTIES OF THE OFFICERS

The Officers shall serve in the following capacities:

- 1 A. Preside at all meetings of the Council and be eligible to vote on all matters;
- 2 B. Be responsible for the effective, efficient and timely conduct of the Council's meetings;
- 3 C. Perform such other duties as may be assigned from time to time by the Council or requested by the Baltimore City staff assigned to the Council; and
- 4 D. Represent the LDC.

ARTICLE VI: COMMITTEES

Section 1. COMMITTEES

The Council shall establish committees as needed and determined by the LDC.

Section 2. COMMITTEE MEMBERSHIP AND CHAIRPERSONS

All members of the Council shall be ex officio members of all committees. Each member must serve on at least one committee. The Chairperson of each committee shall be appointed by the Chair. Committees may be required to meet at times outside of the regular LDC meetings. Committee chairs shall make every effort to include a diversity of stakeholders on their respective committees.

ARTICLE VII: MEETINGS, CONSENSUS & QUORUM

Section 1. TIME OF COUNCIL MEETINGS

Meetings are held at a time determined by the Council. The time frame for meetings is approximately two hours.

All meetings are publicized and open to the public, in accordance with the Maryland Open Meetings Act. Members of the public are welcome at meetings and may express their opinions at such times as designated by the agenda or when recognized by the Chair. Notice of all meetings and all available meeting materials shall be mailed (via regular mail and e-mail as requested by the member) to each Council member at least three(3) days prior to the meeting. Public notice of all such meetings shall include, at least, notification on the Project website at least three (3) days prior to the meeting; public notices and minutes of meetings to the general public will be available via the Project website.

The location and time of any LDC meeting shall be announced to its members at the previous meeting. This rule may be suspended for a specific occasion by majority vote.

Section 2. PREPARING the COUNCIL'S AGENDAS

The Chair and Vice Chair shall have the final approval of items included on the agenda. Members of the Council are expected to send, either for purposes of discussion or action, agenda items to the Chair or Baltimore City staff liaison. Proposed agenda items shall be mailed (via regular mail and/or hand delivered mail and e-mail) to the Chair and Baltimore City staff liaison no later than three (3) days prior to the meeting.

Section 3. ACTION WITHOUT MEETING

Any action which may be properly taken by the LDC assembled in a meeting may also be taken without a meeting, if consent in writing setting forth the action so taken is signed by all of the LDC entitled to vote with respect to the action. Such consent shall have the same force and effect as a vote of the members assembled and shall be filed with the minutes.

Section 4. PROCEDURES AND DECISION-MAKING PROCESS

Discussions shall be conducted on an informal basis, and those matters discussed that do not require action will be decided by consensus. For those items requiring action, the Council shall be governed by the latest edition of Robert's Rules of Order. The Chair reserves the right to recognize non-LDC persons in the audience as the Chair deems appropriate.

Section 5. QUORUM

Fifty percent of the current Council membership (rounded up to the nearest whole number) plus one shall constitute a quorum. A quorum shall be necessary for the transaction of any official business at any meeting of the Council.

Section 6. SECRETARIAL DUTIES

The Baltimore City staff liaison shall meet the secretarial needs of the Council and shall keep the operating procedures as amended, minutes of all meetings of the Council, a current membership list containing the names, addresses, telephone numbers, and e-mail addresses (if applicable) of all Council members, and all other official documents of the Council. Such documents shall be posted on the project website.

ARTICLE VIII: AMENDMENT OF OPERATING PROCEDURES

Action may be initiated at any duly constituted meeting of the council to alter, amend or repeal these operating procedures and have new operating procedures adopted. Notice of any proposed amendment to, or repeal of, these operating procedures shall be presented at a duly constituted meeting of the council, and shall then be voted on at the next duly constituted meeting of the council. A copy of the current operating procedures with the proposed changes shall be distributed to all council members at least thirty (30) days in advance of the meeting at which the amendment will be presented for approval. Amendments shall be considered under the latest edition of Robert's Rules of Order.

POTENTIAL FUNDING SOURCES

This appendix lists several potential funding sources that may be tapped to pay for recommendations in this Plan.

Transportation and Economic Development

Federal Transportation Alternatives Program (TAP) provides funding for projects that are defined as transportation alternatives, including pedestrian and bicycle pathways, environmental mitigation, recreational trail programs, additional routes to schools and road construction in the right-of-way of former interstate routes. TAP funding can be requested for up to half of a project's total estimated cost. Because TAP specifically targets intermodal transportation systems that "improve residents' quality of life and enhance their travel experience," it may be a funding source for several transportation-related recommendations. Other governmental funding sources include the Congestion Mitigation and Air Quality Improvement Program and Maryland Bikeways Grant Funds; a variety of small nonprofits, including People for Bikes, also offer grants for alternative transportation projects. People for Bikes offers grants for bike paths, lanes, trails and other projects.

The U.S. Economic Development Administration offers Economic Development Assistance Programs³ that provide "investments that support construction, non-construction, technical assistance, and revolving loan fund projects . . . designed to leverage existing regional assets and support the implementation of economic development strategies." While applications for the first funding cycle of FY2015 are due by October 17, 2014, each fiscal year has four funding cycles. This is an ongoing program.

The Economic Development Administration also offers Planning and Local Technical Assistance Programs, which provide grants to entities creating regional economic development plans. Applications for these awards, which have a \$100,000 ceiling, are accepted on a continuous basis.

In Support of Low-Income Communities

The United States Department of Labor Employment and Training Administration offers competitive job training-program grants through the Workforce Innovation Fund. These grants, which primarily focus on innovative approaches that generate long-term improvements in the performance of the public workforce system and better outcomes for jobseekers, provided approximately \$53 million in funding in fiscal year 2014.

The Corporation for National and Community Service, a federal agency committed to strengthening communities, offers Social Innovation Fund Grants annually. The grants are awarded to entities "seeking to grow innovative, evidence-based solutions to challenges facing low-income communities nationwide." These grants prioritize applications targeting youth and vulnerable populations.

The Department of Agriculture offers Community Food Projects Competitive Grants. The primary goal is to meet the food needs of low-income individuals and increase the self-reliance of communities in providing for their food needs. Eighteen percent of applications were funded under this program in 2013, and awards were as high as \$250,000.

The U.S. Department of Agriculture's Agricultural Marketing Service has a Farmers Markets Promotion Program, which provides grants for the creation and expansion of local farmers' markets. In 2012, only one such grant was issued in Maryland: \$77,863 to the Suitland Family and Life Development organization.

Improving Quality of Life

The Department of Justice, through the Office of Community Oriented Policing Services (COPS), offers the COPS Hiring Program, which provides funding directly to law enforcement agencies to hire additional law enforcement officers in an effort to reduce crime. In FY2013, the COPS office awarded 266 grants in the amount of \$127 million.

Maryland's Department of Natural Resources offers Program Open Space Grants. This program has two components: a local grant called Localside Program Open Space and a separate component that funds the acquisition and development of recreational facilities by the State. The Local side component could be applicable for recommendations in the Plan's environmental/sustainability goals related to recreational areas or open space.

Education

The Maryland State Department of Education offers a range of pertinent grant programs. The McKinney-Vento Education for Homeless Children and Youth Program supports Local Education Agencies addressing problems facing homeless children. In 2014, this program offered grants in the range of \$7,000 to \$81,000. MSDE offers other relevant grants, including the

Maryland Early College Innovation Fund, the Ready for Kindergarten Professional Development Grant and the Maryland Digital Learning Innovation Fund. Many private organizations also offer educational grants.

APPENDIX 5: LIST OF MAPS

Map 1: South Baltimore Gateway Neighborhoods	2	Map 23: Health Care Facilities	115
Map 2: The SBG Area’s Location in the Baltimore Region	6	Map 24: Food Environment and Heart Disease.....	116
Map 3: Existing Land Use	33	Map 25: Community Resources	123
Map 4: Poverty Rate by Census Tract	34	Map 26: Historic Resources.....	129
Map 5: Unemployment Rate by Census Tract.....	35	Map 27: South Baltimore Gateway Flood Plain.....	135
Map 6: South Baltimore Gateway: Sectors ...	36	Map 28: Proposed Improvement Projects in the Western Sector.....	141
Map 7: Language	39	Map 29: Proposed Improvement Projects in the Eastern Sector	144
Map 8: Western Sector	40	Map 30: Proposed Improvement Projects in the Southern Sector	148
Map 9: Eastern Sector.....	41		
Map 10: Southern Sector	42		
Map 11: Transit Routes in SBG Area	58		
Map 12: Truck Routes, Major Roads, and Railroads	61		
Map 13: Proposed Transportation Improvement Projects.....	63		
Map 14: Trees and Community Green Space....	67		
Map 15: Access to Recreation: Parks, Recreation Centers, Trails, and Waterfront.....	69		
Map 16: Tree Planting	71		
Map 17: Crime Rates in South Baltimore Gateway Neighborhoods	81		
Map 18: Emergency Response Resources	84		
Map 19: Vacant Buildings	91		
Map 20: Redevelopment Opportunity Areas ..	94		
Map 21: South Baltimore Gateway Enterprise Zone	101		
Map 22: Public Schools	109		

BARRECIRCLECARROLLCAMDEN
INDUSTRIALAREACHERRYHILL
FEDERALHILLLAKELANDMOUNT
WINANSOTTERBEINPIGTOWN/
WASHINGTONVILLAGERIDGELY'S
DELIGHTRIVERSIDESOUTH
BALTIMORENEIGHBORHOODSHARP-
LEADENHALLSAINTPAULWESTPORT
BARRECIRCLECARROLLCAMDEN
INDUSTRIALAREACHERRYHILL
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DELIGHTRIVERSIDESOUTH
BALTIMORENEIGHBORHOODSHARP-
LEADENHALLSAINTPAULWESTPORT



SOUTH BALTIMORE GATEWAY MASTER PLAN

Baltimore City Department of Planning

417 E. Fayette Street, 8th Floor

Baltimore, MD 21202

410-396-PLAN

www.southbaltimoregatewaymasterplan.com

plan@baltimorecity.gov



Stephanie Rawlings-Blake
Mayor

**Baltimore Casino
Local Development
Council**



Thomas J. Stosur
Director

