

Goal I: Strengthen Identified Growth Sectors

Objective I: Retain and Attract Businesses in all Growth Sectors (See also LEARN, Goal 2, Objective 2)

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
|--|---------|--------|-----------------------|---|-----------------------------------|-----------|-------------------|--------------------------------|
| Create an industrial mixed-use zoning district | | • | • | Decreased number of variances for mixed use and less URP's. Increased mixed-use in industrial areas | Planning, BMZA, Housing, Law, MCC | Years 2-4 | General Funds | Increased tax base and density |

Currently, our Zoning Code does not include all types of office uses in industrially zoned land (M-1 through M-3), and, where it is permitted, it requires approval by the Board of Municipal and Zoning Appeals (BMZA) at a public hearing. At the same time, our business districts that allow offices of all types as permitted uses do not allow for industrial uses. In today's industrial market, a need for mixed-use developments has emerged. Baltimore will need to accommodate this need for a mixture of industrial and commercial uses by providing land with a zoning category that permits all of these uses under one roof that a modern industrial operator requires (See Chapter IX for Future Zoning Recommendations).

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| Create a light industrial mixed-use zoning district | | • | • | Decreased number of variances for mixed-use and less URP's. Increased mixed-use in commercial areas | Planning/BMZA/ Housing/Law/ MCC | Years 2-4 | GO Bonds, General funds, state | Increased tax base and density |
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Businesses in this sector have demonstrated a preference for flex office space, which has the lowest vacancy rate in the City. Creation of a mixed-use commercial district would also allow for "green" light-industrial users to locate in commercial parks where their non-commercial uses will not negatively impact the other commercial uses in the immediate area. This particular zoning district would serve as an appropriate, non-residential buffer for the MIZOD (See Appendix I). City agencies should address this growing demand through the review/renovation of select existing buildings, and by amending the Zoning Code to provide for this kind of office product (See Chapter IX for Future Zoning Recommendations).

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| Establish microenterprise loans for start up businesses specifically in the growth sectors | • | | • | Increased number of start up businesses | BDC, Finance | Year 2 | GO Bonds, State Grants, General Funds | Increased jobs and businesses in growth sectors |
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Remove barriers to start up companies by providing microenterprise loans to entrepreneurs in the growth sectors. Loan applications will be processed through the City's Small Business Resource Center.

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| Work with growth sector employers to identify training needs | • | • | • | Recommendations on how City can support internal and external organizations to most effectively utilize training resources | BWIB, MOED, BDC, Planning, Housing | Years 1-6 | General Funds, Grants, Leveraged MOED budget | Stronger training programs, better equipped workforce, improved workforce, increased tax base, reduced dependency on social subsidies |
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Focusing training resources on preparation for employment in the six identified growth sectors as well as port-related industries will assist in providing a workforce that is qualified and enticing to growth sector businesses looking to expand or relocate.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Preserve use of eminent domain for underutilized and/or contaminated parcels of commercial and industrial land | • | • | • | Return of underutilized and/or contaminated parcels to productive use | Planning, BDC, Housing, Law, MCC | Years 1-6 | GO Bonds, Federal Grants | Increase in property taxes and revenue |

Underutilized and/or contaminated commercial and industrial parcels are a legacy of Baltimore's past. Often these parcels are in areas where they are now incompatible uses or are vacant properties. Eminent domain is often the only tool to take these properties and return them to the market for development. Prior to the use of eminent domain, a site specific plan will be developed that is consistent with any Area Master Plan (See LIVE, Goal 1, Objective 4, Strategy 1) and the City's Comprehensive Plan.

Objective 2: Retain and Attract Business in Bioscience.

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| Create a Bioscience Development District | | • | • | Amended zoning code | Planning, BMZA, Housing, Law, MCC | Years 2-4 | General Funds | More jobs, predictability of development |
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Currently, two major universities are working to build bio-parks and additional lab space, but a special Bioscience Development District would allow for broader areas around the primary facility to benefit from the same mixture of uses. This type of district would allow property owners in the area to sell, lease, and retrofit buildings that would support both the research and manufacturing components of the biotechnology industry, giving them preference over other uses that are not Bioscience-related. This effort would be achieved through the establishment and creation of a new zoning district that would allow for the mixed-use development of business, office, lab research, production space, and other bioscience uses. The Biotechnology Development District would disallow certain uses that would lead to encroachment of non-contributing uses or increase property values in a way so that smaller biotechnology businesses or support structures could not afford to perform business. Currently, there is a great need to have space for biotechnology manufacturing as well as research.

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| Create incubator space around biotechnology areas | • | | • | Increased square footage available for bio start-up businesses | MOED, BDC, Planning | Years 2-6 | GO Bonds, General Funds, Federal Grants | Provides for start-up space near existing Biotech activities. |
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While the Baltimore Development Corporation operates some incubator space for small businesses, many of the small business clients within the biotech field already have patents and/or research that is being supported through partnerships with major institutions and corporations but need a start-up space that is fully equipped with laboratory, and other specific needs, in close proximity to other biotech activities.

Objective 3: Retain and Attract Business in Business Support Services

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| Identify and rezone nodes in the city that can support high-density, mixed-use commercial properties. | • | • | • | Increased renovation of office space in targeted nodes. | BDC, Housing, Planning, MCC | Years 2-4 | General Funds, MVR, GO Bonds | More supply of new quality office space and mixed-uses that meets demand and curtails vacancy. |
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The Department of Planning will work closely with Housing and BDC to identify key sites/opportunities for targeted mixed-use nodes. By providing increased density and the option for form-based designs, the renovation and adaptive reuse of office space will be directed to the targeted nodes.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
|---------------------------------------|---------|--------|-----------------------|----------------------------------|-------------------------------------|-----------|---|---|
| Preserve and enhance CBD office space | • | | • | Decreased vacancy rates downtown | BDC, Planning, Downtown Partnership | Years 2-4 | General Funds, State Grants, Historic Tax Credits | Maintaining downtown as the commercial center of the city |

The majority of support services and other office uses should be located in the CBD. The greatest demand is for small office, large class A office, and flex office space. Vacancies are most extensive among mid-sized buildings between 50,000 to 100,000 sq.ft. Renovations in heating ventilation, air conditioning and telecommunications are major factors determining the vacancy rate in older buildings.

Objective 4: Retain and Attract Business in Computer, Internet, Data and Software (CIDS) Related Services

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| Develop a master plan for the City's current and future CIDS infrastructure. | • | | • | Development of the plan. Increased CIDS-related employment. | Planning, BDC, DPW, Mayor's Office, DOT, Fiber Optic Installation Firms | Years 2-5 | General Funds, MVR, GO Bonds, Federal DOT, Homeland Security | New CIDS businesses locate and expand into the City. |
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The City has a unique position in that the entire underground conduit system is controlled by a franchise agreement program. This allows the City to require projects that add conduit or capacity underground to include space for the City's use, at the cost of the project developer. This can then be used to market Baltimore as a "Connected City" with "High Tech Zones." However, the system is not comprehensive, is near capacity, and is expensive to improve. A master plan should be developed to positively identify the system capacities, occupancy, and specific needs. The City of Baltimore will then increase its opportunity to retain and attract CIDS businesses by offering quality infrastructure through increased bandwidth and telecommunication capabilities (fiber optics, wireless connectivity). Areas of the city where new underground systems are being built need to include similar infrastructure for CIDS support, and should be included as a policy for new construction projects.

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| Provide Wireless Technology Zones in public areas throughout the City. | • | | • | Increased number of wireless locations | Planning, BDC, MOIT, Cable & Communications | Years 2-5 | GO Bonds, General Funds, Federal DOT | Increased tax base and incentives |
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While the City of Baltimore is enhancing a lot of its CIDS efforts on homeland security with video and surveillance cameras, the City should also capitalize on this initiative by marketing safe areas that can be used as wireless office spaces, cafés, parks, neighborhoods, schools, libraries, and commercial areas. Baltimore currently ranks 24th as the most-wired City. Development of wireless technology zones has great potential for significant public spaces at key locations such as along the I-95 corridor, MARC train stations, Montgomery Park, the Inner Harbor, Patterson Park, the Middle Branch, and the Howard Street corridor.

Objective 5: Retain and Attract Business in Construction.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Create, tailor and market programs that assist and encourage construction entrepreneurs in acquiring low-cost bonding | • | | • | Increased number of new construction businesses | BDC, Finance, SBRC, DBED, MOED | Years 2-6 | General Funds, GO Bonds | More workers living close to jobs, More businesses to provide workers and residents goods and services, Increased property taxes, Increased income taxes |

Bonding and finding employees are two of the biggest hurdles for new construction companies. The City should provide resources to companies that make an effort to employ City residents and ex-offenders.

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

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| Create a mechanism to adopt health care facility master plans to provide institutions with predictability in the development review process | | • | • | Increased number of approved master plans, improved speed of development review, predictability in the development review process | Hospital and Health Care Facilities, Planning, Planning Commission | Years 2-3 | Hospitals, General Fund | Improved relations between neighborhoods and Hospital institutions in terms of facility expansion. |
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All health care institutions are encouraged to develop master plans for long-term growth. The City will develop a process to adopt master plans to provide institutions greater predictability during the development review process. By having the City participate in the development of facility master plans and formally adopt the plans, the City will be better prepared to support the recommendations in the plan, ranging from streetscape improvements to land acquisition. The intent is to ensure a better correlation between the City's Master Plan and the development/expansion of hospital campuses throughout Baltimore. A typical master plan should include a ten year physical plan as well as an economic impact statement, design guidelines, pedestrian safety standards, transportation/alternative commuting strategies, LEED-based environmental design objectives, etc. The master plan should also include strategies to reduce single occupancy vehicle trips to campus by discouraging parking, encouraging transit and carpooling, and providing on or near hospital residential opportunities for staff and family of long-term patients.

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| Amend the zoning code to broaden the definition of Health Clinics to include non-residential substance abuse treatment centers | | • | • | Compliance with ADA | Planning, BMZA, MCC | Year 1 | General Fund | Facilities will be able to locate with reduced time and expenses required, encouraging the growth of this portion of the healthcare sector. |
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This change will bring our Zoning Code into compliance with the Americans with Disabilities Act (ADA), which will reduce liability for the City due to legal challenges.

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

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Create a Strategic Convention Center Area Master Plan. | | • | • | Adoption of plan | Planning, Transportation, BDC, MTA, BACVA, Convention Center | Year 3 | General Funds | Expanded Job, Profit and Revenue Potential for the City |

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

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| Install environmental and aesthetic improvements around tourist areas | • | | | Increased number and quality of lights, Increased pedestrian activity in tourist areas | Planning, BACVA, BDC, Downtown Partnership, Transportation | Years 2-4 | General Funds, GO Bonds, Hotel Tax | Increased Hotel Tax Revenues. Improved perception of City of Baltimore by visitors |
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This will be an integral part of the City’s pedestrian plan (See LIVE, Goal 3, Objective 1, Strategy 1). By improving the lighting and aesthetic environment around the City’s tourist areas, we can successfully combat perceived safety issues. Hospitable areas will attract more visitors to the City, encourage exploration of City attractions and surroundings, and foster longer stays.

Objective 8: Retain and Attract Port-Related Industries (See EARN Goal 1, Objective 1, Strategy 2 and EARN Goal 3, Objective 2, Strategy 3)

Goal 2: Improve Labor Force Participation Rate Among City Residents

Objective 1: Align Employers with Job Seekers and Training Resources

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| Create a Strategic Plan for MOED that links employers to job seekers | | | • | Increased workforce participation rate. | MOED, BWIB, BDC, Housing, BCPSS, BCCC, Planning, and other training programs. | Years 2-3 | General Funds | Higher per capita income in the city, fewer recipients of social assistance |
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By creating a strategic plan for MOED services, the city will be able to better manage all City-funded workforce development programs, increase and improve workforce development training opportunities, particularly apprenticeship programs, for targeted sectors. By making Baltimore City attractive to these businesses, the City can capture its share of the predicted employment growth in the greater Baltimore region.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
|--|---------|--------|-----------------------|--|----------------------------|-----------|---|---|
| Monitor and enforce First Source Hiring program. | | | • | Increased rate of use of Baltimore residents in the local workforce. | All city agencies | Years 1-6 | General funds, also tie to contract money for indiv. projects | Involves more City residents in the local workforce. Reduction in City funding exported from City, more successful businesses and higher tax base |

Monitoring First Source Hiring by contractors for City-funded development will help ensure that City dollars employ City residents. By enacting legislation or issuing an executive order for a reporting mechanism that links the program payout to compliance, the City can ensure that City dollars contribute to the local economy and improve the lives of employable Baltimoreans. Currently, the program is operated on a voluntary compliance basis, and there is no way of enforcing local labor use pledges once money is awarded. By incorporating a better method of review and ensuring compliance, the investments for the use of local labor will go to those companies and projects that actually use local labor – not just those that make a promise to do so. Funding for MOED will need to be increased to meet this new requirement.

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| Expand outreach to encourage use of One-Stop Employment Centers | | | • | Increased number of residents using One-Stop Centers | BWIB/MOED | Years 2-5 | General Funds, Foundation support | Increased labor force participation rate, decreased unemployment rate, increased tax base, reduced dependency on social subsidies. |
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Increase outreach to communities with high rates of unemployment and/or low rates of labor force participation in order to remind City residents that resources are available and encourage them to use available assistance to become more employable and/or gain employment. Offer a mix of programs available at each site by transferring oversight and coordination of all City-funded employment and improvement programs to MOED. Provide sufficient funding and staffing levels to ensure provision of adequate service and coordination.

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| Target MOED resources to under- and un-employed populations to better connect job seekers and employers. | | | • | Increased number of ex-offenders utilizing MOED resources, increased placement rate for ex-offenders in program | BWIB/MOED | Years 1-6 | General, Foundation grants | Reduced recidivism, reduced crime, safer communities, increased property values. |
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Targeting MOED programs to specific populations will help reduce barriers for connecting job seekers with potential employers. For example, MOED's Ex-Offender initiative seeks to break down those barriers and help ex-offenders gain long-term employment. Employment studies have shown that this is a key element in reducing recidivism. The City should embark on a potential study of incentives including insurance guarantees and tax credits to encourage private employers to employ ex-offenders.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Prioritize drug treatment program access for job seekers working with MOED programs. | | | <ul style="list-style-type: none"> | Increase the quality of worker by minimizing the chance for relapse, and therefore loss of investment. | Health, BSAS, MOED | Years 2-4 | | Ensures that programs are coordinated and that the likelihood of success for participating individuals is increased. |

Intervention with drug treatment programs is not necessarily sufficient on its own to get addicts to become productive members of the workforce. By coordinating drug treatment programs with job training programs, it is much more likely that a positive change in lifestyle will become permanent and increase the cumulative effect of this investment in the quality of Baltimore workforce members.

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| Give preference for City-subsidized contracts to contractors with active apprenticeship programs | | | <ul style="list-style-type: none"> | Increased number of apprenticeship programs, increasingly skilled workforce | All city agencies | Years 1-6 | No direct cost | Wider range of training opportunities, Higher number of City residents qualified to work "good jobs" |
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Giving preference to contractors with active apprenticeship programs will help support the expansion and utilization of apprenticeship programs, encourage the use of training opportunities, and, in the long run, provide more City residents with opportunities to work professional jobs that pay much more than minimum wage.

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

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

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

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| Expand the number of participants in the Commuter Choice program throughout the Baltimore Region | | | <ul style="list-style-type: none"> | Increased number of employees and employers who participate in the Commuter Choice Program | Baltimore Metropolitan Council, Maryland Transit Administration, Transportation | Years 1-6 | General Funds | Cost savings to employers and employees, less congestion |
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Federal law states that employers can provide up to \$100 per month per employee in tax free benefits to reward transit ridership. The Commuter Choice program allows employers and employees to benefit from these tax savings through payroll deduction for transit passes. In 2005, the MTA estimates that roughly 300 companies and over 12,000 employees were participating in the program. It is in the City's best interest to work with public and private partners to expand transit and paratransit ridership, provide cost savings to residents, and bolster our competitiveness for further transit funding.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments | • | | • | Increased number of Passenger Rail Lines in the region, Increase in “transit mode share” (share of all trips made via public transportation) for people who either live or work in the City, Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City | MTA, BMC, MDOT, Transportation, Housing, Planning | Years 1-6 | General Funds | Cost savings to employers and employees, less congestion |

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

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| Implement Transportation Demand Management (TDM) strategies with large employers and institutions | | | • | Reduced or managed traffic, increased car- and vanpooling, increased bus ridership, adoption of a traffic reduction ordinance, creation of transportation management associations | BDC, BMC Transportation, MTA, Planning | Years 2-4 | General Funds | Cost savings to all city residents and developers through more efficient use of road and parking resources. |
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A full Transportation Demand Management (TDM) Program will include an aggressive publicity campaign, partnerships with large employers and alternatives to single-occupancy vehicles, including promoting employer-subsidized transit passes. Alternative parking requirements will be encouraged to help reduce the demand for single automobile use. Other TDM strategies, such as a traffic reduction ordinance to minimize single occupancy vehicles will be studied. In addition, alternative parking policies at parking facilities will be promoted to help reduce the demand for single automobile uses, including preferential parking for carpool vehicles.

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| Implement Bicycle Master Plan | • | • | | Increased number of bike lanes and bike racks at employment centers. | Planning, Transportation, DPW, Private Partners. | Years 1-3 | MVR, Federal Grants, General Funds | Improved Air Quality, Cost savings to City, employers and employees in terms of auto use, parking infrastructure, etc. Land use efficiencies that can translate into enhanced property values. |
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Recognizing the health, quality of life, and cost saving benefits of bicycle ridership, the City has developed a Bicycle Master Plan that will heighten the safety and attractiveness of bicycling to work as a commuting option for City residents. Implementation of the Bicycle Master Plan provides a platform from which to encourage bicycling as a viable commuting option.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Increase number of water taxi stops near employment locations | • | | • | Increased number of water taxis, Increased number of water taxi passengers | Planning, Transportation, Maryland Transit Administration, BDC, Water Taxi Service, National Historic Seaport of Baltimore | Years 1-6 | MVR, Federal grants, General Funds | Land and time efficiencies and cost savings related to parking. |

The water taxi and the harbor present a unique alternate transportation opportunity which could be expanded to accommodate commuter traffic. In addition, the water taxi could be expanded into the Middle Branch to accommodate new development. The City will seek available federal funds for expanded water-borne passenger services, which will lead to less dependence on vehicles and will, therefore, reduce vehicle trips.

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

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| Restore and increase on-street parking in mixed-use and business districts | • | | • | Increased on-street, high-turn-over parking, Increased storefront occupancy | Transportation/ Planning, Parking Authority | Years 1-6 | GO Bonds, General Funds, MVR | Greater accessibility to neighborhood businesses and retail |
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Expanding use of the new short-term, high-turnover meter parking technologies in mixed-use and neighborhood business centers will give merchants more customer traffic and improve their trade. In appropriate areas curb lanes, now used for through-traffic, can be restored to on-street parking and increase angled parking conversions where appropriate. This also creates an important psychological barrier between pedestrians and moving vehicles, increasing pedestrians' sense of safety while shopping or walking in the area.

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| Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore MARC) | • | • | • | Increased number of jobs within ½ mile radius of transit stations, Improved pedestrian access to stations | BDC, MDOT, Housing, Planning, BMZA, Law/, MCC, Transportation | Years 2-4 | General Funds | Increased development and property values near transit stations |
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In order to increase non-automobile accessibility to City businesses, the City will create zoning changes and develop incentive programs to promote Transit-Oriented Development around transit hubs. This approach has been demonstrated to improve land use efficiencies and property values in most cases across the United States. Transit-supportive land use strategies can be expected to yield return on investment for the City in terms of: reduced development and service costs, consumer transportation cost savings, and support for economic activities such as the key growth sector of tourism. High quality transit service would help provide cost savings and efficiencies to businesses and consumers, which would in turn increase productivity, expenditures on local goods, local business activity and employment. The City has already been pursuing projects and partnerships to bolster awareness and use of land near existing transit stations. Pilot projects being pursued with public and private partners at State Center, for example, will in turn be used to better market the City's transit assets for potential development and infill. By building principles of Transit-Oriented Development into RFPs and RFQs for publicly owned property, and into the site plan and design review, City agencies will help developers achieve better products that support ridership and augment profitability.

| Strategy | Capital | Zoning | Policy/ Operations | Measurable Outcomes | Implementing Bodies/Agents | Timeline | Funding Source | Return on Investment |
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| Integrate land use and transportation planning to ensure movement of freight into and throughout the City | | • | • | Integrated land use and transportation plan | Planning, BDC, Transportation, MDOT, Port Authority | Years 2-4 | General Funds | Stronger industrial and commercial activity, fewer land use and transportation conflicts |

The City has a mature and functioning industry that is sustained by adequate port, rail, and truck access. By integrating land use and transportation planning, critical linkages in the transportation system will not be choked off by development.

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| Capture share of regional growth in defense-related industries due to BRAC | • | | • | Increased defense-related industries, Increased rate of employment | BDC, MCC, Planning | Years 2-6 | General Funds | Stronger overall economy, Greater employment base |
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The base realignment and closure (BRAC) recommendations took effect on November 9, 2005, and involve more than 800 installations. Maryland is one of very few states slated to experience a significant net gain, primarily at the Aberdeen Proving Ground (APG), Andrews Air Force Base (AFB), Fort Meade, and the Bethesda National Naval Medical Center (NNMC). The DOD has until September 15, 2007 to begin the indicated closings, which must be completed by September 15, 2011. The City is strategically located both proximate to the nation's capital, Washington DC, and among Maryland receiving areas with the implementation of BRAC. The City will capture office market and defense-related growth through strategic marketing and expansion of transit services to surround base installations.