

# SOUTH BALTIMORE GATEWAY MASTER PLAN

GOALS, STRATEGIES AND  
RECOMMENDATIONS





## A MESSAGE FROM MAYOR STEPHANIE RAWLINGS-BLAKE

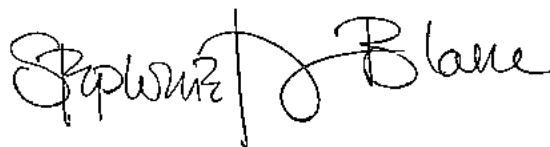
It is with great pleasure that I introduce the South Baltimore Gateway Master Plan and thank the Local Development Council, City agencies, citizens and stakeholder groups who contributed to this effort.

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

## GOALS, STRATEGIES AND RECOMMENDATIONS

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MARCH 2016

**[www.southbaltimoregatewaymasterplan.com](http://www.southbaltimoregatewaymasterplan.com)**

*This summary of the South Baltimore Gateway Master Plan updates the document adopted by the City of Baltimore Planning Commission on October 29, 2015.*



Stephanie Rawlings-Blake  
Mayor

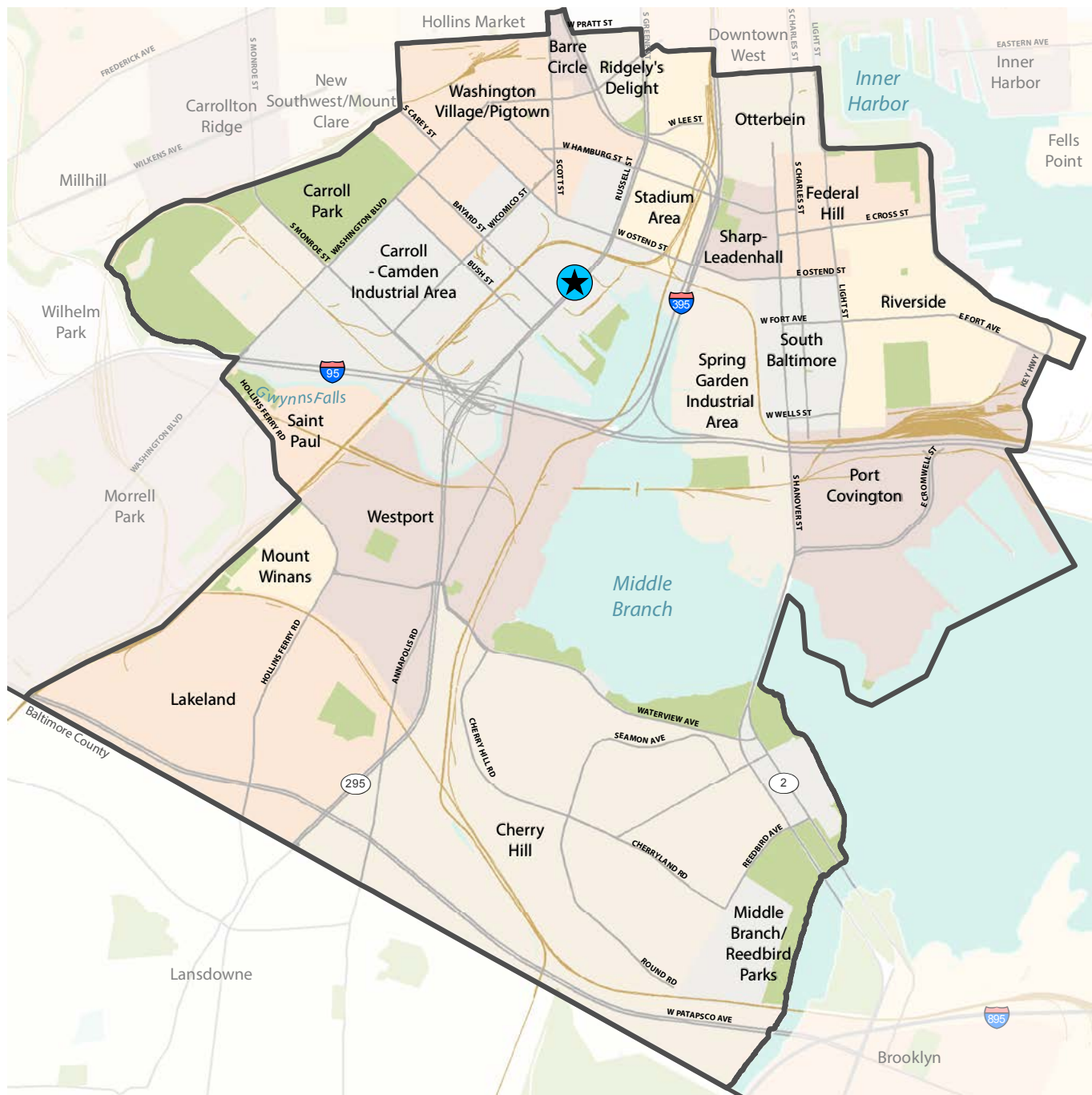
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**Baltimore Casino  
Local Development  
Council**

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Thomas J. Stosur  
Director



## South Baltimore Gateway Neighborhoods



Casino



South Baltimore Gateway Boundary

Major Roads

Railroad



Park



Water

October 29, 2015

## ABOUT THE SOUTH BALTIMORE GATEWAY AREA

The South Baltimore Gateway Master Plan carefully examines the challenges and rich potential of a large and diverse section of the City of Baltimore. Extensive urban waterfront, world-class sports and entertainment attractions and distinctive retail districts; superior transportation options, access to jobs and a range of development opportunities; and proud residents who value their history, acknowledge their challenges and stand ready to embrace new opportunities—the South Baltimore Gateway is home to all of these and more.

This document presents a summary of how the Master Plan was developed and the Goals, Strategies and Recommendations that emerged from this process. **Go to [www.southbaltimoregatewaymasterplan.com](http://www.southbaltimoregatewaymasterplan.com) to view the entire Plan including more in-depth discussion of the goals, strategies and recommendations listed here.**

Adjacent to downtown Baltimore, the South Baltimore Gateway (SBG) area of is made up of 15 neighborhoods, many of which border Baltimore’s “soft harbor” along the Middle Branch of the Patapsco River. The area includes roughly seven percent of the city’s land area. Its neighborhoods range from those that are thriving, to others that contend with high poverty and other challenges, but also provide land for redevelopment and new investments.

The SBG 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 is close to Thurgood Marshall Baltimore-Washington International Airport and the adjacent cluster of large employers.

These communities have a diverse population of approximately 36,200 people (according to the 2010 U.S. Census). Despite pockets of relative prosperity, the poverty rate is 25 percent, compared to an average of 19 percent citywide. The percentages of high school graduates and

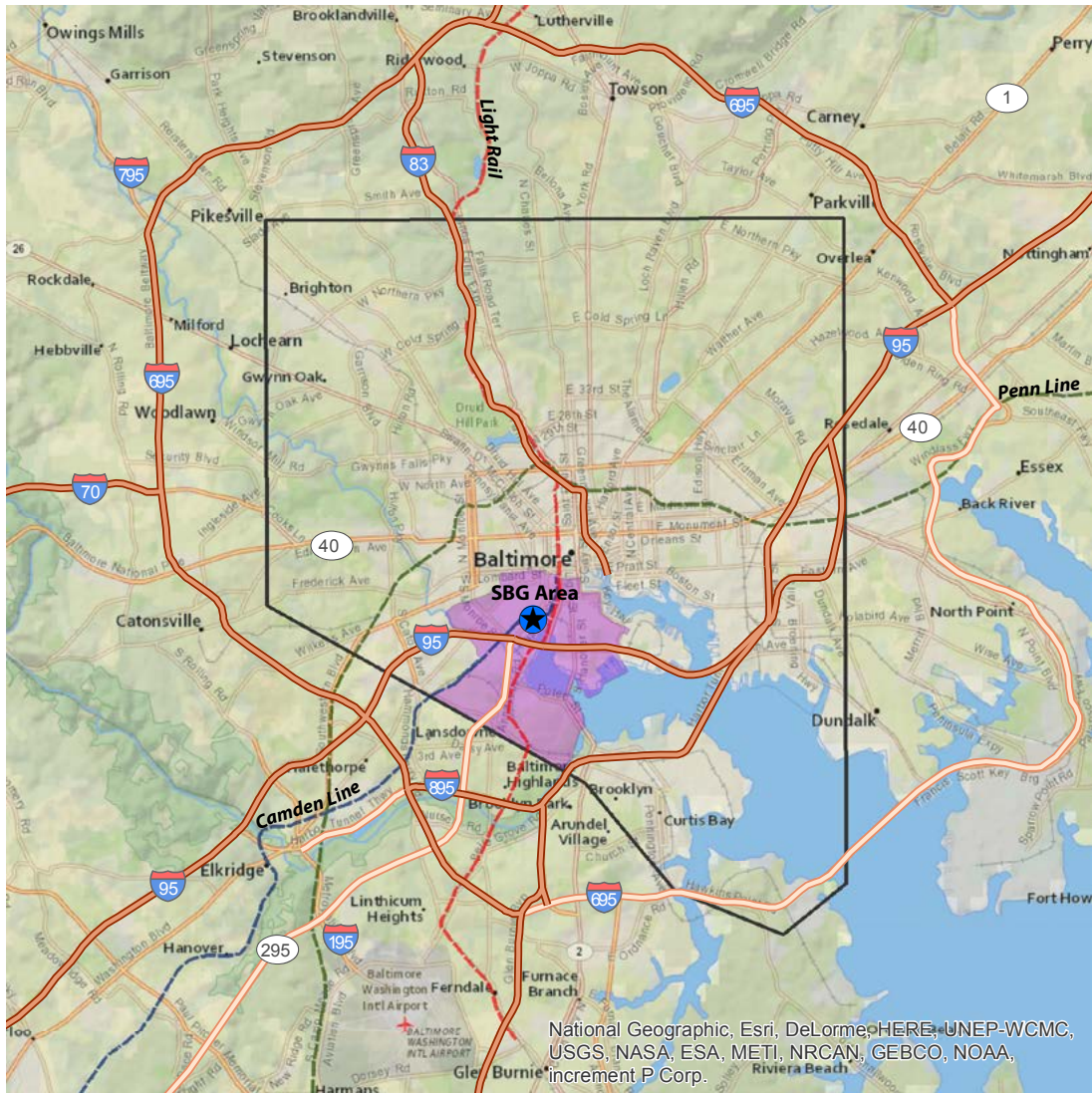
## South Baltimore Gateway Area Neighborhoods

Barre Circle  
Carroll Camden Industrial Area  
Cherry Hill  
Federal Hill  
Lakeland  
Mount Winans  
Otterbein  
Pigtown/Washington Village  
Port Covington  
Ridgely’s Delight  
Riverside  
South Baltimore Neighborhood  
Sharp-Leadenhall  
Saint Paul  
Westport

adults with bachelor’s or graduate degrees are also lower than rates for the city overall. The SBG Area is home to approximately 30,000 jobs (about nine percent of jobs in the city overall) and 1,200 businesses (about six percent of the city’s total).

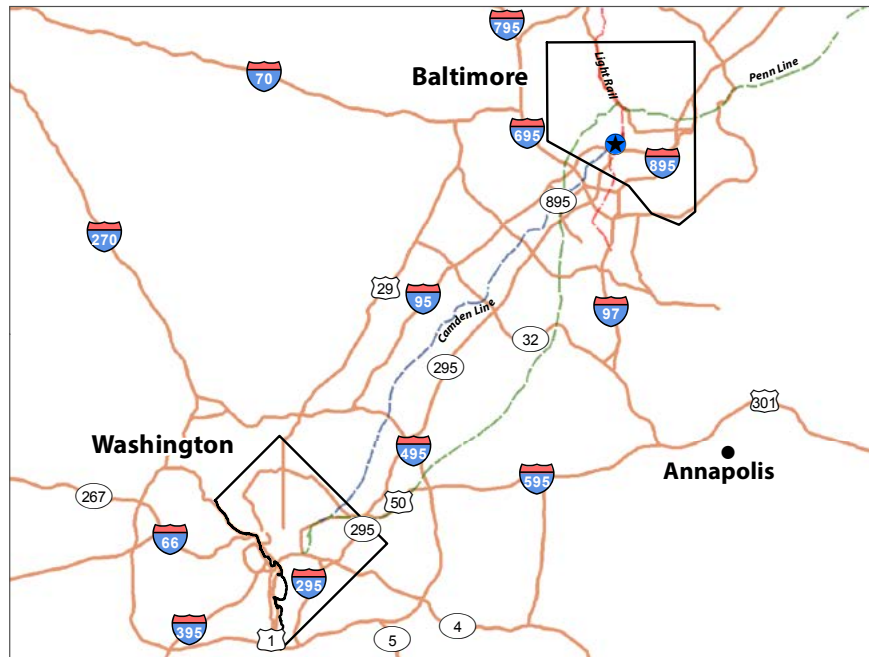






## The SBG Area's Location in the Baltimore Region

-  Casino
-  Master Plan Area
-  City Boundary



October 29, 2015

## DEVELOPING THE VISION

The South Baltimore Gateway Master Plan 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. 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 spur development.

Over the course of 18 months, the Baltimore City Department of Planning engaged City agencies, residents, businesses, non-profits and institutional partners to assess existing conditions in the South Baltimore Gateway, and to create goals and strategies for the area's growth over the next 20 years. The work began with Planning staff convening agency representatives to develop an overview of the area's needs and current levels 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, resulting in a list of overall needs, short-, medium- and long-term priorities, and preliminary recommendations. While the area is diverse, over and over, 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 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 the area as a whole.

The genesis for this process was the development of the Horseshoe Casino, which

opened in 2014 in the 1500 block of Russell Street south of M&T Bank Stadium. The state law that authorized casino gaming calls for a portion of 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 benefit from this new funding source.

Used effectively, Local Impact Grant funds will strengthen communities in South Baltimore by supplementing, not replacing, what is available for community services and development initiatives through existing City resources. The City and local leaders also envision this revenue as leveraging additional state, federal, and private funding to help realize the goals outlined in this 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. The LDC worked closely with the Department of Planning to develop the Plan, which will guide the LDC and the City in allocating these funds annually and over the long term.

### 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.



# TRANSFORMATIVE INITIATIVES FOR THE SOUTH BALTIMORE GATEWAY

Among its more than 100 recommendations, the Plan recommends the City place a high priority on these key investments that will transform the SBG Area while aligning with the principles of **transparency, collaboration, sustainability, innovation and sense of place:**

- **A world-class waterfront park surrounding the Middle Branch**, combining usable open space and restored habitat areas.
- **An expanded trail network** connecting Middle Branch to the Waterfront Promenade and Gwynns Falls, Jones Falls Trails and BWI Trails.
- **Clean water in the Middle Branch** that is safe for swimming and fishing.
- **A community benefits district or other non-profit organization** that supports neighborhoods with events, enhanced sanitation and security services and provides grants to community organizations.
- **Expanded access to arts, culture & history programs**, including state-of-the-art libraries.
- **Business support networks** providing financial and technical help for start-ups and expansions.
- **Transformative development along Warner and Russell Streets** creating an entertainment district with restaurants, hotels and shopping between the Casino and sports stadiums.
- **Incentives to spur redevelopment** of vacant and under-utilized properties.
- **Transit-oriented development** offering housing, retail and jobs near Westport and Cherry Hill Light Rail stations.

- **An upgraded Carroll Park** with connections across the B&O Railroad tracks.
- **Increased transit options** to connect neighborhoods to one another and residents to services and employment.
- **“Complete Streets” that are safer and designed to 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.





# GOALS, STRATEGIES AND RECOMMENDATIONS

Nine overarching goals emerged during the planning process. This section lays out the strategies and recommended steps to achieve those goals. To foster accountability, the Plan sets a timeframe for implementing each recommendation and identifies an agency or organization to take the lead.



## GOAL I — TRANSPORTATION CONNECTIVITY

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

**Vision:** Safe, inviting routes and improved connectivity exist within the SBG Area and provide access to surrounding areas through a variety of transportation options.



## GOAL II — ENVIRONMENTAL SUSTAINABILITY

**Make neighborhoods greener, cleaner and healthier.**

**Vision:** With the Middle Branch of the Patapsco as its focal point, the SBG Area is clean and healthy, with expanded outdoor recreation opportunities and incorporating best practices in environmental sustainability.



## GOAL III — SAFETY

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

**Vision:** Residents and visitors alike find SBG Area communities are safe and welcoming, with adequate police, fire and emergency services.



## GOAL IV — COMMUNITY DEVELOPMENT AND REVITALIZATION

**Improve the quality of neighborhoods to increase the marketability of properties and promote investment.**

**Vision:** Innovative land use practices and inclusive redevelopment strategies strengthen neighborhoods, improve quality of life and support increased economic activity.



## GOAL V — ECONOMIC GROWTH

**Improve and expand economic activity throughout the SBG Area with support for businesses, workforce development and job creation.**

**Vision:** Economic growth happens when businesses invest in expansion and job creation, and citizens from all neighborhoods and backgrounds have opportunities to increase their potential to create personal and community wealth.



## GOAL VI — EDUCATION

**Ensure that all people in the SBG Area have equitable access to a high-quality education.**

**Vision:** Community-wide educational success is achievable, with adequate preparation for students entering school, vibrant pre-K programs and effective K-12 curricula, strong student and family supports, 21st Century school facilities and resources for life-long learning.



## GOAL VII — HEALTH & WELLNESS

**Ensure that all people in the SBG Area have equitable opportunities to lead healthy lives.**

**Vision:** Strong neighborhoods, a growing economy and a safe, clean and thriving city support and are supported by 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 recreational, art, historic and cultural sites and programs that build a sense of community pride and cohesion.



## GOAL IX — INFRASTRUCTURE

**Maintain and expand public infrastructure networks by promoting efficiency, resilience and safety.**

**Vision:** New programs and facilities are developed with an eye to efficiency and longevity; the existing infrastructure is maintained, upgraded and replaced where necessary to promote resilience.



## GOAL I – TRANSPORTATION CONNECTIVITY

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

**Vision:** Safe, inviting transportation routes and improved connectivity exist within the SBG Area and provide access to surrounding areas through a variety 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 these 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 one another, and interstate highways and elevated roadways create imposing physical barriers.

### Strategy A: Improve the pedestrian and bicycling network

#### Recommendations

- 1. Adopt a “Complete Streets” plan for each neighborhood.** (Immediate. Lead: Department of Transportation)
- 2. Complete Streets: Make pedestrian improvements.** (Within 5 years and Ongoing. Lead: Department of Transportation)

#### Proposed Improvements (See map on page 8)

- 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

- 3. Complete Streets: Make improvements to bicycling.** (Within 5 years and Ongoing. Lead: Department of Transportation)
- 4. Expand the trail system around the Middle Branch; enhance the waterfront promenade.** (Within 10 years. Lead: Department of Transportation)
- 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)



## **Strategy B:** **Improve roadway conditions and connections to increase safety and provide access to redevelopment sites**

### Recommendations

- 1. Complete Streets: Put traffic calming strategies in place.** *(Within 5 years and Ongoing. Lead: Department of Transportation)*
- 2. Implement traffic safety measures.** *(Within 5 years and Ongoing. Lead: Department of Transportation)*
- 3. Continue to make key roadway improvements.** *(Within 10 years and Ongoing. Lead: Department of Transportation)*
- 4. Replace or upgrade the Hanover Street Bridge.** *(Within 20 years. Lead: Department of Transportation)*

## **Strategy C:** **Enhance transit infrastructure to improve access, mobility and user comfort**

### Recommendations

- 1. Improve existing bus service and study the feasibility of starting or expanding local “circulator” bus service.** *(Immediate and Ongoing. Lead: Department of Transportation with Maryland Transit Administration/MTA)*
- 2. Expand water taxi service where appropriate.** *(Within 10 years. Lead: Department of Transportation)*
- 3. Identify and implement “sense of place” improvements at transit locations.** *(Within 5 years and Ongoing. Lead: MTA)*

## **Strategy D:** **Improve traffic operations and parking to reduce the impacts of increased traffic in neighborhoods**

### Recommendations

- 1. Improve traffic operations and signage,**

**especially near schools.** *(Immediate and Ongoing. Lead: Department of Transportation)*

- 2. Conduct parking studies and make improvements based on findings.** *(Within 5 years. Lead: Parking Authority)*
- 3. To appropriately serve all users, clearly delineate parking areas for both residents and visitors.** *(Ongoing. Lead: Department of Transportation)*

## **Strategy E:** **Improve freight-related accessibility and safety**

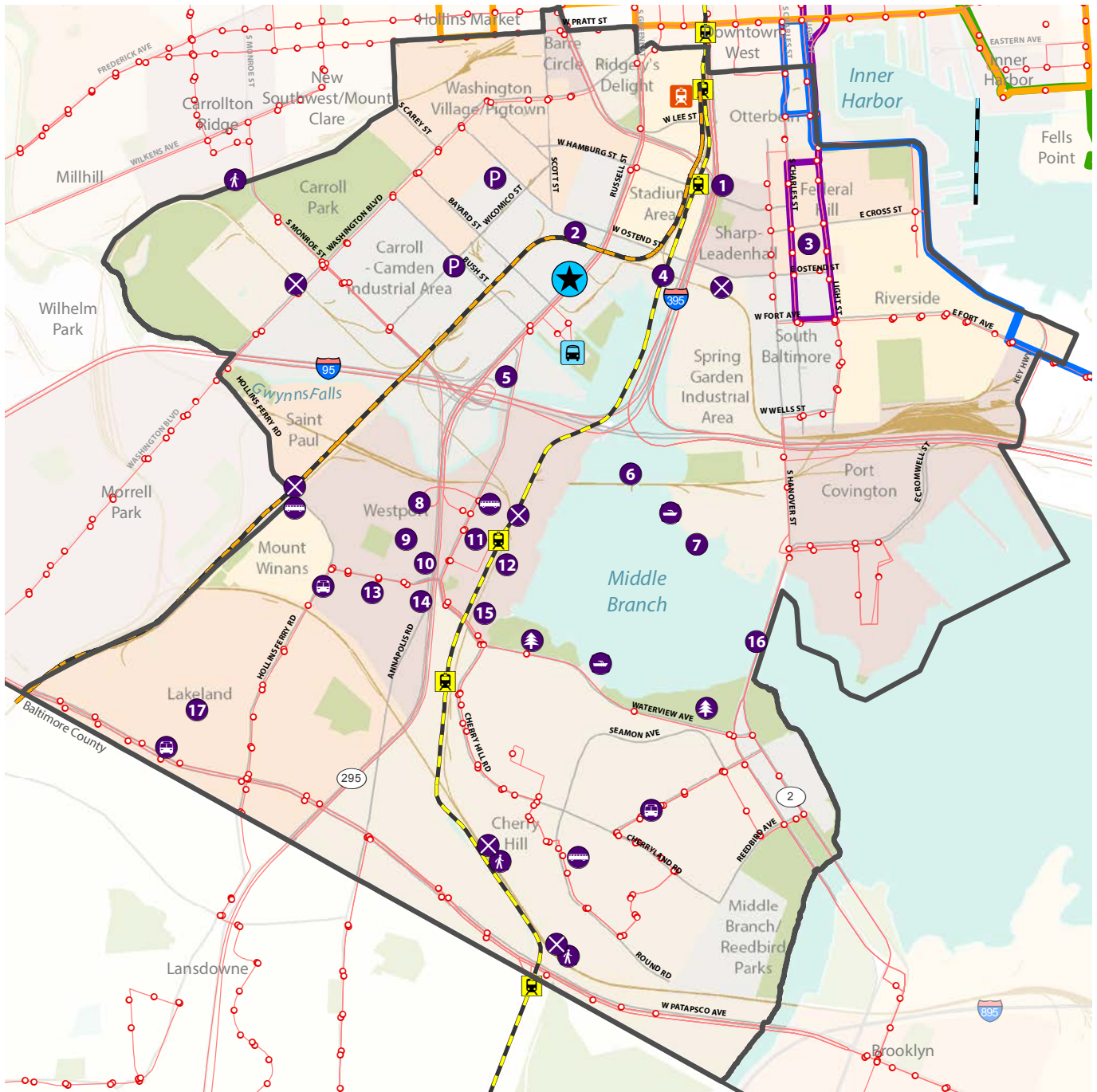
### Recommendations

- 1. Study and implement “quiet zones.”** *(Within 5 years. Lead: CSX with Department of Transportation)*
- 2. Evaluate possible roadway improvements for truck routes.** *(Within 5 years. Lead: Department of Transportation)*

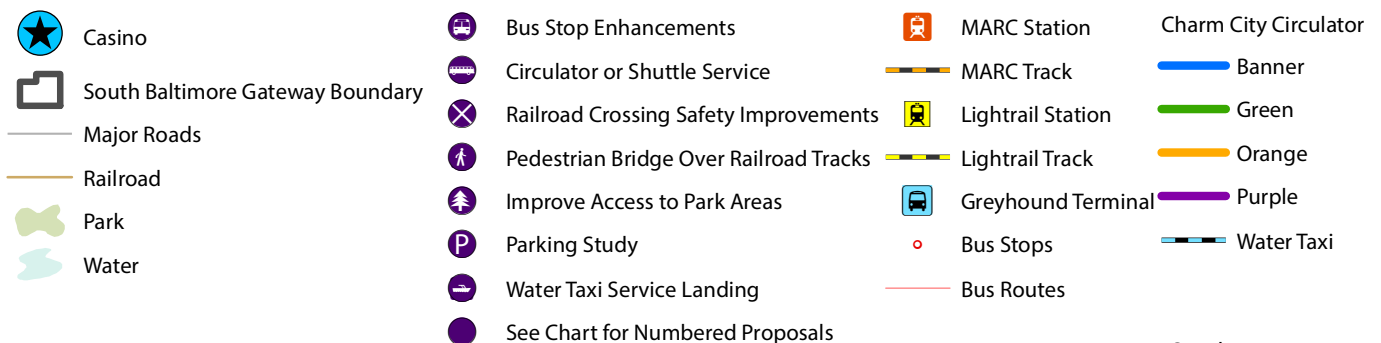
## **Strategy F:** **Coordinate transportation infrastructure improvements with the appropriate agencies to reduce redundancy and neighborhood disruption**

### Recommendation

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



## Proposed Transportation Improvement Projects



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## **GOAL II — ENVIRONMENTAL SUSTAINABILITY**

### **Make neighborhoods greener, cleaner and healthier.**

**Vision:** *With the Middle Branch as its focal point, the SBG Area is clean and healthy, with expanded outdoor recreation opportunities and incorporating best practices in environmental sustainability.*

#### **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. However, the Middle Branch suffers from water pollution, trash accumulation and a history of industrial uses along the shoreline.

#### **Strategy A: Provide all neighborhoods access to high-quality green space and expand the urban forest canopy**

##### Recommendations

- 1. Increase the amount of open space and parkland.** *(Immediate and Ongoing. Lead: Department of Recreation and Parks)*
- 2. Convert City-owned vacant lots to green space.** *(Immediate and Ongoing. Lead: Office of Sustainability)*
- 3. Improve and upgrade existing parks.** *(Ongoing, within 20 years. Lead: Department of Recreation and Parks)*
- 4. Make park gateways more attractive and inviting.** *(Within 5 years and Ongoing. Lead: Department of Recreation and Parks)*

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

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

#### **Strategy B: Expand and enhance the recreational trail network**

##### Recommendations

- 1. Build the proposed additions to the Gwynns Falls Trail.** *(Within 5 years. Lead: Department of Transportation with Department of Recreation and Parks)*
- 2. Expand connections to and within the regional trail network.** *(Within 5 years. Lead: Department of Transportation, with Department of Recreation and Parks)*

#### **Strategy C: Improve the Middle Branch shoreline, habitat area and water quality**

##### Recommendations

- 1. Undertake a comprehensive feasibility and design plan for the Middle Branch shoreline.** *(Immediate. Lead: Department of Recreation and Parks)*
- 2. Stabilize the Middle Branch shoreline, focusing first on Middle Branch Park.** *(Within 10 years. Lead: Office of Sustainability)*
- 3. Preserve and expand inland environmental habitat restoration and conservation areas.** *(Within 10 years. Lead: Office of Sustainability)*
- 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)*

## Strategy D: Reduce litter accumulation and pollution on land and in waterways

### Recommendations

- 1. Change behavior through media outreach and volunteer cleanup campaigns.** *(Immediate and Ongoing. Lead: Department of Public Works and Community Benefits District)*
- 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)*
- 3. Launch pilot sanitation programs.** *(Within 5 years. Lead: Department of Public Works)*
- 4. Hire additional sanitation inspectors to improve enforcement of trash violations.** *(Within 5 years. Lead: Department of Housing and Community Development)*
- 5. Add cameras and one investigator to improve enforcement and stop illegal dumping.** *(Immediate and within 5 years. Lead: Department of Housing and Community Development)*
- 6. Add an additional attorney to enhance prosecution of sanitation and dumping violations.** *(Within 5 years. Lead: Department of Housing and Community Development)*
- 7. Improve maintenance of publicly owned green spaces.** *(Immediate and Ongoing. Lead: Department of Recreation and Parks and Community Benefits District)*

## Strategy E: Continue and expand the programs that implement the City's Sustainability Plan

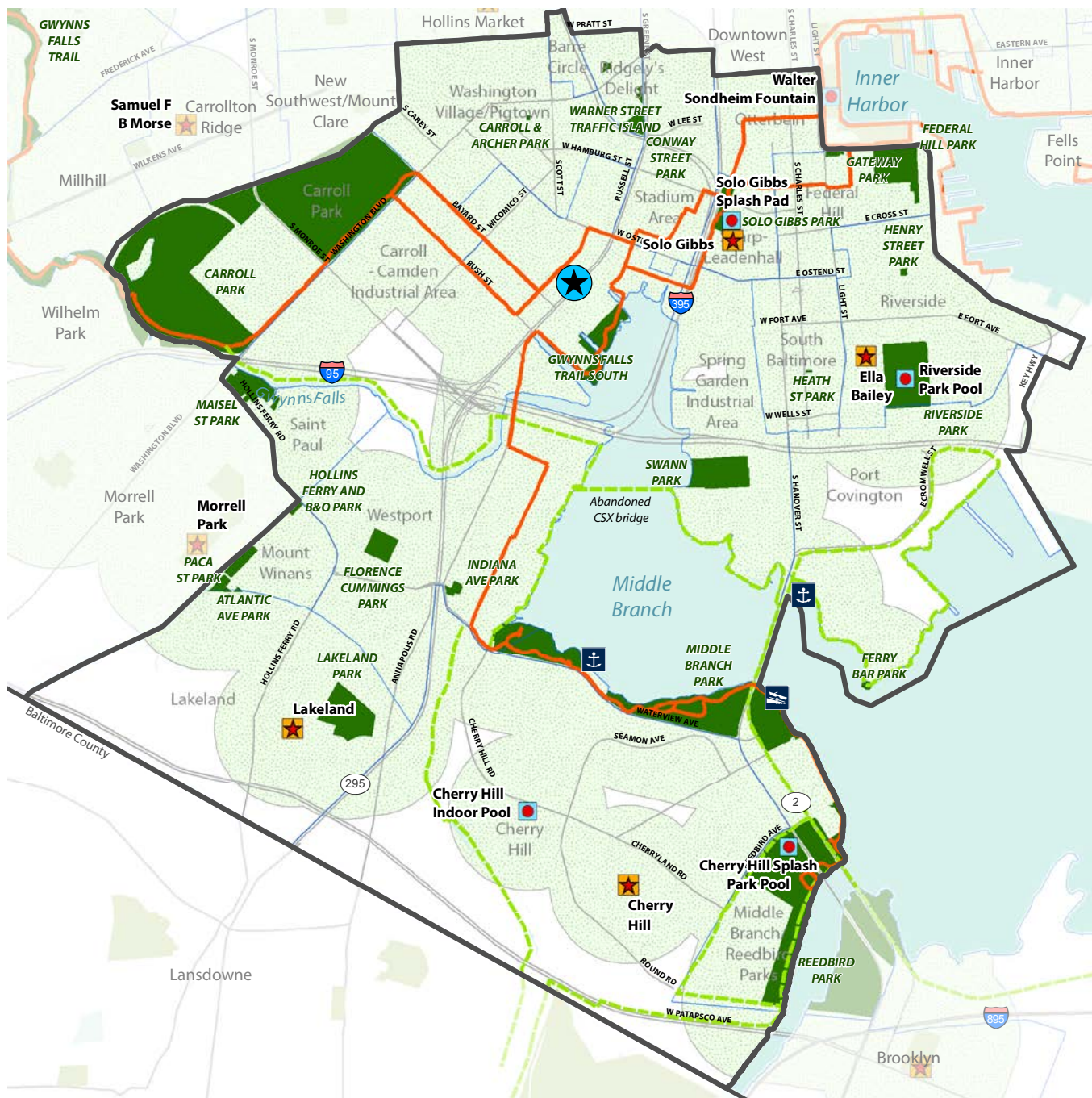
### Recommendations

- 1. Promote and expand volunteer activities and education programs.** *(Immediate and Ongoing. Lead: Department of Recreation and Parks)*

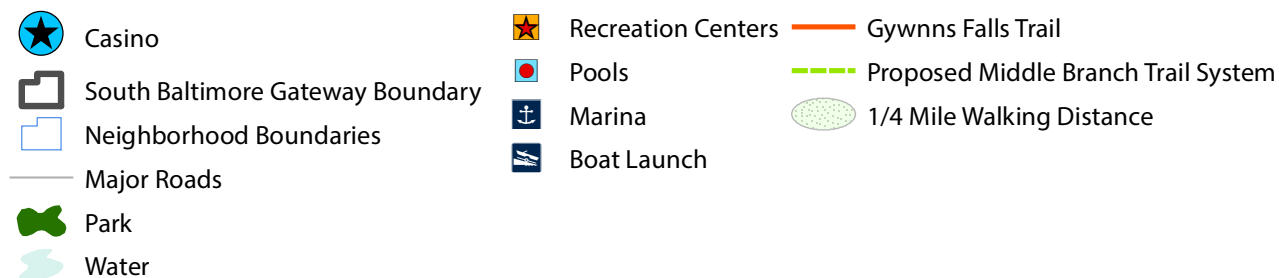
- 2. Expand the Baltimore Energy Challenge into SBG neighborhoods.** *(Within 5 years. Lead: Office of Sustainability)*
- 3. Provide Green Schools coordinators in area schools.** *(Within 5 years. Lead: Office of Sustainability)*
- 4. Expand the "Make a Plan, Build a Kit, Help Each Other" project.** *(Within 5 years. Lead: Office of Sustainability)*
- 5. Create and expand community engagement and educational programs.** *(Within 5 years and Ongoing. Lead: Department of Recreation and Parks and Community Benefits District)*
- 6. Monitor and improve air quality.** *(Ongoing. Lead: Office of Sustainability)*







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



October 29, 2015



## GOAL III – SAFETY

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

**Vision:** Residents and visitors alike find SBG Area communities are safe and welcoming, with adequate 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.

### Strategy A: Implement crime prevention programs

#### Recommendations

- 1. Support and expand community-police partnerships.** (Within 5 years and Ongoing. Lead: Baltimore Police Department)
- 2. Install and upgrade lighting and public safety cameras.** (Immediate and within 5 years. Lead: Department of Transportation and Mayor's Office of Community Justice)
- 3. Expand the application of Crime Prevention through Environmental Design.** (Immediate and Ongoing. Lead: Mayor's Office of Community Justice with Department of Planning)
- 4. Increase Police and Fire department presence near the casino.** (Within 5 years. Lead: Police and Fire Departments)
- 5. Re-establish the Park Ranger program.** (Within 5 years. Lead: Department of Recreation and Parks)

### Strategy B: Upgrade emergency fire and medical services and improve response times throughout the area

#### Recommendations

- 1. Fund fire station upgrades.** (Immediate and within 5 years. Lead: Department of General Services)
- 2. Study the need for and feasibility of a joint Police and Fire Department station.** (Within 5 years. Lead: Department of General Services)
- 3. Conduct a water hazards study.** (Immediate. Lead: Department of Recreation and Parks)







## GOAL IV – COMMUNITY DEVELOPMENT AND REVITALIZATION

**Improve the quality of neighborhoods to increase the marketability of properties and promote investment.**

**Vision:** Innovative land use practices and inclusive redevelopment strategies strengthen neighborhoods, improve quality of life and support increased economic activity.

### Background

Any approach to redevelopment should build on existing assets and enhance the area's unique sense of place. "Place-making" creates an atmosphere that is welcoming, attractive and comfortable. This can be accomplished by improving aesthetics, amenities, services and mix of activities.

### Strategy A: Establish a management entity to focus on neighborhood improvements

#### Recommendation

- 1. Create a community benefits district and organization to oversee enhanced services, grants to neighborhood groups and strategic initiatives.** (Immediate. Lead: Mayor's Office of Economic and Neighborhood Development and Local Development Council)

### Strategy B: Create or expand incentives to stabilize and promote redevelopment in SBG neighborhoods

#### Recommendations

- 1. Expand Live Near Your Work program for casino employees and other large employers.** (Immediate. Lead: Department of Housing and Community Development and Live Baltimore)
- 2. Develop strategies and timeframes for the stabilization of vacant houses.** (Immediate and Ongoing. Lead: Department of Housing and Community Development)

- 3. Develop a pilot program to provide subsidies for rehabilitation of vacant houses.** (Immediate. Lead: Department of Housing and Community Development)
- 4. Create a pilot rehabilitation program for middle-income homeowners.** (Within 5 years. Lead: Department of Housing and Community Development)
- 5. Expand accessibility retrofit programs.** (Within 5 years. Lead: Department of Housing and Community Development)
- 6. Create financing subsidies to encourage neighborhood-scale rehab efforts.** (Within 5 years. Lead: Department of Housing and Community Development)

### Strategy C: Identify and capitalize on changes in land use as redevelopment opportunities

#### Recommendations

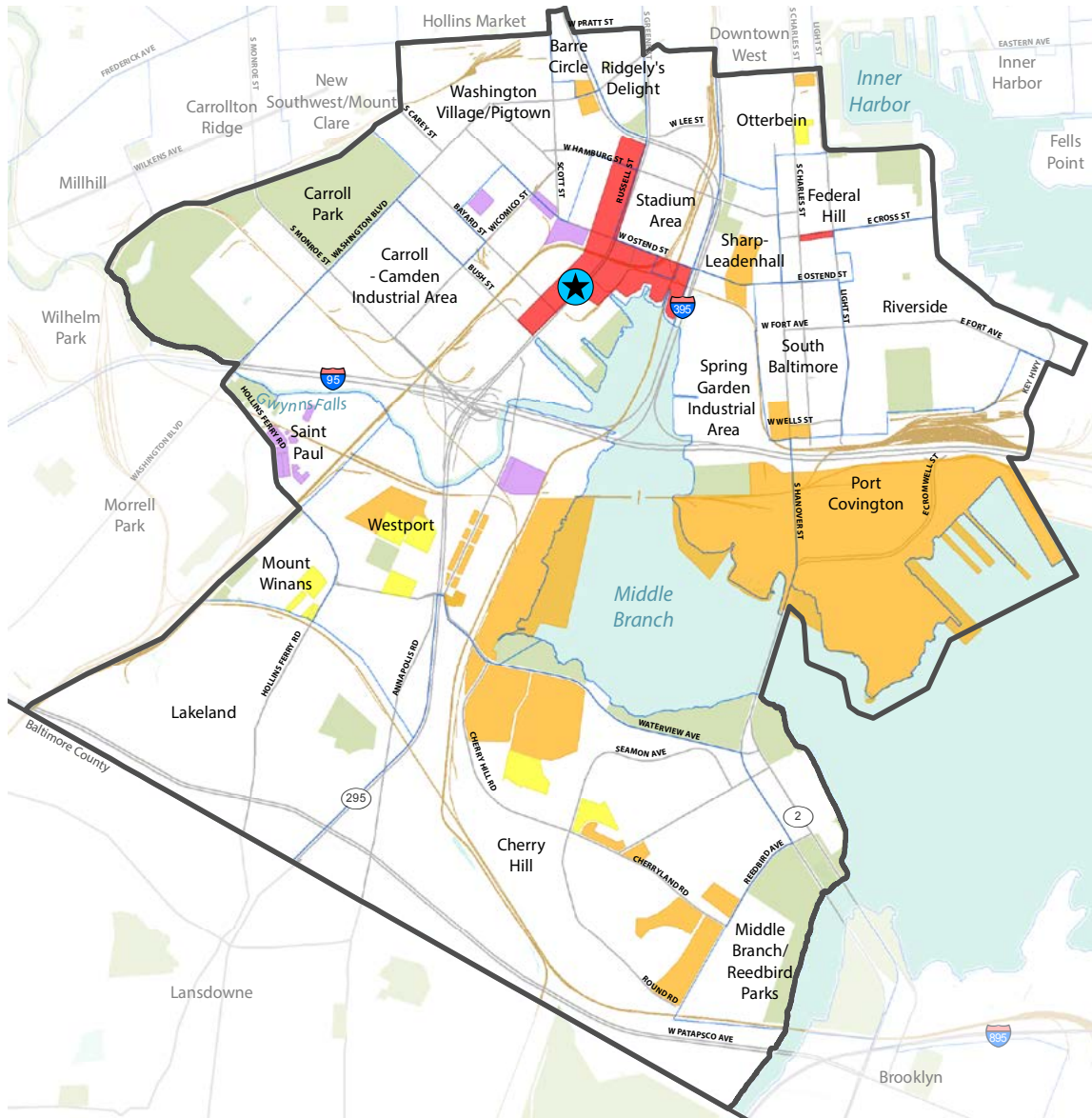
- 1. Conduct a regional housing market and housing typology study for the SBG area.** (Immediate. Lead: Department of Planning)
- 2. Conduct market analyses for parcels not currently planned for redevelopment.** (Within 5 years. Lead: Department of Planning, Department of Housing and Community Development and Baltimore Development Corp.)
- 3. Create redevelopment strategies for sites that could serve as catalysts for investment.** (Ongoing. Lead: Department of Planning and Baltimore Development Corp.)
- 4. Conduct corridor improvement studies.** (Within 5 years. Lead: Department of Planning and Department of Transportation)
- 5. Develop design guidelines for redevelopment sites.** (Ongoing. Lead: Department of Planning)
- 6. Evaluate the feasibility of making public housing improvements.** (Within 10 years. Lead: Housing Authority of Baltimore City)



**7. Consolidate industrial areas.** (Within 5 years. Lead: Department of Housing and Community Development)

**9. Study the future of all City-owned properties.** (Immediate and Ongoing. Lead: Department of General Services)

**8. Develop and implement strategies and incentives to reuse vacant industrial buildings.** (Within 5 years. Lead: Department of Planning)



### 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



## GOAL V – ECONOMIC GROWTH

**Improve and expand economic activity throughout the SBG Area with support for businesses, workforce development and job creation.**

**Vision:** *Economic growth happens when businesses invest in expansion through job creation, and workforce and economic development solutions connect citizens from all neighborhoods and backgrounds to opportunities that increase their potential to create personal and community wealth.*

### 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, entrepreneurship and jobs. Poverty rates also vary widely by neighborhood. Federal Hill, for example, has only six percent of families living below the poverty level, compared to 65 percent in Cherry Hill.

### Strategy A: Provide job training and other assistance to local residents

#### Recommendations

- 1. Evaluate the success of the Employment Connection Center.** *(Immediate and Ongoing. Lead: Mayor's Office of Employment Development)*
- 2. Expand services to residents of public housing and expand Community Action Center programs.** *(Within 10 years. Lead: Housing Authority of Baltimore City)*
- 3. Expand youth jobs programs.** *(Immediate and Ongoing. Lead: Mayor's Office of Employment Development)*
- 4. Investigate the feasibility of expanding or creating a new "green jobs" training center.** *(Within 5 years. Lead: Mayor's Office of Employment Development)*

- 5. Investigate and advocate for improved public transit service linking workers to jobs.** *(Ongoing. Lead: MTA with Mayor's Office of Employment Development and Local Development Council)*

### Strategy B: Market the area for business expansion and recruitment

#### Recommendation

- 1. Conduct an assessment and marketing plan for the Carroll Camden Industrial Area.** *(Within 5 years. Lead: Baltimore Development Corp.)*

### Strategy C: Support local entrepreneurs and businesses with policies to reduce investment costs

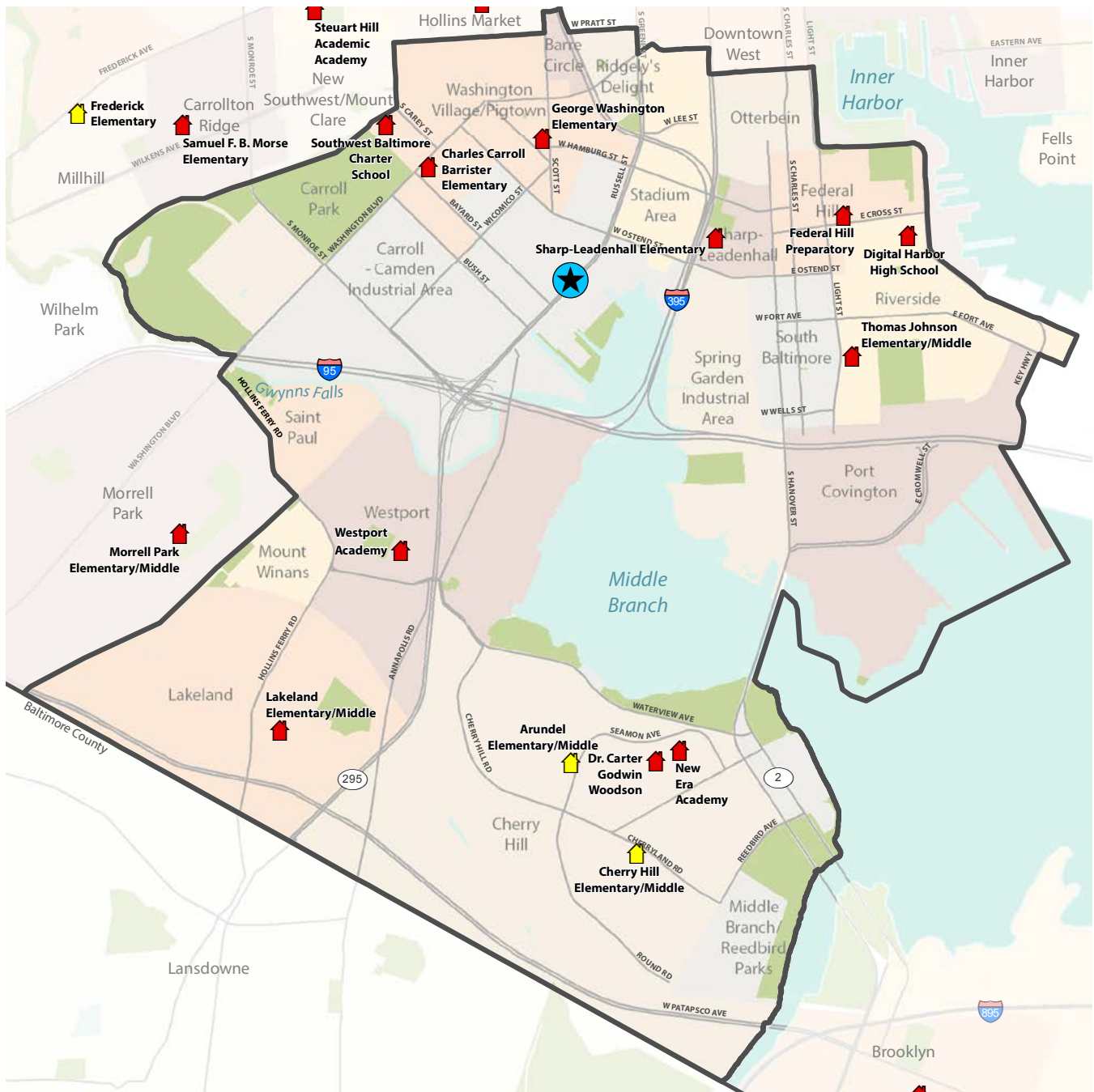
#### Recommendations

- 1. Provide expanded small business support.** *(Ongoing. Lead: Baltimore Development Corp.)*
- 2. Actively promote and coordinate existing financing, tax benefit and marketing programs.** *(Immediate. Lead: Baltimore Development Corp.)*
- 3. Foster support for and connect entrepreneurs to business incubators and co-working spaces.** *(Ongoing. Lead: Baltimore Development Corp.)*
- 4. Provide support to start and maintain the viability of worker-owned businesses.** *(Ongoing. Lead: Strong City Baltimore)*
- 5. Help small businesses access vending opportunities with local anchor institutions.** *(Ongoing. Lead: Mayor's Office of Economic and Neighborhood Development)*

### Strategy D: Support land use and development policies that stimulate job growth

#### Recommendation

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



## Public Schools



Casino



South Baltimore Gateway Boundary



Major Roads



Park



Water



Public Schools



21st-Century Schools

October 29, 2015





## GOAL VI — EDUCATION

**Ensure that all people in the SBG Area have equitable access to a high-quality education.**

**Vision:** Community-wide educational success is achievable, with adequate preparation for students entering school, vibrant pre-K programs and effective K-12 curricula, strong student and family supports, 21st Century school facilities and 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 social issues that contribute to chronic absence and low student performance. Students who are chronically absent can fall behind academically, resulting in higher dropout rates, alcohol and drug use, and increased likelihood of becoming a victim or perpetrator of crime.

**Strategy A:**  
**Support initiatives that address challenges within families and communities to improve student performance and engagement**

#### 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)*
- 2. Support planning for Community Schools.** *(Immediate and Ongoing. Lead: Baltimore City Public Schools)*
- 3. Ensure reading proficiency by third grade.** *(Immediate and Ongoing. Lead: Baltimore City Public Schools)*
- 4. Strengthen environmental education.** *(Immediate and within 5 years. Lead: Baltimore Office of Sustainability and Baltimore City Public Schools)*

### Strategy B:

**Ensure all residents have access to educational support and technology resources**

#### Recommendations

- 1. Expand digital access in homes, schools, libraries and other community anchors.** *(Within 10 years. Lead: Mayor's Office of Information Technology, Baltimore City Public Schools and Department of General Services)*
- 2. Provide programs to enhance English proficiency.** *(Within 5 years. Lead: Baltimore City Public Schools and Mayor's Office of Immigrant and Minority Affairs)*
- 3. Expand opportunities and supportive services for adult education.** *(Within 5 years. Lead: Mayor's Office of Health, Human Services, Education and Youth)*
- 4. Expand technology-based education opportunities for youth in schools and libraries and through community-based programs.** *(Within 5 years. Lead: Mayor's Office of Health, Human Services, Education and Youth)*





## GOAL VII – HEALTH & WELLNESS

**Ensure that all people in the SBG Area have equitable opportunities to lead healthy lives.**

**Vision:** Strong neighborhoods, a growing economy and a safe, clean and thriving city support and are supported by 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.

### Strategy A: Improve residents' health by ensuring access to needed services and resources and building healthy communities

#### Recommendations

- 1. Expand access to health education and care services and replicate effective models.**  
(Within 5 years and Ongoing. Lead: Health Department)
- 2. Support an expansion of local grocers, farmers markets and community gardens.**  
(Within 5 years and Ongoing. Lead: Office of Sustainability)
- 3. Implement the food desert retail strategy.**  
(Immediate and Ongoing. Lead: Baltimore Development Corp. and Office of Sustainability)



- 4. Establish partnerships with local food and nutrition providers.** (Within 5 years and Ongoing. Lead: Health Department and Office of Sustainability)
- 5. Establish community design standards that promote physical activity with opportunities to bike and walk.** (Immediate. Lead: Department of Planning)
- 6. Promote initiatives to increase physical activity, such as Medical Mile and Get Fit programs.** (Ongoing. Lead: Baltimore City Health Department)

### Strategy B: Expand and promote youth wellness services

#### Recommendations

- 1. Increase educational outreach to teach healthy diet, exercise and hygiene in schools, community centers, libraries, places of worship and other neighborhood centers.** (Ongoing. Lead: Baltimore City Health Department)
- 2. Screen children for vision issues and provide them with appropriate care and services.** (Ongoing. Lead: Baltimore City Health Department)
- 3. Provide grants to fund evidence-based programs that reduce teen pregnancy and reduce or prevent violence.** (Within 5 years. Lead: Baltimore City Health Department)

### Strategy C: Decrease substance abuse and related challenges

#### 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)
- 2. Provide shelter and homes for the homeless.** (Immediate and Ongoing. Lead: Mayor's Office of Human 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 recreational, art, historic and cultural sites and programs that build a sense of community pride and cohesion.*

### Background

Recreation, art and culture enrich the lives of residents with opportunities to play, learn and come together as a community. The SBG Area has a wealth of resources that can serve as a foundation for new activities and integrating existing programs.

### Strategy A: Expand waterfront recreational opportunities

#### Recommendations

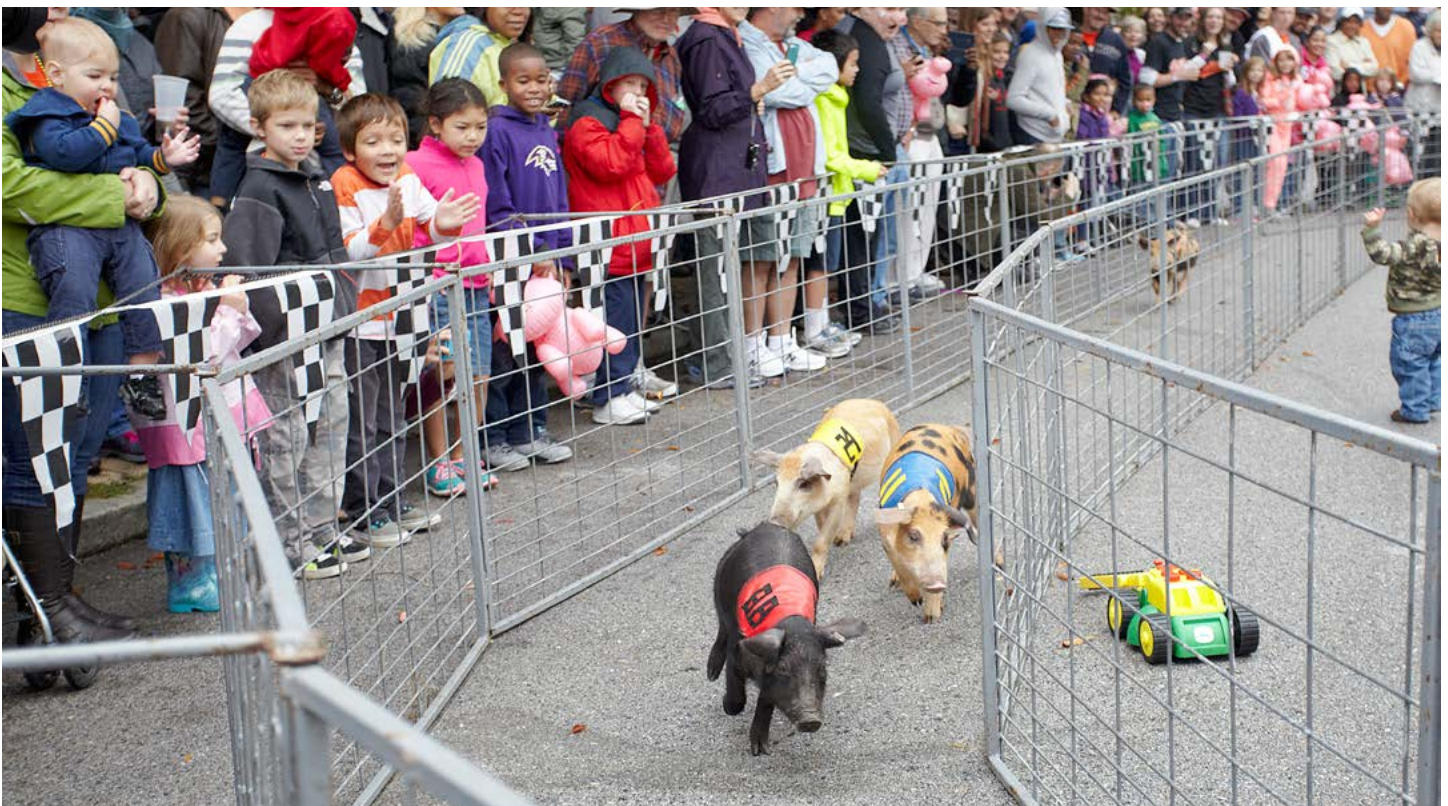
- 1. Expand boating access and programs.**  
*(Within 10 years. Lead: Department of Recreation and Parks)*

- 2. Establish designated water routes that can be explored by boat.** *(Within 5 years. Department of Recreation and Parks)*
- 3. Address the safety of fishing and swimming.** *(Ongoing. Lead: Department of Recreation and Parks)*
- 4. Increase the number of athletic events and programs.** *(Within 5 years. Lead: Department of Recreation and Parks)*
- 5. Establish an aquatic advisory committee.** *(Within 5 years. Lead: Department of Recreation and Parks)*

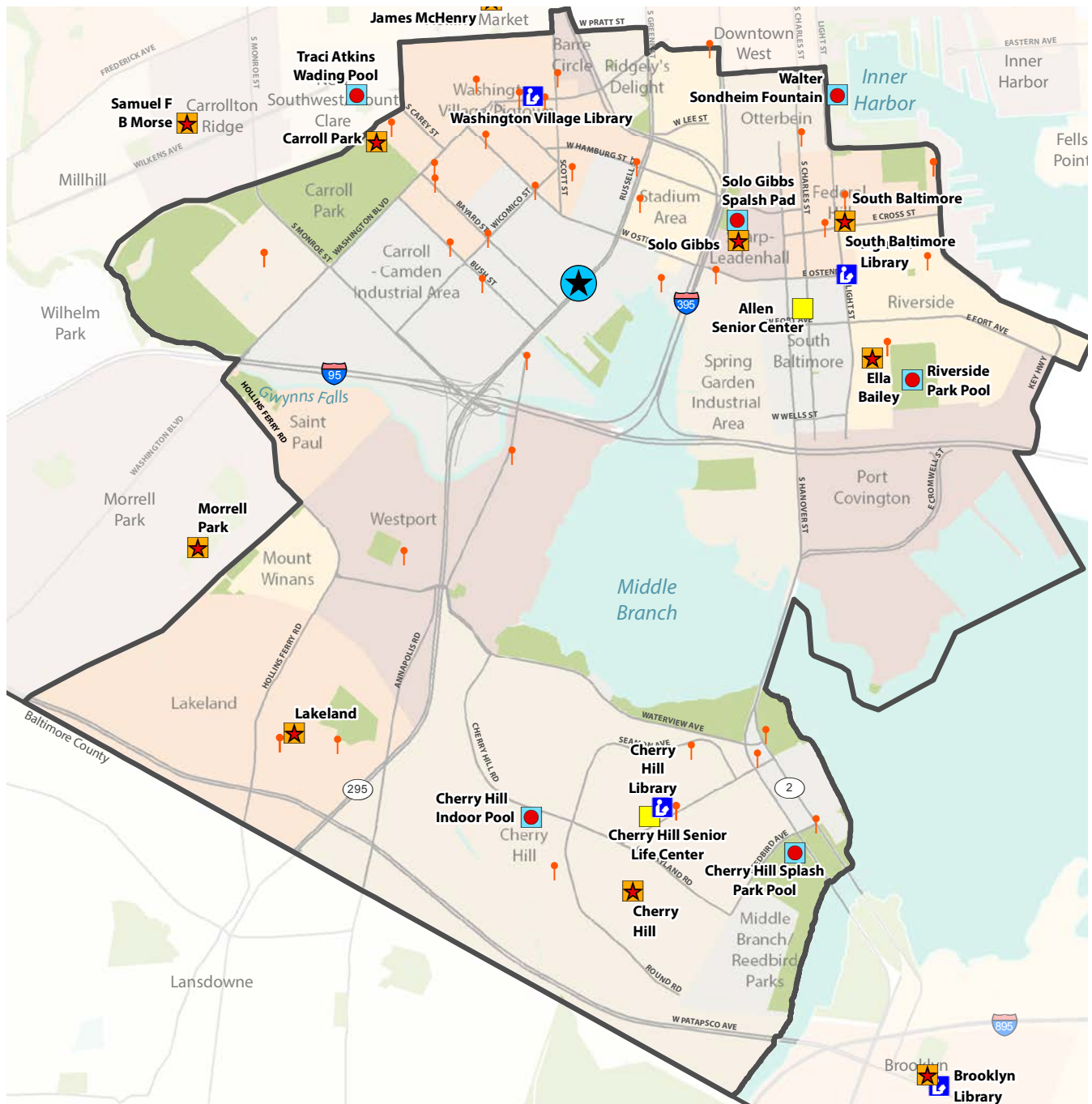
### Strategy B: Expand community recreation programs for all ages

#### Recommendations











- 1. Increase the number of community events, particularly in Middle Branch Park and Carroll Park.** *(Within 5 years. Lead: Department of Recreation and Parks)*







## Community Resources

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

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2. **Provide new facilities to serve older youth, such as skateboard parks, bicycle pump tracks and off-road trails, and basketball courts.** *(Ongoing. Lead: Department of Recreation and Parks)*
3. **Expand the Department of Recreation and Parks' Ride Around program to include Middle Branch Park and the Gwynns Falls and Middle Branch Trails.** *(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 Housing and Community Development)*
5. **Provide additional mobile recreation vehicles with regular and predictable schedules.** *(Within 5 years. Lead: Department of Recreation and Parks)*
6. **Provide recreation programs in schools.** *(Within 5 years. Lead: Department of Recreation and Parks and Baltimore City Public Schools)*
7. **Expand programs and facilities for senior citizens.** *(Within 10 years. Lead: Office of Aging)*

### Strategy C: Incorporate public art into the community

#### Recommendations

1. **Create a public art master plan.** *(Within 5 years. Lead: Baltimore Office of Promotion and the Arts)*
2. **Expand art programs in schools and the community.** *(Within 5 years. Lead: Baltimore Office of Promotion and the Arts)*

### Strategy D: Preserve, enhance and share information about historic resources

#### Recommendations

1. **Promote historic districts and sites.** *(Within 5 years. Lead: Commission for Historical and Architectural Preservation)*

2. **Create exhibits and displays celebrating the historic legacy of SBG Area residents.** *(Within 5 years. Lead: Commission for Historical and Architectural Preservation)*
3. **Increase funding for historic restoration and documentation.** *(Within 5 years. Lead: Commission for Historical and Architectural Preservation)*
4. **Partner with community schools to promote historic assets.** *(Within 5 years. Lead: Commission for Historical and Architectural Preservation with Baltimore City Public Schools)*

### Strategy E: Coordinate cultural, art and historical activities

#### Recommendation

1. **Establish a single organization to coordinate cultural programming.** *(Within 5 years. Lead: Local Development Council)*



B&O Roundhouse, built in 1884



## GOAL IX – INFRASTRUCTURE:

**Maintain and expand public infrastructure networks by promoting efficiency, resilience and safety.**

**Vision:** New programs and facilities are developed with an eye to efficiency and longevity; the existing infrastructure is maintained, upgraded and replaced where necessary to promote resilience.

### Background

While the SBG Area has much of the necessary infrastructure in place, its age and condition are becoming major liabilities. The City is working to be more proactive in making repairs through the Department of Public Works (DPW). For example, DPW is analyzing the water distribution system and is implementing plans to rehabilitate or replace approximately 20 miles of sanitary sewer lines and water mains in the SBG Area.

### Strategy A: Modernize and improve the reliability of public works infrastructure

#### Recommendations

**1. Implement best storm water management practices, including employing “green infrastructure” techniques wherever possible.** (Ongoing. Lead: Department of Public Works)

**2. Expand digital technology to libraries, schools, businesses and households.**

(Within 10 years. Lead: Mayor’s Office of Information Technology)

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

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

### Strategy B: Promote the use of clean, reliable, renewable and more resilient energy sources

#### Recommendations

**1. Expand the use of renewable energy.** (Ongoing. Lead: Department of Public Works)

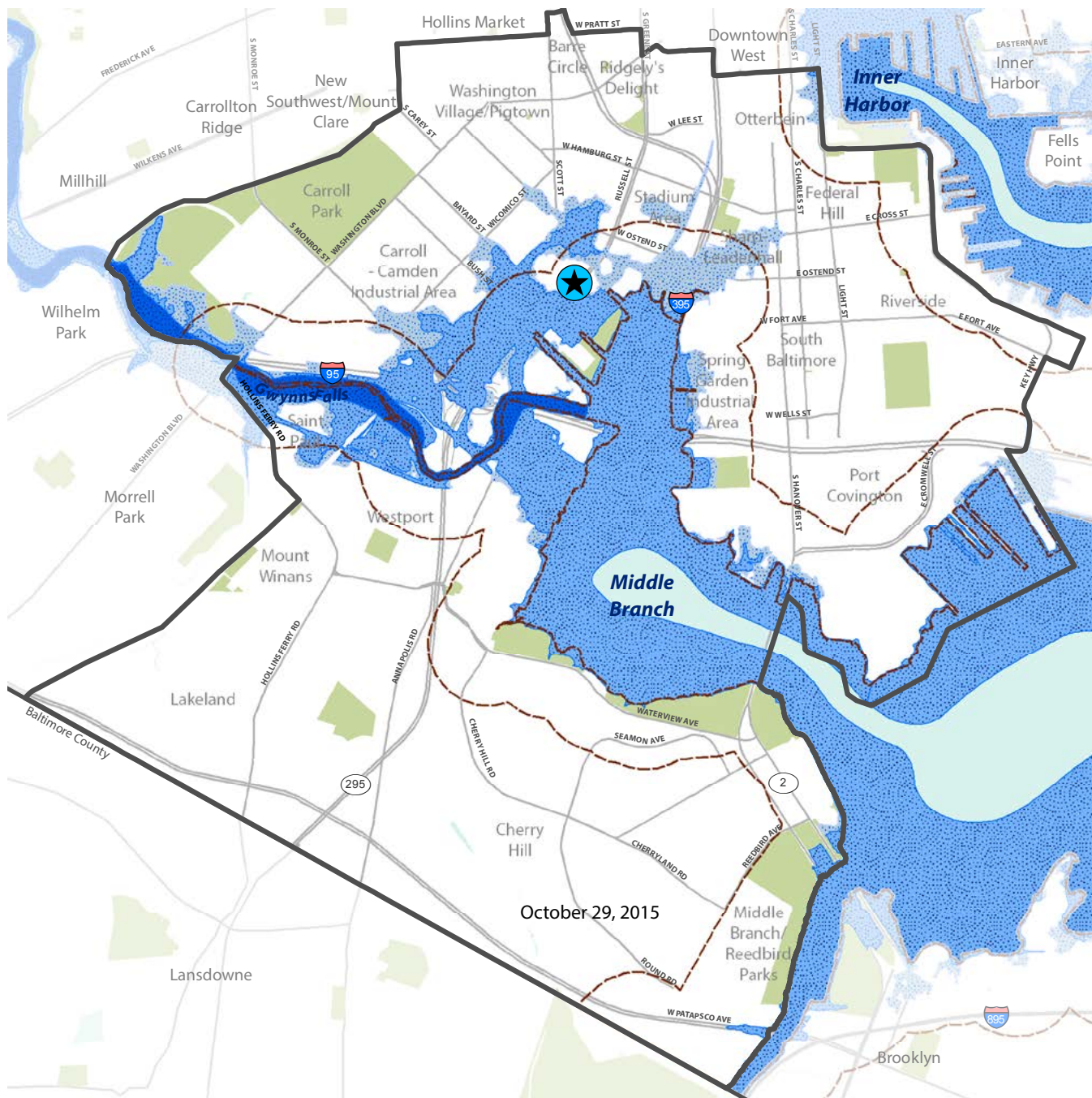
**2. Examine the feasibility of retiring the BRESCO facility.** (Within 5 years. Lead: Department of Public Works)

**3. Develop heat and power plants and cogeneration facilities.** (Ongoing. Lead: Department of Public Works)

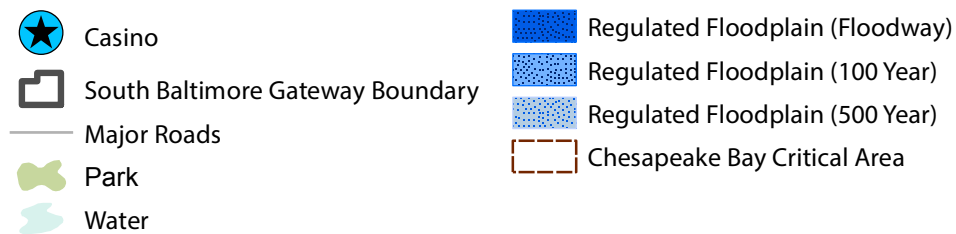
**4. Expand energy education for residents.** (Ongoing. Lead: Baltimore Office of Sustainability with Baltimore City Public Schools and Department of Public Works)







## South Baltimore Gateway Flood Plain



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# INVESTING IN LOCAL COMMUNITIES

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.

## RECOMMENDATIONS

### Carroll Camden Industrial Area

- 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.
- 2 Relocate Baltimore Animal Rescue and Care Shelter (BARCS) for new development opportunities at the waterfront.
- 3 Identify investment and redevelopment opportunities in Carroll Camden Industrial Area; consider land use, traffic circulation and parking.
- 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.

- 5 Restore a habitat area at the southwest intersection of I-95 and 295, with a bicycle connection to Carroll Park.

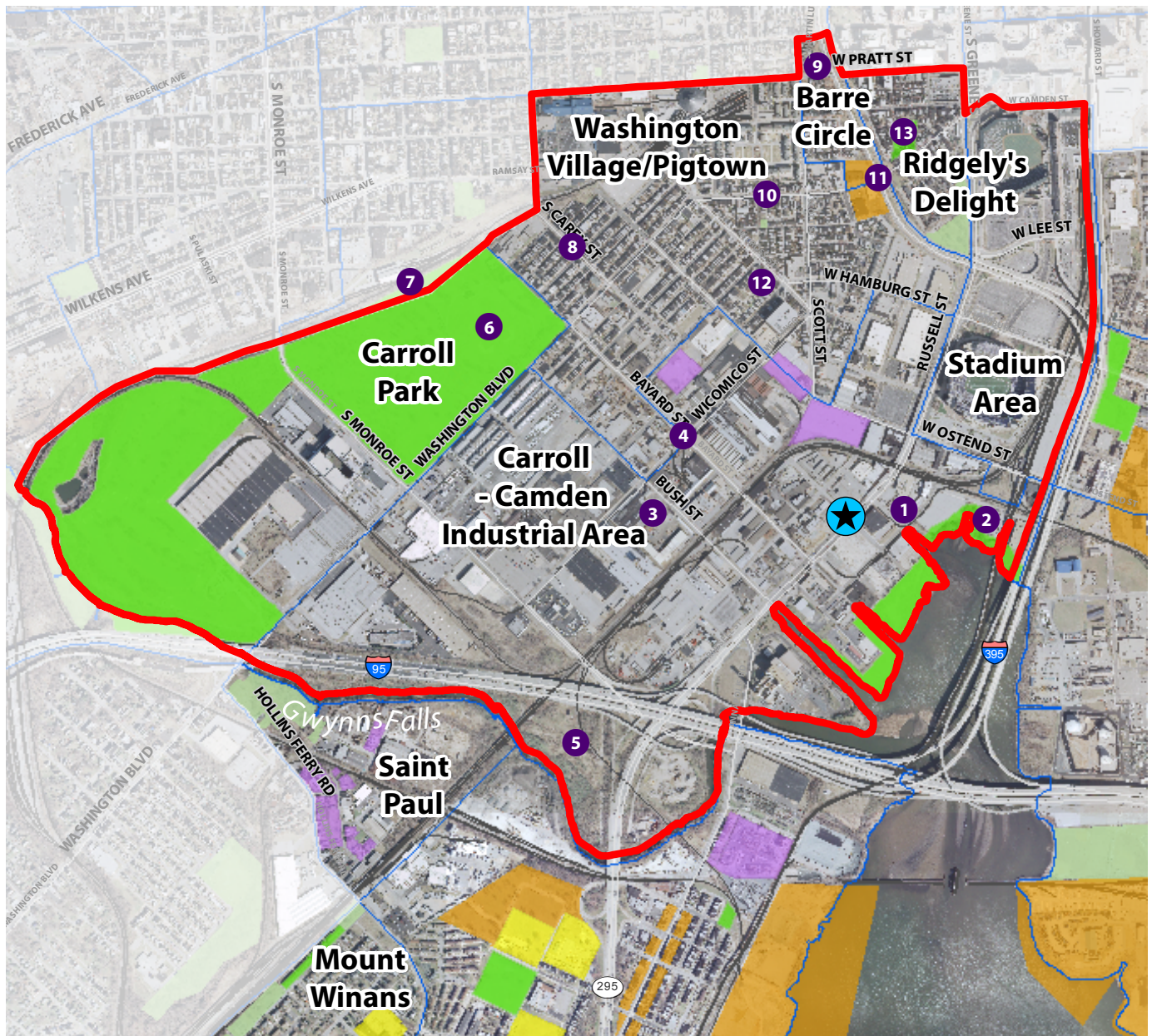
### Carroll Park

- 6 Improve Carroll Park and implement the Carroll Park Master Plan.
  - Create a dog park with waste-management plan.
  - Renovate the playgrounds, Skate Park and athletic facilities.
  - Develop a new recreation and community center, as per Baltimore City Recreation and Aquatic Plan, with swimming pool and splash pad and accommodations for seniors’ programs.
- 7 Conduct a feasibility study on constructing a pedestrian and bicycle bridge over the B&O railroad tracks and incorporating the railroad right-of-way into the park to improve access from the north.

### Pigtown / Washington Village / Barre Circle

- 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 establish a Barre Circle local historic district.
- 10 Renovate, expand or replace Washington Village Branch Library.
- 11 Promote new mixed-use redevelopment at the prominent gateway intersection of Washington Boulevard and Martin Luther King Boulevard.





## Proposed Improvement Projects in the Western Sector

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

### Ridgely's Delight

- 12** Conduct a study to evaluate parking concerns and needs as enhancements and redevelopments are generated by the casino and entertainment district and University of Maryland Baltimore BioPark.
- 13** Make improvements to Ridgely's Delight Playground (Penn and Melvin Park) following the neighborhood's vision plan, and develop a long-term plan for other open spaces along MLK Boulevard and Russell Street.



## EASTERN SECTOR

This sector, covering the South Baltimore peninsula, includes large industrial areas 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.

### RECOMMENDATIONS

#### Otterbein / Federal Hill / Riverside

- 1 Upgrade Key Highway/Light Street intersection 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 slopes facing Key Highway.
- 3 Provide funding to the Commission for Historic and Architectural Preservation to add staff capacity to create a Federal Hill local historic district.
- 4 Conduct a parking study for the South Baltimore Peninsula focused on Otterbein, Federal Hill, Riverside, South Baltimore Neighborhood and Sharp-Leadenhall, addressing current needs and the impacts of future development.
- 5 Renovate Light Street Branch Library.
- 6 Renovate Riverside Park's pool house, ancillary recreation facilities and landscape elements.

#### South Baltimore Neighborhood

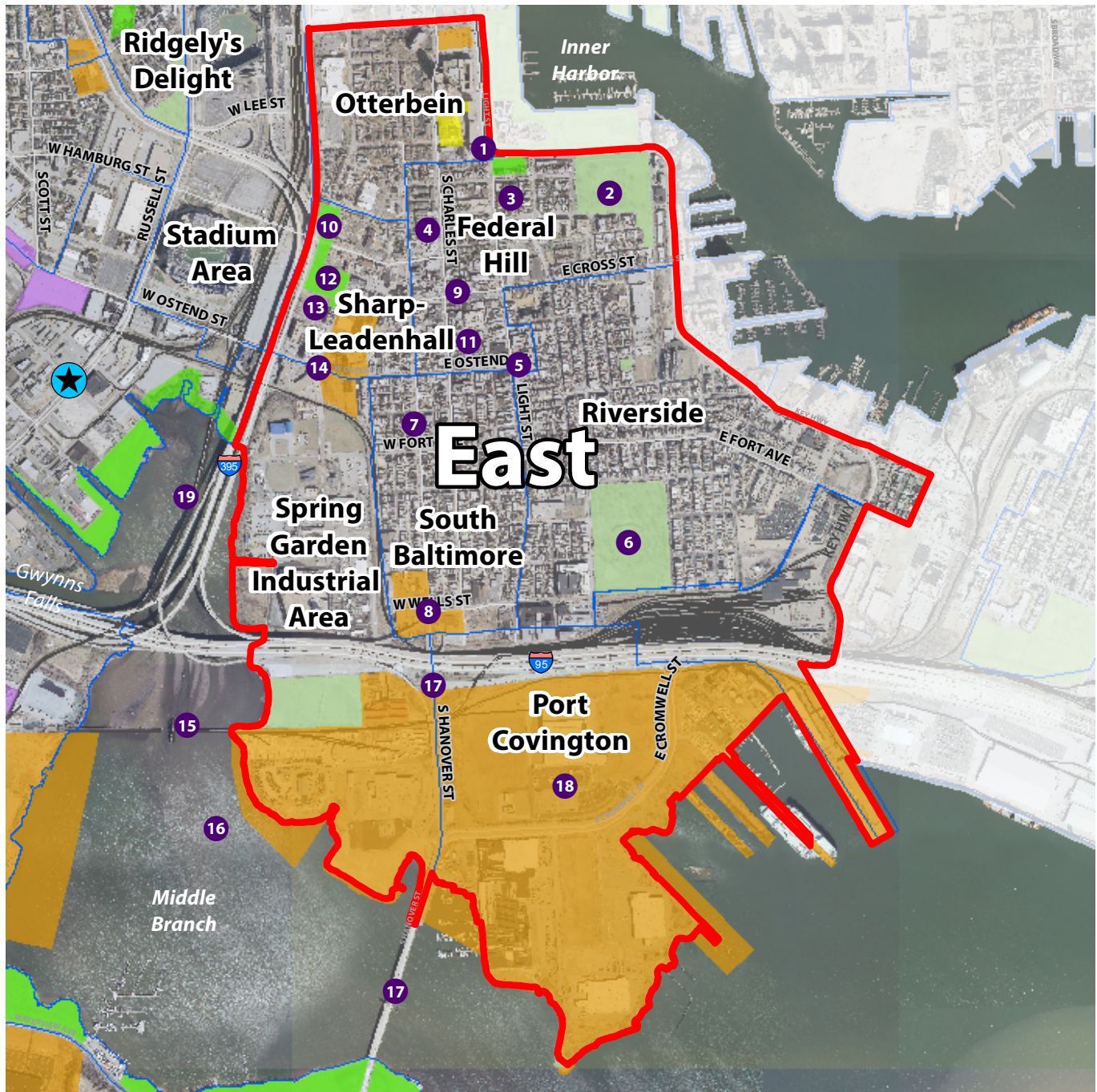
- 7 Implement traffic calming techniques on Hanover Street between Wells and West Ostend Streets.
- 8 Create a neighborhood gateway on Hanover Street between I-95 and Wells Street.

#### Sharp-Leadenhall

- 9 Fund implementation of the planned Sharp-Leadenhall/Federal Hill Urban Heritage Trail.
- 10 Upgrade pedestrian access, lighting and way-finding signage at the Hamburg Street Light Rail station, strengthen north-south connections through the stadium complex, and rename the station to highlight its South Baltimore/stadium location.
- 11 Redevelop properties bordered by Cross and Ostend Streets for mixed use.
- 12 Develop a master plan for Solo Gibbs Park to benefit local residents and improve pedestrian connections to the Light Rail.
- 13 Evaluate the future of Sharp-Leadenhall Elementary School as part of a Solo Gibbs Park master plan.

#### Spring Garden / Port Covington / Hanover Street Bridge

- 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 Use US DOT "TIGER" grant to develop alternatives for intersection improvements at McComas and South Hanover Streets, and structural and multimodal improvements on the Hanover Street Bridge.
- 18 Support Sagamore Development's vision of a new mixed-use waterfront community in Port Covington with enhanced public access to the Middle Branch.
- 19 Create an ecological park in Ridgely's Cove through brownfields cleanup and habitat restoration.



### Proposed Improvement Projects in the Eastern Sector

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

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## 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.

## RECOMMENDATIONS

### Westport / Saint Paul

- 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 houses should be acquired, the remaining residents relocated and the buildings demolished.
- 3 Consider relocating the Department of Transportation yard further north on Annapolis Road, near the BGE substation, in order to open the current site for infill housing.



- 4 Improve site conditions, safety and appearance at the Monroe Street exit from MD 295 leading to Annapolis Road.
- 5 Support the Baltimore National Heritage Area and Mount Auburn Cemetery in restoring the grounds and developing an interpretative program.
- 6 Improve Florence Cummings Park by renovating the basketball court, addressing erosion, providing practice space for football and replacing the playground that was removed. Explore developing a shared community-school fitness facility in Westport Academy.
- 7 Address the one-way street patterns and lack of connectivity in Westport, especially around Westport Academy.
- 8 Evaluate housing development and recreation opportunities at sites across from Mount Auburn Cemetery and adjacent to Florence Cummings Park.

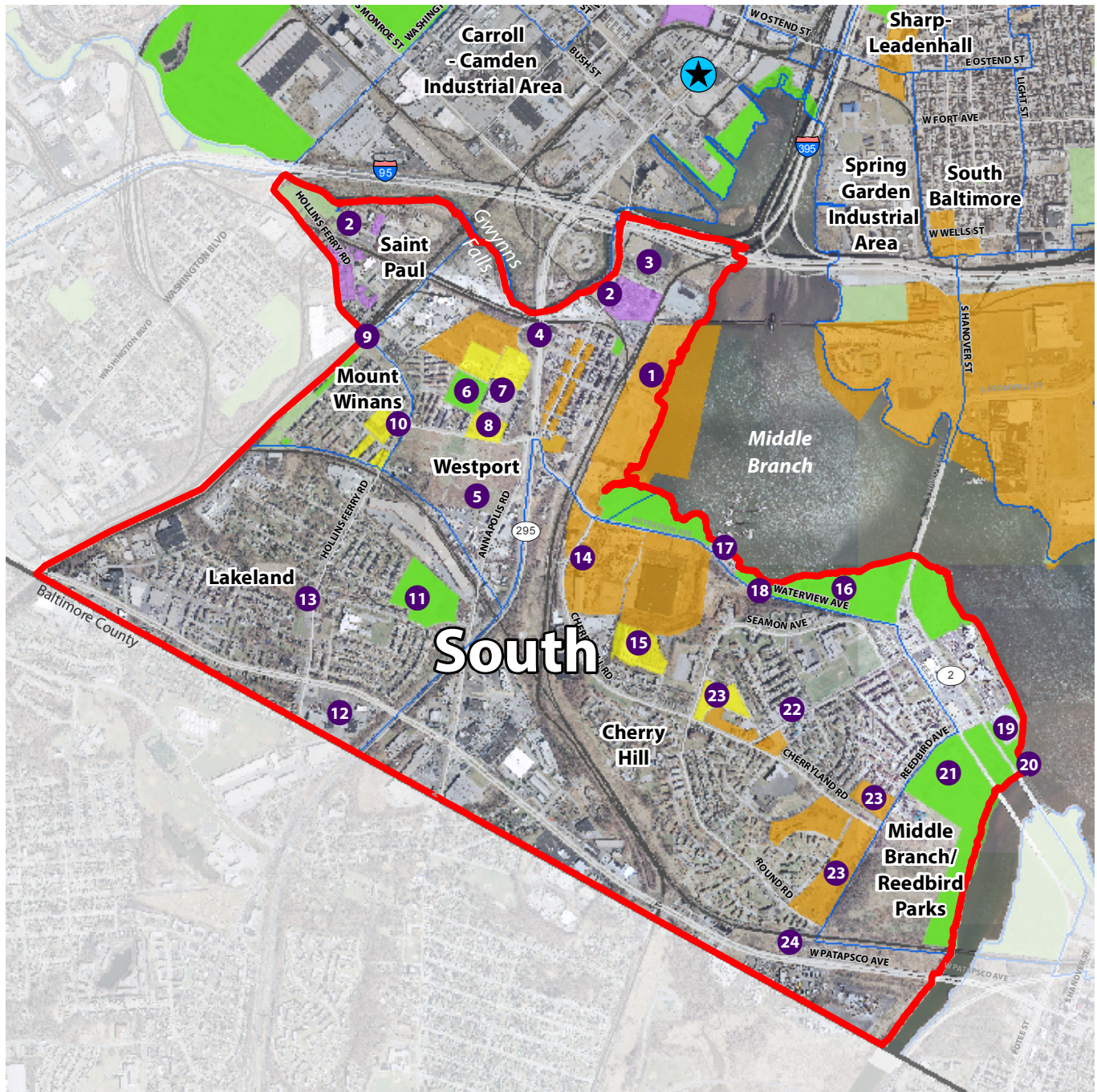
### Mt. Winans

- 9 Evaluate at-grade rail crossing safety improvements, including “quiet zones,” in Mount Winans and surrounding areas.
- 10 Extend Waterview Avenue west from Hollins Ferry Road to connect to the redevelopment site (former school); provide community meeting space and programs within the project and improve the housing stock nearby.

### Lakeland

- 11 Renovate two existing ball fields and provide new park signage and exercise equipment as part of the Wegworth Park capital improvements (Fiscal Year 2016).
- 12 Improve pedestrian access and overall appearance of the West Patapsco Avenue retail corridor.





## Proposed Improvement Projects in the Southern Sector



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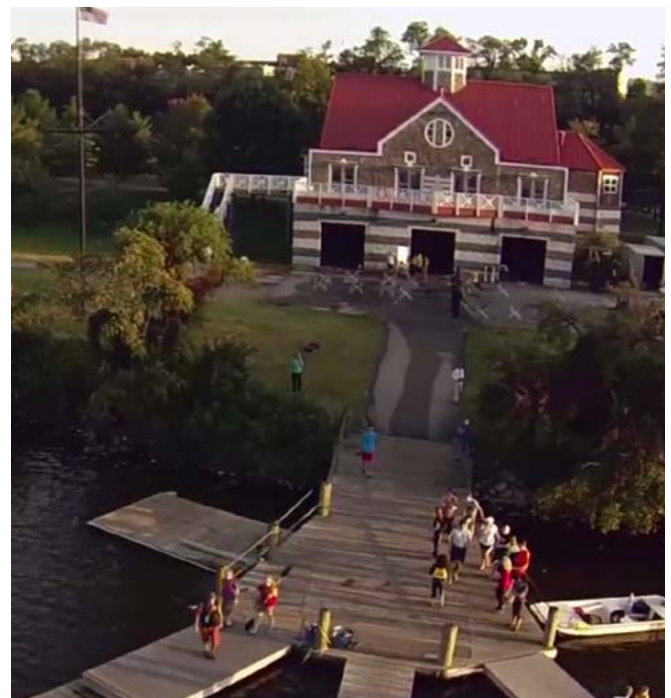
- 13 Increase services and programs in Limited English Proficiency and English as a Second Language.

## Cherry Hill

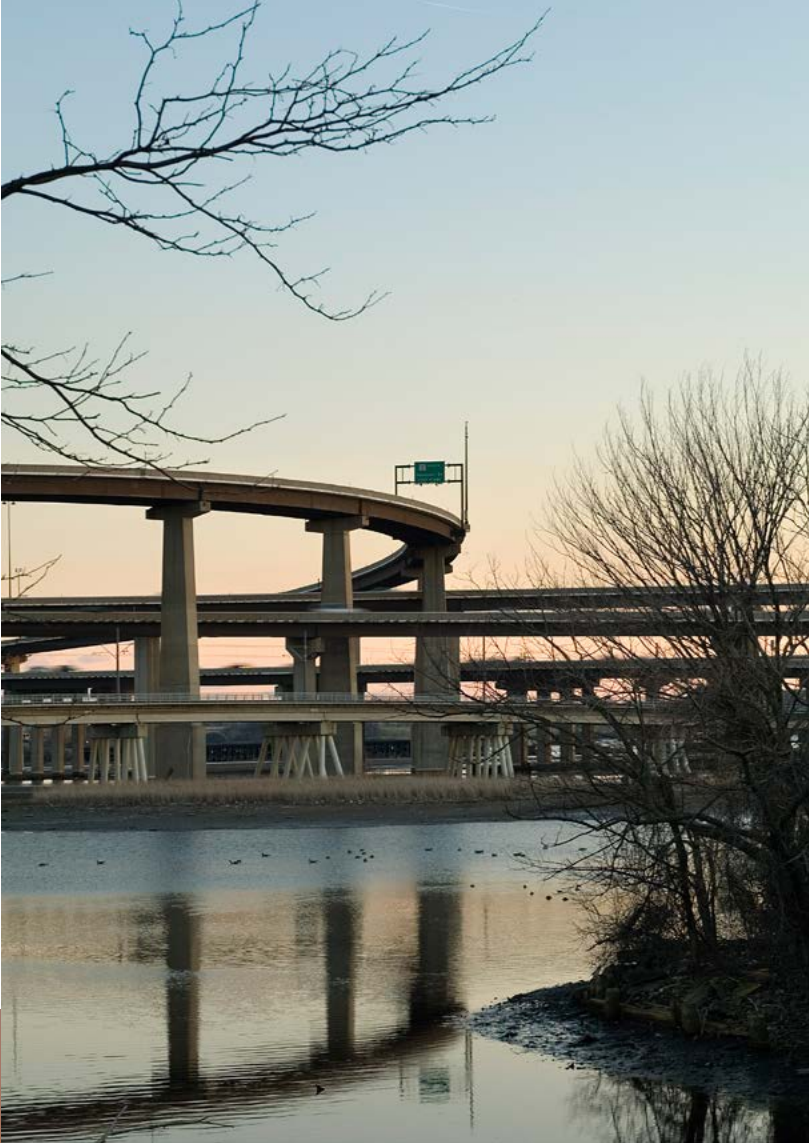
- 14 Evaluate large-scale, mixed-use, transit-oriented development opportunities near Cherry Hill Light Rail and on Giles Road, capitalizing on transit access and the waterfront.
- 15 Promote new development adjacent to the Arundel Elementary School by relocating drug treatment center from Giles Road.
- 16 Improve Middle Branch Park by creating a park administrator position, renovating trails and walkways, providing safe pedestrian crossings into the park, increasing programming, and marketing events to surrounding neighborhoods.
- 17 Renovate the City's rowing facility to accommodate growing demand; add accessibility measures, a comfort station, and restaurant/cafe as a source of revenue.
- 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 canoes and kayaks.
- 21 Make improvements to Reedbird Park.
  - Conduct an environmental assessment of Reedbird Park and the Housing Authority lots along Reedbird Avenue.
  - 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 vacant Housing Authority sites in Cherry Hill for appropriate mixed uses, beginning with Fisher's Cove.
- 24 Address flooding issues, especially at the lower end of Round Road and Spelman Avenue.









## PLAN IMPLEMENTATION

This Plan is the product of many engaged residents, business owners, planners and other stakeholders working together, resulting in 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. The Implementation Matrix that follows 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 multiyear 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, City representatives and members of the public were given the opportunity to establish their preferences for short-term initiatives that could be funded with 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 Local Impact Grants. Other sources may include the City's

operating and capital expenditures, as well as foundation grants and federal and state aid that can be leveraged by Local Impact Grant funds.

This Plan is envisioned to 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 already 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 could 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.

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. 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.



## IMPLEMENTATION MATRIX

The matrix that follows lists proposed recommendations from the South Baltimore Gateway Master Plan 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.

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



## GOAL I – TRANSPORTATION CONNECTIVITY

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

Number	Recommendation	Immediate	Timeframe				Lead
			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	•					DOT
2	Complete Streets: Make pedestrian improvements		•			•	DOT
3	Complete Streets: Make improvements for bicycling		•			•	DOT
4	Expand the trail system around the Middle Branch; enhance the waterfront promenade			•			DOT
5	Build pedestrian bridges across railroad tracks at key sites for safe access			•			DOT, CSX, B&O
Strategy B: Improve roadway conditions and connections to improve safety and access to redevelopment sites							
1	Complete Streets: Put traffic calming strategies in place		•			•	DOT
3	Complete Streets: Implement traffic safety measures		•			•	DOT
4	Continue to make key roadway improvements			•		•	DOT
5	Replace or upgrade the Hanover Street Bridge				•		DOT
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 "circulator" bus service	•				•	DOT, MTA
2	Expand water taxi service where appropriate			•			DOT
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 neighborhoods							
1	Improve traffic operations and signage, especially near schools.	•				•	DOT
2	Conduct parking studies and make improvements based on findings		•			•	BCPA
3	To appropriately serve all users, clearly delineate parking areas for both residents and visitors					•	DOT
Strategy E: Improve freight-related accessibility and safety							
1	Study and implement “quiet zones”		•				CSX, DOT
2	Evaluate possible roadway improvements for truck routes		•				DOT
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					•	DOT



## GOAL II – ENVIRONMENTAL SUSTAINABILITY

Make neighborhoods greener, cleaner and healthier.

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	•				•	BOS
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					•	DOT
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		•				DOT, BCRP
2	Expand connections to and within the regional trail network		•				DOT, BCRP
Strategy C: Improve the Middle Branch shoreline and water quality							
1	Undertake a comprehensive feasibility and design plan for the Middle Branch shoreline	•					BCRP
2	Stabilize the Middle Branch shoreline, focusing first on Middle Branch Park			•			BOS
3	Preserve and expand inland environmental habitat restoration and conservation areas			•			BOS





## GOAL II – ENVIRONMENTAL SUSTAINABILITY, CONTINUED

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
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 cleanup 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 trash violations		•				DHCD
5	Add cameras and one investigator to improve enforcement and stop illegal dumping	•	•				DHCD
6	Add an additional attorney to enhance prosecution of sanitation and dumping violations		•				DHCD
7	Improve maintenance of publicly owned green 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		•				BOS
3	Provide Green Schools coordinators in area schools		•				BOS
4	Expand the "Make a Plan, Build a Kit, Help Each Other" project		•				BOS
5	Create and expand community engagement and educational programs		•			•	BCRP, CBD
6	Monitor and improve air quality					•	BOS



## GOAL III – SAFETY

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

Strategy A: Implement crime prevention programs							
1	Support and expand community-police partnerships		•			•	BPD
2	Install and upgrade lighting and public safety cameras	•	•				DOT, BPD
3	Expand the application of Crime Prevention through Environmental Design	•				•	MOCJ, 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	•					BOS



## GOAL IV – COMMUNITY DEVELOPMENT AND REVITALIZATION

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

Strategy A: Establish a management entity to focus on neighborhood improvements							
1	Create a community benefits district and organization to oversee enhanced services, grants to neighborhood groups and strategic initiatives	•					MOEND, LDC
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 large employers	•					DHCD, LB
2	Develop strategies and timeframes 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 financing subsidies to encourage neighborhood-scale rehab efforts		•				DHCD
Strategy C: Identify and capitalize on changes in land use as redevelopment opportunities							
1	Conduct a regional housing market and housing typology study for the SBG area	•					DOP



## GOAL IV – COMMUNITY DEVELOPMENT AND REVITALIZATION, CONTINUED

Number	Recommendation	Timeframe					Lead
		Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	
2	Conduct market analyses for parcels not currently planned for redevelopment	•					DOP, DHCD, BDC
3	Create redevelopment strategies for sites that could serve as catalysts for investment					•	DOP, BDC
4	Conduct corridor improvement studies		•				DOP, DOT
5	Develop design guidelines for redevelopment of sites					•	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 once suitable for industrial use		•				DOP
9	Study the future of all City-owned properties	•				•	DGS



## GOAL V – ECONOMIC GROWTH

Improve and expand economic activity throughout the SBG Area with support for businesses, workforce development and job creation.

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 Agency 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, BDC
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 costs							
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 small businesses access contracting and vending opportunities with local anchor institutions					•	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 SBG Area have equitable access to a high-quality education.

Strategy A: Support initiatives that address challenges within communities and families in order to improve student performance							
1	Implement and expand proven programs that improve school attendance.		•				BCPS, MOHSEY
2	Support planning for Community Schools	•				•	BCPS
3	Ensure reading proficiency by third grade	•				•	BCPS
4	Strengthen environmental education	•	•				BOS
Strategy B: Ensure all residents have access to needed education and technology resources							
1	Expand digital access in homes, schools, libraries, and other community anchors			•			MOIT, BCPS, DGS
2	Provide programs to enhance English proficiency		•				BCPS, MIMA
3	Expand opportunities and supportive services for adult education		•				MOHSEY
4	Expand technology-based education opportunities for youth in schools and libraries and through community-based programs		•				BCPS



## GOAL VII – HEALTH & WELLNESS

Ensure that all people in the SBG 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		•			•	BOS
3	Implement the food desert retail strategy	•				•	BDC, BOS
4	Establish partnerships with local food and nutrition providers		•			•	BCHD, BOS
5	Establish community design standards that promote physical activity with opportunities to bike and walk	•					DOP
6	Promote initiatives to increase physical activity, such as Medical Mile and Get Fit programs					•	BCHD
Strategy B: Expand and promote youth wellness services							
1	Increase educational outreach to teach healthy diet, exercise and hygiene in schools, community centers, libraries, places of worship and other neighborhood centers					•	HD
2	Screen children for vision issues and provide them with appropriate care and services					•	HD
3	Provide grants to fund evidence-based programs that reduce teen pregnancy and reduce or prevent violence		•				HD
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.

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 skateboard parks, bicycle pump tracks and off-road trails, and basketball courts					•	BCRP
3	Expand the Department of Recreation and Parks' Ride Around program to include Middle Branch Park and the Gwynns Falls and Middle Branch Trails		•				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

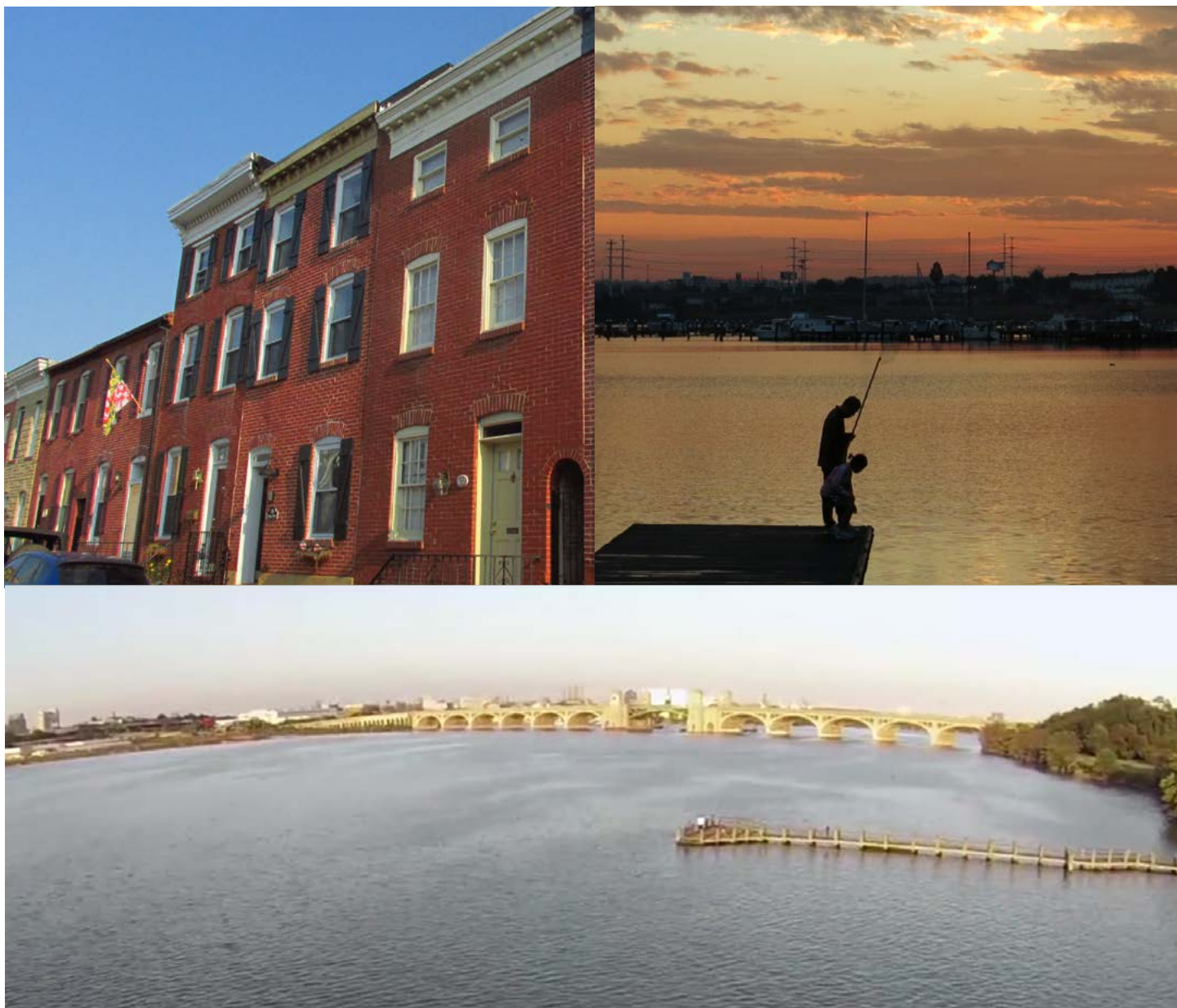




## GOAL IX — INFRASTRUCTURE:

Maintain and expand public infrastructure networks by promoting efficiency, resilience and safety.

Number	Recommendation	Immediate	Within 5 Years	Within 10 Years	Within 20 Years	Ongoing	Lead
Strategy A: Modernize and improve the reliability of public works infrastructure							
1	Implement best storm water management practices, including employing "green infrastructure" techniques wherever possible					•	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, DOT
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 BRESKO facility		•				DPW
3	Develop heat and power plants and cogeneration facilities					•	DPW
4	Expand energy education for residents					•	DPW, OS, BCPS



BARRE CIRCLE CARROLL CAMDEN  
INDUSTRIAL AREA CHERRY HILL  
FEDERAL HILL LAKE LAND MOUNT  
WINANS OTTER BEIN PIGTOWN /  
WASHINGTON VILLAGE RIDGE LY'S  
DELIGHT RIVER SIDE SOUTH  
BALTIMORE NEIGHBORHOOD SHARP -  
LEADEN HALL SAINT PAUL WESTPORT  
BARRE CIRCLE CA  
INDUSTRIAL AREA  
FEDERAL HILL LA  
WINANS OTTER B  
WASHINGTON VILI  
DELIGHT RIVE  
BALTIMORE NEIGHB  
LEADEN HALL SAIN'

### **About This Plan**

This summary of the South Baltimore Gateway Master Plan was created by the Baltimore City Department of Planning, with consulting support from The Hatcher Group, McCormick Taylor, Sage Policy Group, Inc. and Devaney & Associates.

The Planning Department gratefully acknowledges the hundreds of residents and other stakeholders from the South Baltimore Gateway area who helped create this plan. The Department also thanks the many Baltimore City agencies that made critical contributions to this plan.

The full Plan, along with detailed information about the planning area, is available at <http://www.southbaltimoregatewaymasterplan.com/>

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## **SOUTH BALTIMORE GATEWAY MASTER PLAN GOALS, STRATEGIES AND RECOMMENDATIONS**

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Stephanie Rawlings-Blake  
Mayor

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### **Baltimore Casino Local Development Council**

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Thomas J. Stosur  
Director

