



**Baltimore
Together.**

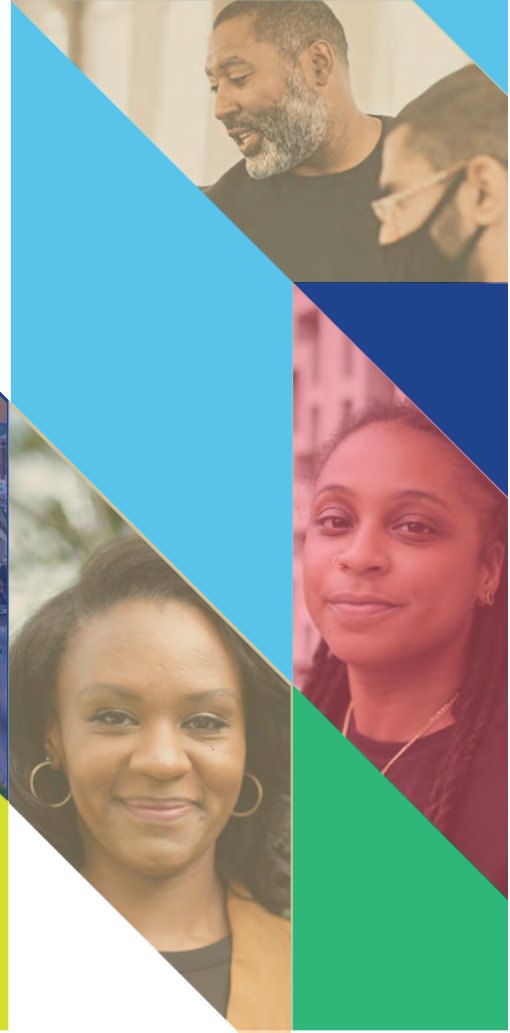
A Platform for Inclusive Prosperity



**A Comprehensive
Economic
Development
Strategy**



Baltimore Together team hopes this document will serve as a call to action and roadmap for a range of partners over the next five years.





Building the New Economy in Baltimore

This economic development plan identifies critically important goals to strengthen Baltimore City's economy and create new opportunities for residents and businesses. It outlines strategies and tactics for reaching those goals, and the Baltimore Together team hopes this document will serve as a call to action and roadmap for a range of partners over the next five years.

If we choose not to adopt the strategies in this report and continue on our current path, the outcomes are bleak. The city will continue to experience extreme racial disparities. Small businesses will struggle. Residents will continue to leave the city, and neighborhoods will decline. Baltimore will miss the opportunity to lead in key sectors, forgoing significant economic benefits for its residents and tax base. We can and must do better. Baltimore has strong economic assets, a prime East coast location, and an authentic charm. But we know that Baltimore can be so much more with intentionality and determination. Please join us as we work to build a new, inclusive, and thriving economy in our city.

>> GO TO THE [BALTIMORE TOGETHER](#) WEBSITE AND SIGN UP TO GET INVOLVED.

About Baltimore Together

Baltimore Together is a public-private initiative led by the Baltimore Development Corporation to support the creation of a common vision of inclusive economic growth in our city. Through a thoughtful and intentional process, a diverse group of stakeholders developed a Baltimore Together vision:

- » Baltimore will show the world how to create an **urban economy that is based on diversity, inclusion, and resiliency** and uplifts historically excluded Baltimoreans, while attracting investment, businesses, and people committed to contributing to an equitable economy.
- » We will build a strong and **inclusive economy by recognizing our city's history** of racialized economic disinvestment and the damage systemic racism has done to our Black residents and the greater community.
- » We will ensure economic **opportunity for people of color** by building on Baltimore's many assets to implement strategies and policies that invigorate underserved and BIPOC (Black, Indigenous, and People of Color) businesses in growth sectors and build generational wealth in Baltimore's communities of color.



The Baltimore Together Process



The Baltimore Together plan was developed by a range of business leaders, community residents and stakeholders, with staffing support from the Baltimore Development Corporation (BDC). To begin, we shared economic information and data with stakeholder workgroups, which developed broad findings about aspects of the Baltimore economy. An interim report presented findings developed through this process, outlining strategies that emerged and tactics to fulfill those strategies. A period of public comment followed, leading to this final strategic plan known as the Comprehensive Economic Development Strategy (CEDS)¹. Along with this plan, Baltimore Together has established a [website](#) to share the strategy and track its progress with the public over the next five years.

- **Over 300 people participated in the Baltimore Together process**
- **12 work groups held over 30 meetings**
- **BDC and work groups collected and analyzed data**
- **Participants reviewed other cities' plans**

“The plan needs to have buy-in from stakeholders. It’s important that there is a strategy in delivering the message for economic growth which includes ensuring that the companies in the private sector are committed to helping create a space of inclusivity.”

– **Detra Miller, M&T Bank**

A special note of appreciation goes to a number of key individuals and organizations who without their dedication and guidance this document would not be possible: Abell Foundation, Andy Cook, Colin Tarbert, Ben Seigel, BDC Board of Directors, Bloomberg Associates, Delali Dzirasa, Elsa Cardin, Frank Knott, Gordon Innes, Jay Nwachu, Justin Lane, Kim Clark, Larysa Salamacha, Nonet Sykes, Patrick Barnett, Paul Brophy, Shawn Gunaratne, Steve Struthers, Todd Rufo and Tom Waldron.

¹ An application for investment assistance under the U.S. Department of Commerce Economic Development Administration (EDA)'s Public Works or Economic Adjustment Assistance Programs requires a CEDS. EDA maintains that successful economic development efforts are based on a CEDS roadmap to diversify and strengthen regional economies. EDA has provided funding to assist in this CEDS effort.

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Office of the Mayor



Brandon M. Scott
Mayor, Baltimore City

I am pleased to present Baltimore Together, an initiative that will serve as the Comprehensive Economic Development Strategy (CEDS) for the City of Baltimore over the next five years. This effort represents a commitment to driving economic growth in an inclusive and equitable manner to ensure everyone has the opportunity for success.

The City of Baltimore has a great story to share. With a thriving port, world-class leadership in higher education and health care, and a vibrant mixture of arts, culture, history, and waterfront, Baltimore has served for generations as the economic engine for the State of Maryland. But for too long, many of our residents have not shared in the benefits of Baltimore's economic growth.

Baltimore Together aims to change that by focusing on eliminating racial disparities by ensuring Baltimore's Black, Indigenous, and People of Color (BIPOC) businesses thrive and communities of color receive the level of investment they deserve. Baltimore Together offers a blueprint for equitable growth by leveraging our local talent and entrepreneurs to create new economic activity that will benefit our entire city.

To achieve the vision of Baltimore Together, we must chart a new path forward. We cannot rely on the status-quo and expect different results. We must come together as a community to lift up those left behind and attract new individuals and businesses committed to building a more equitable Baltimore. This is our shared vision for Baltimore's economy.

As you read this report, you will see that Baltimore's future is bright. My administration is committed to ensuring that the vision of Baltimore Together becomes reality. Achieving this vision will require a new level of collaboration and partnership across business, government, nonprofits, and communities. This report is not the final result; it is merely the beginning of implementation. Over the next five years, we will be tracking our results and sharing them publicly to ensure accountability and progress.

I want to thank everyone who took the time to contribute to this document with their comments and suggestions. Your continued input and participation in this process is vital to Baltimore's continued economic growth and success.

A handwritten signature in black ink that reads "Brandon M. Scott". The signature is written in a cursive, flowing style.

Baltimore Development Corp.



Colin Tarbert
President & CEO

I am proud to share *Baltimore Together: A Platform for Inclusive Prosperity*. This document serves as Baltimore City's Comprehensive Economic Development Strategy (CEDS) for the next five years. It is the culmination of a two-year process that gathered insights, feedback, and recommendations from over 300 diverse voices representing business, government, and community. However, this is much more than a report; this is a commitment to creating a better, more inclusive and equitable Baltimore through economic growth.

In October 2019, at the start of this CEDS process, the Baltimore Development Corporation (BDC) set the goal of creating the first inclusive economic growth plan for Baltimore City. Only months into the process, the world experienced an unprecedented global pandemic caused by the spread of COVID-19. The pandemic upended routines and changed our lives forever.

In May 2020, the murder of George Floyd and countless others before him, sparked a racial reckoning across the nation, echoing the tragedy of Freddie Gray in 2015. The calls for racial justice only heighten the importance of Baltimore Together.

As result, BDC responded by initiating an equitable economic COVID-19 recovery plan that distributed nearly \$20 million to support our most vulnerable small businesses. More than 60% of grants went to Baltimore's Black, Indigenous, and People of Color (BIPOC) owned businesses, women-owned businesses, and businesses owned by Baltimore City residents.

As we emerge from the pandemic and focus on the five years ahead, Baltimore Together builds on our city's strengths, acknowledges its challenges, and identifies a range of steps that will create an inclusive and vibrant economy for all. Baltimore Together offers four key strategies that are critical to achieving the overarching goals listed in the plan: **Work Together**, break down barriers, foster collaboration, and increase efficiency; **Invest in People and Places**, create opportunities for residents through strategic investments; **Build from Strength**, leverage Baltimore's assets to strengthen the City's economic future; **Compete to Succeed**, work with partners to address competitive imbalance and major challenges.

Thanks to the work and collaboration of hundreds of people who care deeply about Baltimore's future, we have a strong vision for equitable economic growth along with strategies, actions, and metrics to ensure that we achieve our goals. But it will take many more individuals to complete the work needed to be truly successful. Please join us as we make Baltimore better together.

A handwritten signature in black ink that reads "Colin Tarbert". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

CHANGING
THE
GAME

1

Baltimore Today

The research phase produced important findings and data points — both positive and challenging — that have formed the baseline for this economic development strategy.

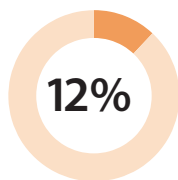
Key findings include these:

Before the COVID-19 outbreak, Baltimore's economy was growing at a competitive pace.

While Baltimore was slower to come out of the effects of the Great Recession since 2009, it picked up steam since 2010 and job growth in Baltimore City had been close to that of the surrounding region and the state.

BIPOC-owned businesses account for a small share of business revenue.

While census data indicates that well over half of Baltimore's privately held businesses are BIPOC-owned, these businesses generate a small share of Baltimore City business revenue.



Black- and brown-owned businesses account for only 12% of Baltimore City's total business revenue.

Baltimore's economy was significantly affected by COVID-19.

Due to a higher concentration of workers in the hardest hit industries (arts and culture, tourism and hospitality, and healthcare), Baltimore City saw a severe unemployment rate initially and is recovering at a slower rate than the Baltimore region as a whole.² Baltimore is also home to a large number of immigrant-owned and BIPOC (Black, Indigenous and People of Color)-owned businesses, which had more difficulty accessing pandemic-related relief programs at the federal and state level such as the payroll protection program (PPP). Despite the overall negative impact of COVID-19 on Baltimore's economy, a dramatic rise in e-commerce has driven a surge in logistic-related industry growth, including a record year for the Port of Baltimore. The life sciences sector in Baltimore also saw significant increases in investment and employment growth in 2020, adding nearly 400 biotechnology jobs in 2020.

² During the Baltimore Together process, Baltimore, the nation and the world were hit by the COVID-19 pandemic, which created new economic challenges. BDC and other public agencies responded to the crisis to help businesses weather the pandemic (See Appendix 5 for more information on Baltimore's COVID business response.)

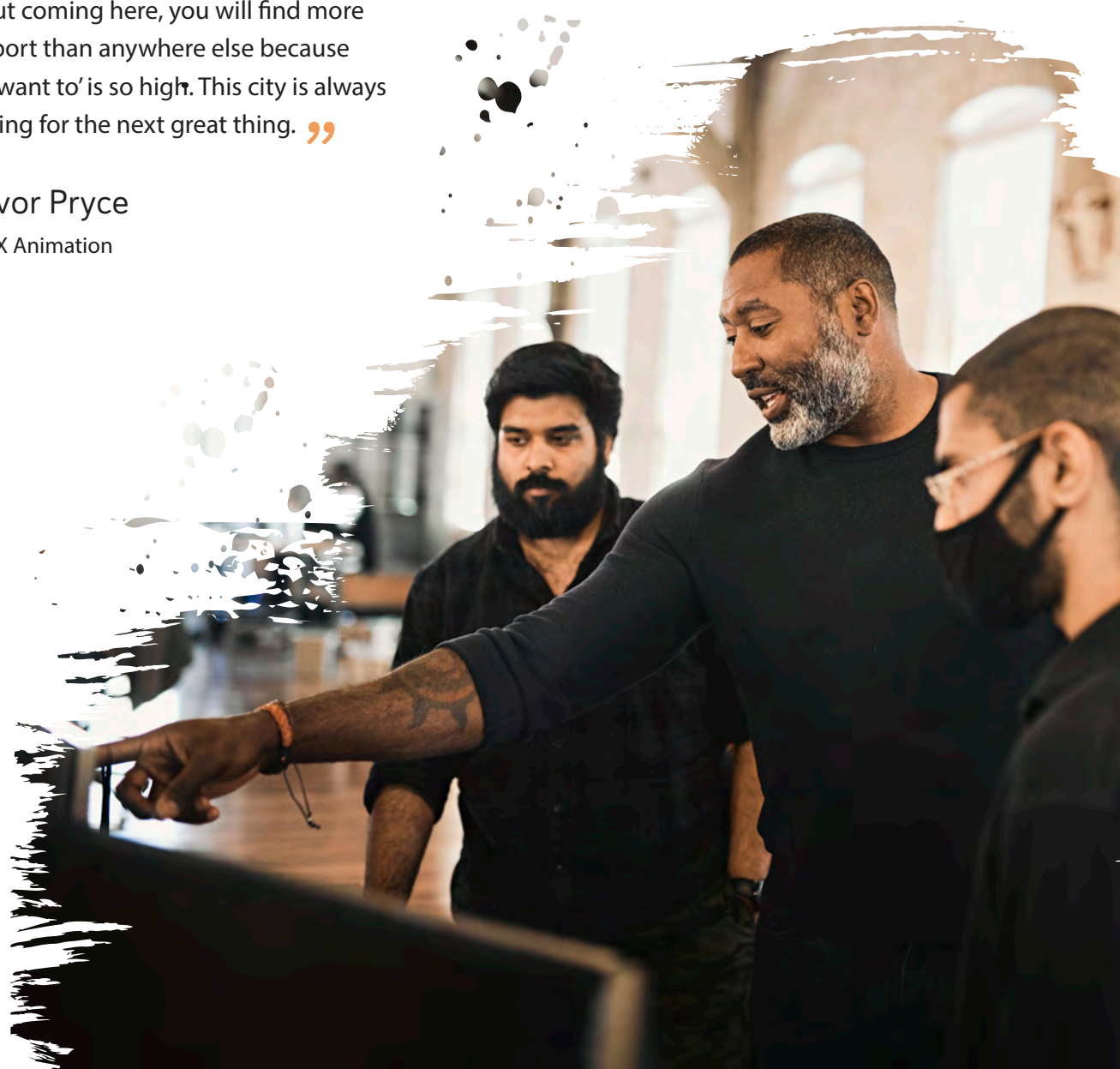
Baltimore's population is becoming more educated, with more people earning higher incomes.

According to most recent (2019) Census estimates, the number of residents with a bachelor's degree or higher increased by 40,000 (38%) between 2010 and 2019. And Baltimore added thousands of households earning more than \$75,000, while the number of households making less than \$75,000 dropped. The sharpest decline occurred among very low-income households earning less than \$25,000 per year. (Appendix 1 has more detail about the Baltimore City labor force.)

“ I think the big attraction in Baltimore is that it's a field of dreams. If you're thinking about coming here, you will find more support than anywhere else because the 'want to' is so high. This city is always looking for the next great thing. ”

Trevor Pryce

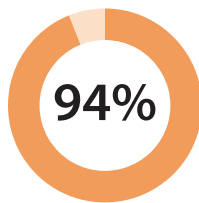
OVFX Animation



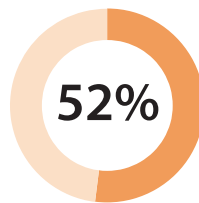
Job growth has been largely dependent on large companies and institutions

Of Baltimore's 12,500 business establishments, 94% (11,700) are small firms with fewer than 50 employees; and 6,550 (52%) of these businesses have fewer than five employees. This does not count the 39,600 sole proprietors – businesses with no employees – that call Baltimore home. While small businesses dominate in number, they are not growing at a pace sufficient to drive growth. From 2010 until the first quarter of 2020, when COVID-19 hit the economy, 97% of net new jobs were created by employers with more than 500 employees, a clear indicator that we are not tapping fully into the city's entrepreneurial spirit and creating jobs.

BALTIMORE'S 12,500 BUSINESS ESTABLISHMENT



94% are small firm with fewer than 50 employees



52% of these businesses have fewer than five employees



“

I REALLY HOPE BALTIMORE'S ECONOMY GROWS AND I THINK SMALL BUSINESSES ARE KEY FOR THAT GROWTH. I THINK THE FUTURE OF BALTIMORE'S ECONOMY IS BRIGHT.

”

TONI DRAPER
THE AFRO

Many of Baltimore's neighborhoods are seeing major investment and nearly all are seeing increased [real estate values](#)

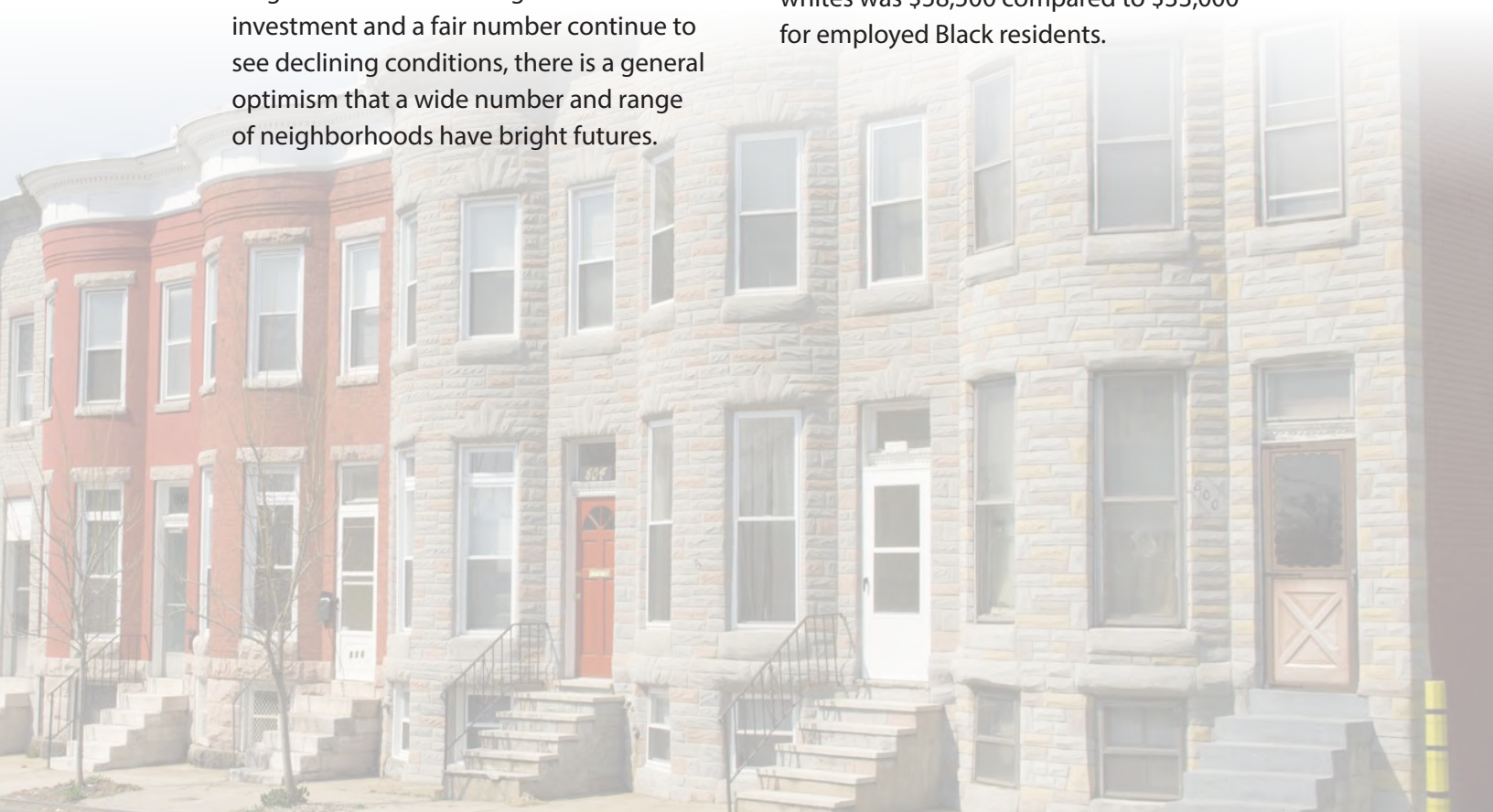
Major developments are underway with billions of dollars of investment on the horizon. Along the waterfront, Port Covington, Harbor Point, and Canton/Brewers Hill projects will create new premium Class A office space, luxury, and workforce housing, and retail destinations. Investments in neighborhoods are being made across the city, such as the Yard 56 mixed-use development in Greektown, the redevelopment of the Northwoods Commons adjacent to Morgan State University, and the newly rebuilt Lexington Market downtown. In addition, close to \$3 billion is being invested in 28 new or substantially renovated schools throughout Baltimore City. While not all neighborhoods are seeing the same level of investment and a fair number continue to see declining conditions, there is a general optimism that a wide number and range of neighborhoods have bright futures.

Baltimore is still seeing population loss.

Baltimore is the only major East Coast city that has continued to lose population in the 21st Century. Considering the sharpest population decline is occurring among low-to-moderate income households, it's evident that many of these families are leaving Baltimore City in search of opportunity elsewhere. Some population loss has been mitigated by immigrants, which comprise 10 percent of the population.

Racial disparities are wide.

A long history of racial discrimination has led to Black residents trailing white Baltimoreans in several key measures, including income and job growth. In 2019, the median personal income for employed whites was \$58,500 compared to \$33,000 for employed Black residents.



» An Analysis of Strengths, Weaknesses, Opportunities, and Threats



STRENGTHS INCLUDE:

- » A **central location** in the region, with proximity to other major cities.
- » Affordability: the **lowest cost of living** of any major East coast city.
- » **A thriving port.**
- » **International airport** located 15 minutes from downtown.
- » A station on the Amtrak Northeast Corridor.
- » Efficient regional rail connection to Washington D.C..
- » A **well-educated** regional workforce.
- » A range of anchor institutions, including **world-renowned health-research institutions.**
- » A high **quality of life** with a range of amenities.
- » **Strong arts, culture, culinary, and creative sectors.**
- » **Waterfront** recreation, park infrastructure, and sustainability initiatives.
- » A rich history and **historic** architecture.
- » Growing immigrant population with **high entrepreneurship rate.**



WEAKNESSES INCLUDE:

- » **Lack of community trust in police.**
- » **Racial disparities** in key measures such as income, education, health and wealth.
- » **High taxes and fees** jeopardizing residential growth and affordable housing, and thwarting small business growth.
- » **Inadequate resources for public education.**
- » **Declining population.**
- » **High poverty rate** — double the state average.
- » **Aging infrastructure** in need of upgrades and maintenance.
- » **Lack of balance** in portrayal of national and regional profile.
- » **Lack of alternative forms of business capital.**
- » **Inadequate regional public transit system** that fails workers and employers.



OPPORTUNITIES INCLUDE:

- » **Access to passionate BIPOC business leaders** to partner in implementing the Baltimore Together plan.
- » **Market large “shovel-ready” developments to accommodate growth** — including two bioparks (University of Maryland, Baltimore, and Johns Hopkins), Port Covington, Harbor Point, and Pimlico Race Course. Market neighborhood projects such as Northwood Commons, Main Street districts, and the Black Arts and Entertainment District.
- » Continue to attract residents with **education and higher incomes**.
- » Capitalize on research institutions to commercialize **technology and create new companies**.
- » Improve current residents’ educational attainment to allow them to **fill jobs** in thriving regional industry sectors and accumulate wealth.
- » Support and nurture the strong **entrepreneurial environment**.
- » Leverage anchor institutions’ purchasing power to support new and existing businesses.
- » Capitalize on regional employment opportunities for Baltimore city residents by **improving access via public transit** and employability with tech-enabled training.
- » Promote a range of affordable real estate options (housing and commercial).
- » Capitalize on reuse and **revitalization of historic buildings, neighborhoods, and districts**.
- » Support efforts to **expand immigrant entrepreneurship**.
- » **Access to American Rescue Plan Act** \$640 million allocation for economic recovery efforts.



THREATS INCLUDE:

- » **High crime rate.**
- » **Widening gap** between white and Black residents in household income, wealth, business ownership, education, and home ownership.
- » **High taxes and fees** that hurt Baltimore City's competitive advantage.
- » **Lack of urgency** in improving responsiveness and transparency in local government bureaucracy.
- » **'Brain drain'** due to weak connection between regional employers and local talent.
- » High number of **vacant and abandoned buildings.**
- » Large number of **property-tax-exempt properties**, which significantly decreases the city's assessable base.
- » **Reduction in regional visitors and decline of business travel.**
- » **Lack of broadband service and digital equity** compounding gaps in educational attainment and financial security.
- » **Population decline in Baltimore City's Black middle-class neighborhoods.**
- » **Decline in hospitality and tourism workforce.**
- » Failing to implement sustainability actions to address **climate change.**
- » **Infrastructure failure** including inadequate maintenance of public facilities and lack of investment in tourism and hospitality infrastructure.





2

Imagining a Stronger Baltimore

The Baltimore Together process provided the opportunity to imagine a stronger Baltimore economy in the future, an economy forged in equity that takes advantage of the city's many assets. This process led to the identification of seven key economic development goals.

WE

GOALS



1

Baltimore will have a **truly equitable economy**, closing racial gaps in income, employment, business ownership, and access to capital to make sure BIPOC and underserved Baltimoreans have greater opportunities to succeed in the workplace and as entrepreneurs. As of 2018, 68 percent of private sector jobs in Baltimore City were filled by people who live outside Baltimore City and 32 percent were filled by city residents. These efforts will build a stronger economy benefiting everyone.



2

Baltimore will build on its strengths to become a **world-class leader in key industries**. Baltimore could become the cancer diagnostic capital of the world, a global leader in social enterprise, and an international center for global supply chain solutions to capitalize on the city's major logistics assets.



3

Baltimore will have an **innovation ecosystem** that fuels a strong small business sector by expanding access to technical support and capital, with a special emphasis on businesses owned by Baltimore City residents, BIPOC entrepreneurs, other people of color, immigrants, women and LGBTQ individuals. Baltimore will support promising emerging businesses by ensuring they have access to government programs, financial resources, and mentors. In addition to the traditional economic sectors, Baltimore will provide ample support for creatives, especially artists of color.



4

Baltimore will have a **stronger workforce system**, funding training and models such as apprenticeships to give workers the opportunity to attain jobs and careers paying a family-supporting wage while supporting the needs of growing entrepreneurs and established employers. Increase visibility of private sector job opportunities to Baltimore City residents and university students.

BALTIMORE



5

Baltimore will have a **growing population**. The facts are clear: new households add to the city's economy and tax base, making the economy stronger and Baltimore City government financially more capable of providing services needed. Population growth also leads to a more-equitable distribution of resources.³



6

Baltimore will be a leader in **equitable neighborhood development** by reinvesting in communities in an inclusive manner, retaining existing residents while attracting new ones, and ensuring housing affordability for all income levels and supporting neighborhood-based businesses/commercial corridors outside of the downtown core.



7

Baltimore will **recover stronger from COVID-19** by investing in negatively impacted industries like the tourism and hospitality sector through renovations to the Baltimore arena, modernizing the Convention Center, redeveloping the Pimlico racecourse, and re-envisioning the Inner

To achieve these critical goals, Baltimore must develop a friendlier and more-affordable business climate, making it easier for businesses of every kind and size to thrive; and a new collaboration for equitable growth is needed, undoing the habit of key players working on economic and workforce development in isolation. A new commitment will unite economic, community, and workforce development organizations, partners, and stakeholders to discuss, collaborate, and coordinate implementation of the vision, strategies, and progress of the Baltimore Together initiative. A hallmark of this will be transparency, ensuring the public and all stakeholders can monitor progress and hold each other accountable.

³ The Power of Residential Growth: How Increasing Baltimore's Population Strengthens Local Neighborhoods and Boosts the City Economy. Econsult Solutions Inc. August 3, 2020. Available at https://uploads-ssl.webflow.com/5f92ed2a2dd88bd857123a15/6011bc2b1ad43c017f5c5c06_BDC-Residential-Growth-Impact-Report-FINAL-8.3.20.pdf.

Overarching Goals, Objectives, and Metrics

GOAL	OBJECTIVE	METRICS
1 Build an equitable economy.	Eliminate economic racial disparities.	» Black income and employment vs. white income and employment
2 Be world-class leaders in key industry sectors.	Lead in life sciences, logistics, digital services and creative industries.	» Employment within each specific sector.
3 Build a thriving innovation and small business ecosystem.	Increase job growth and investment in small businesses.	» Total number and revenue of BIPOC-owned businesses compared to white-owned businesses. » Dollar amount of venture capital invested in city businesses.
4 Build a stronger workforce system.	Ensure residents have career opportunities at a living wage.	» Employment rate in communities of color.
5 Grow the city's population.	Create a more equitable tax base.	» Number of residents & households.
6 Support equitable neighborhood development.	Increase investment in formerly redlined communities.	» Dollar amount of public and private investment.
7 Recover stronger from COVID-19.	Rebuild and grow negatively impacted sectors.	» Tourism metrics » Other impacted industry metrics



A Commitment to Racial Equity

Baltimore's economic history is tied tightly to persistent racist and segregationist policies and practices that directed the city's trajectory and contributed to its decline in recent decades. For much of its history, Baltimore was legally segregated by race. In the 20th Century, explicit zoning laws followed by "redlining" policies intentionally divided Baltimore into Black and White. (See map titled Redlining of Baltimore, Residential Security Map 1935.) These exclusions hurt Black Baltimoreans as well as other racial and religious minorities who were shut out of home ownership and other opportunities. Investment flowed into white areas, while Black communities were left behind. Opportunities for economic advancement were also shaped by race.

Black Baltimoreans were far less likely to be able to buy a home in thriving communities, obtain a fair, affordable mortgage, or send their children to high-quality schools. Black businesses also faced roadblocks, shut out from access to capital and prohibited from joining Baltimore's business elite and taking advantage of those network connections.

This intentional history of race-based exclusion has been a key driver of the challenges facing Baltimore, and today, we see stubborn disparities between White and Black Baltimore in key measures, such as household income, wealth, business ownership, education, and home ownership. Baltimore is still largely segregated by race, evidence of the lingering effects of past law and practice.

Research⁴ by The Brookings Institution and others indicate that cities with fewer economic disparities and greater opportunities to participate in the mainstream economy are more resilient, dynamic, and vibrant than cities that have wide economic gaps. Raj Chetty⁵ and others have demonstrated a stark difference in opportunities between White and Black residents for intergenerational economic mobility.

This Baltimore Together plan recognizes the critical need to confront this legacy of systemic racism and join other institutions, nonprofits, businesses, and individuals in

this work. Baltimore cannot truly thrive unless it creates genuine opportunity to succeed in the workplace, start successful businesses, and contribute to an economy that works for all.

In 2020, we witnessed a strong and inspiring demonstration of support for racial justice throughout much of the country, echoes of similar protests in Baltimore that began five years earlier. This local and national momentum will help bolster efforts to address long standing racial inequities in Baltimore. Committing to this goal, though it may be difficult, will help move Baltimore forward to create an inclusive economy for all.

4 Brookings Institution, Metropolitan Policy Program. "Remaking economic development: the markets and civics of continuous growth and prosperity." February 2016 <https://www.brookings.edu/research/remaking-economic-development-the-markets-and-civics-of-continuous-growth-and-prosperity/>

5 <https://www.theatlantic.com/magazine/archive/2019/08/raj-chettys-american-dream/5928>



3

Baltimore Together Strategies

Four key strategies emerged during the Baltimore Together process to guide the city's economic development work over the next five years.

Four key strategies:

1

Work Together

Break down barriers, foster collaboration, and increase efficiency.

2

Invest in People and Places

Create opportunities for residents through strategic investments.

3

Build from Strength

Leverage Baltimore's assets to strengthen the city's economic future.

4

Compete to Succeed

Work with partners to address competitive imbalance and address major challenges.

These broad strategies are intended to work in concert with each other to achieve the goals outlined previously. Each strategy will help move the city forward in a range of ways, often with more than one goal targeted.

The next sections describe each strategy. Implementing these strategies and making them effective will require the work of multiple partners in the public and private sectors. A Baltimore Together Implementation Matrix is included as Appendix 7, identifying key partners who will play important roles in making this strategic plan a reality.

1 Work Together

Baltimore is home to many important civic leaders, business groups, major nonprofit institutions, foundations, and engaged individuals. But far too often, these entities and individuals work separately, without strong coordination with others. A key goal is to foster new and more effective collaboration and cooperation among public and private partners to look for opportunities to incent consolidation and develop a new culture of working together to fix key economic systems. Within this broad strategy, several priorities emerged. The Baltimore Together Implementation Matrix (Appendix 7) will be key to identifying stakeholders to work on components of the strategy.

Align Efforts Around the Baltimore Together Plan

Baltimore's stakeholders must improve the alignment among the business community, philanthropy, nonprofits, neighborhoods, and government to support public and private initiatives that are directly related to implementing the Baltimore Together initiative. Vast resources are being used to catalyze Baltimore's growth, but the delivery system is fragmented and inefficient. Time and resources are being wasted.

The essence of Baltimore Together is to forge collaboration and partnerships that will drive efficiency and generate equitable outcomes. It will take intentionality and persistence to ensure progress and accountability. An important activity will be the regular convening of the various economic, workforce, and business development organizations.

BDC will continue to anchor the work of Baltimore Together and build out its online platform to inform the public, track progress, and communicate success.

Equally as important to convening the organizations involved in economic and workforce development is ensuring that grassroots organizations, foundations, entrepreneurs, small business owners, and nonprofits have a seat at the table as ideas, strategies, and resource allocations are being discussed. A list of these organizations is provided in Appendix 6. Small business assistance collaboration will be provided by organizations in Appendix 8.

BDC will convene stakeholders from the public and private sectors and community grassroots level at least annually to update, discuss, and ensure progress implementing Baltimore Together's action items. It is

anticipated that elected leaders, including the mayor, will attend these convenings to help ensure the public commitment remains strong and on target. The convenings would consist of keynote speakers, plenary sessions, panel discussions, and breakout sessions to work on various aspects of Baltimore Together. Access would be broadly available to members of the Baltimore community who wish to attend and participate.

For Baltimore Together to have the most impact in fostering equitable economic growth, a regional approach is necessary. BDC and local economic development stakeholders need to approach economic development regionally while ensuring benefits for Baltimore City residents and businesses. Fortunately, several regionally focused organizations exist and have supported the development of Baltimore Together. EAGB, BMC, and GBC can play

important roles in expanding the reach of Baltimore Together beyond the city. Baltimore Together can also foster direct collaboration amongst jurisdictions. To that end, Baltimore County and Baltimore City are exploring partnering across jurisdictions by considering the creation of a regional economic development district with the U.S. Economic Development Administration.

Create a System of Shared Data and Metrics

Baltimore City lacks important data about key industries that are vital to the local economy, making it difficult to plan effectively, allocate resources, and track progress. In addition to aggregate data, more detailed data would be helpful to ensure strategies are focused on the most acute issues. This data could include detailing how community reinvestments are deployed, with detail on the demographics of communities served. A key need is a

“**BALTIMORE HAS BEEN VERY WELCOMING TO US. WE APPRECIATE IT VERY MUCH AND WE INTEND TO STAY AND CONTINUE GROWING. WE’VE GOT TO CONTINUE WORKING TOGETHER AND INVITING PEOPLE HERE TO SEE WHAT SOME PEOPLE DON’T KNOW ABOUT BALTIMORE CITY, BECAUSE THERE IS SO MUCH MORE TO IT THAN THE TOURIST ATTRACTIONS. WE HAVE FANTASTIC, LITTLE COMMUNITIES THROUGHOUT THE CITY.**”

ELDA DEVARIE
EMD SALES INC.



Baltimore City and regional database of key indicators on inclusive economic growth that all groups — public, private, nonprofit, foundations — can measure individual programs and efforts against. The Baltimore Together website will be utilized to track specific metrics and collective performance.

Align, Coordinate, and Bring More Financial Capital into the Small Business Ecosystem

A startling fact is that for the period 2010-2017, virtually all new job growth in Baltimore occurred in businesses and institutions with 500 or more employees. According to the U.S. Small Business Administration, small companies account for 64 percent of new jobs created in the United States. Comparing Baltimore to this national benchmark, it's clear that Baltimore's small business development systems need improved coordination, increased accountability, and a more thoughtful allocation of resources. There are two main components to achieving a stronger small business ecosystem: more coordinated and accessible technical assistance and more patient capital and resources (accountants, lawyers, tax preparers, etc.) available to disadvantaged businesses, with an eye on more innovative ways of meeting our challenges.

Expand Technical Assistance

A recent effort to better align the small business ecosystem in response to COVID-19 has shown promising results and could be a model to build on moving forward. Under this effort, BDC and the Mayor's Office of Minority and Women-Owned Business entered into a partnership with the Baltimore Small Business Support Fund and a coalition of nine foundations, led by the

“It would be amazing if the final solution was BDC, Baltimore government and all the other quasi-government institutions working together to remove barriers to make development possible.”

– **Bree Jones**, Parity Homes

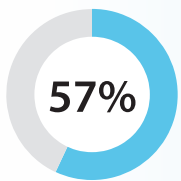
Annie E. Casey Foundation, to coordinate the delivery of technical assistance primarily to BIPOC-owned businesses and businesses owned by African-American women, Latina women, and women in underserved parts of Baltimore City seeking access to capital, financial, and business assistance. This public-private initiative consists of a network of 19 organizations, including community-based organizations with strong ties to underserved neighborhoods and Black- and immigrant-owned businesses, that perform outreach and refer businesses into the network.

The network has served over 2,000 businesses, including many city businesses that have struggled to access COVID-19 resources and assistance, due to issues ranging from required documentation, language, distrust, immigration status, and digital access.

A key to sustaining a strong and equitable small business ecosystem in Baltimore is to provide more support for BIPOC-owned businesses, which are more likely to hire employees of color. These entrepreneurs give back to their communities through donations of time, money, and services and often play key leadership and mentorship roles that invite other workers of color into the world of self-employment and

business ownership. However, BIPOC-owned businesses often lack full access to financial products and services, access to capital, business networks, mentors, sponsorships, and other vital support. While over half of Baltimore City's privately held businesses are BIPOC-owned, these businesses account for only 12 percent of Baltimore City's total business revenue.

During the pandemic, a significant number of businesses required language assistance from BDC. This need underscores both the vitality of immigrant-owned businesses and the importance of these businesses to the local economy. According to the New American Economy, in 2017, there were 23,885 immigrant entrepreneurs in Baltimore, a more than 18 percent increase from 2016.



Immigrants are also 57 percent more likely to be entrepreneurs when compared to U.S.-born residents.

It is important to recognize that immigrant businesses need specialized technical assistance from translation services to a general understanding of U.S. banking practices and tax code. Moving forward, all small business resources should be translated into languages as needed, and translation should be included in technical assistance to business owners.

More work is needed to invest in BIPOC entrepreneurial opportunities as demonstrated by Innovation Works, Baltimore Creatives Acceleration Network, The Startup Nest, the Baltimore Small Business Resource Center, and Conscious

Venture Labs – incubator programs led by people of color. Some of these organizations have youth entrepreneur mentoring underway. Other efforts include Morgan State's Baltimore Means Business, SBRC (Small Business Resource Center), the 0-100 Accelerator, Goldman Sachs 10,000 Small Business Program, and Inner City Capital Connections (ICCC). Neighborhood access to entrepreneurial resources are available at branch libraries of the Enoch Pratt Library which is expanding its services to connect to this network of support organizations. Promising new initiatives are also underway, including UpSurge Baltimore, a privately funded effort focused on supporting and attracting startups, particularly those that promote diversity through their values, teams, or technologies. UpSurge is bringing Techstars, an international startup accelerator, to Baltimore in 2021 to focus on a newly dubbed "equitech" sector.

Access to Capital

Baltimore must develop an initiative to support risk embracing lending to BIPOC-owned small businesses that have low credit scores and/or other barriers to traditional lending. Government funds could be used as a guarantee or loan loss reserve that could leverage capital from the private sector resulting in a larger small-business loan fund. In this arrangement, Baltimore City and the State of Maryland would use funds to serve as a guarantor for working capital loans by backstopping private lending described as a loan loss reserve. A loan loss reserve fund is a form of credit enhancement or type of insurance. If a borrower defaults on a loan, the lender may access funds from the reserve to mitigate losses. Blueprint Local Investments

and [Nowak Metro Finance Lab](#) at Drexel University were recently awarded an EDA grant to examine novel and emerging approaches to capital access for small businesses. *The Innovative Financing Models for Coronavirus Recovery Project* will provide technical assistance to six economic development organizations in the U.S. working to implement pilot programs that use innovative models of business financing. BDC is one of the six pilot organizations.

The Maryland Department of Housing and Community Development (State DHCD) is providing a loss reserve to the loan fund of Baltimore Business Lending, the

small business lending arm of Baltimore Community Lending, but much greater scale could be achieved by bringing in additional City and state funds to a loss reserve and bringing together several CDFIs to administer a larger fund. This loan loss reserve should be created with new public funds and not replace direct lending programs by Baltimore City and State of Maryland, which are well-utilized and much needed.

BDC is in the process of exploring the development of a loan loss reserve or utilizing DHCD's program that could be capitalized by local banks and foundations and managed by local CDFIs and other

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I started working on their [Maryland Technology Development Corporation] seed investment team and learned how to invest in startups. I was on the team to help lead the initiative to create what is now known as the builder funnel, a pre-seed fund specifically for underrepresented founders.

I noticed there were founders we weren't investing in that I truly believed deserved funding, that's when the idea of RareBreed started.

”

McKeever E. Conwell

RareBreed Ventures



“We want to reach early-stage and small businesses who care about Baltimore and represent its diversity. Our diverse skills and perspectives are a strength. We need to show local residents and businesses that they are seen, understood, and matter.”

– **Michelle Geiss**, Impact Hub

nonprofits. In addition to the loan loss reserve program, BDC is working with R3 Score, a Baltimore-based Black-owned technology company, to pilot alternative underwriting processes that do not solely rely on the use of a credit score to determine creditworthiness. These are but two steps to try to improve the alignment and effectiveness of the city’s CDFIs.

Finally, there is a need to explore other, non-debt forms of capital for early stage businesses and others adverse to taking on debt burdens. The experience with pandemic recovery programs that provided grants, recoverable loans, and other forms

of non-debt stabilization and growth capital demonstrated the effectiveness of these types of products.

Workforce delivery

Baltimore is fortunate to have many strong organizations that connect job seekers and employers. While each organization is well-intentioned, the number of players has led to a fragmented system that sometimes leaves job seekers unable to access the services and training they need and employers are unable to identify the best organizations to help them reach talented job candidates. For Baltimore to become the vibrant city that we all want it to be, we must build a networked system that provides real opportunities and supports. This requires partners to work together differently so that residents can obtain the full array of services they need from across the network (not from just one provider) and directly find employment, and employers can attract their future workforce from a larger pool more likely to yield the best fit.

The Baltimore Workforce Development Board (BWDB), supported by MOED, is poised to play the lead role in coordinating the workforce system. BWDB is led by business representatives working with labor groups, training organizations, education institutions,



MOED and its network have identified **four key pillars** for achieving that vision:

- » **Support residents to ensure that they receive the resources and skills training they need and want to advance and prosper.** This includes creating inclusive access points so that residents receive the best service for them and investing in occupational training and networked supports such as Grads2Careers that can yield strong outcomes for both residents and employers.
- » **Engage local employers so that they are in an even better position to hire, retain, and promote Baltimore residents.** This includes developing a networked approach to employer engagement so that they have easy access to qualified residents, establishing industry sector partnerships -- such as those created for the hospitality and energy sectors -- to address the long-term needs of similarly-situated companies, and facilitating the creation of more apprenticeships that allow workers to earn, learn, and build skills that make them qualified for higher-level positions within the industry.
- » **Bring systems together, with the two most critical needs being an even stronger integration between the school system and the workforce system** – building off initiatives such as YouthWorks and Grads2Careers – and improved alignment between workforce and economic development systems so that residents have access to good jobs and career pathways that, in turn, help businesses grow. Cities such as Atlanta have combined the workforce development function with its economic development agency to ensure better coordination. While consolidation may not be the right path in Baltimore, BDC and MOED need to take every step necessary to align their efforts.
- » **Stay data-informed so that workforce development practitioners and stakeholders have accurate and timely information to assess progress** and identify gaps in services so that they can adjust program design and resource allocations as needed. This includes using common performance metrics (with data disaggregated when possible by race, ethnicity, language, gender, age, and zip code to identify potentially inequitable outcomes) and developing a Workforce Integrated Data System to use data to help determine where gaps persist and inform future resource allocation decisions. This move to a more data-driven system will require support and capacity building for service providers to ensure effective and inclusive data collection and analysis.

and philanthropy. It is also responsible for management and oversight of federal, state, and Baltimore City funds allocated for workforce development.

BWDB and MOED developed Vision 2020 to increase alignment within the workforce system so that support services and training programs are consistent with both residents' needs and employer expectations. To be most successful, Vision 2020 requires stakeholders to commit to a shared set of values including collaboration, data sharing, progress reporting based on clear metrics, career pathways that yield family-supporting wages, and systemic reforms to undo decades of racism.

Finally, Baltimore must take advantage of the thousands of talented people graduating each year from the area's many colleges and universities. BDC and its partners can do more to help employers learn about and connect with those graduates. The Baltimore Collegetown Network brings 12 area colleges and universities -- including 120,000 students and \$17 billion in economic activity -- into a consortium that benefits each institution, its students, and the region as a whole. Collegetown Network works to attract, engage, and retain students and recently aggregated and published local higher education data which details the immense human capital being produced in the Baltimore region.



“ We wanted to prove that we could find and source local Baltimoreans who have incredible potential and aptitude and be able to rapidly retrain them and upskill them into software engineers.

A key part of what we're looking at behind the scenes is how do we continually discover talent that didn't get these opportunities, that are locked out of the current job market.

”

Jake Hsu
Catalyte

2 Invest in People and Places

Every Baltimore resident and business owner should have the opportunity to succeed, but many have been left out of the mainstream economy. A wide-ranging effort is needed to reverse this by creating new opportunities for economic advancement and wealth building in BIPOC communities. Every person should have access to resources to elevate their economic situation — from education and career training to capital and technical assistance.

Human Capital investment

Private Sector

Baltimore can be on the forefront of innovative people-focused strategies. A Baltimore company, Catalyte, is using an innovative approach to identify talented tech workers. Using artificial intelligence, Catalyte allows individuals to start new careers in tech regardless of their formal education or skill level. The company can test for aptitude through its objective algorithmic test, matching individuals with careers best to their abilities, overcoming traditional barriers such as educational attainment, age, or race.

Baltimore Tracks is a coalition of Baltimore-based technology company leaders committed to increasing opportunities for people of color in that sector. These leaders are committed to turning Baltimore into a hub for diverse and talented tech professionals, prioritizing applicants from

underrepresented demographic groups. As of March 2021, 21 companies had joined Baltimore Tracks as principal members.

New support for people before and after they leave incarceration would help reduce recidivism, prepare them for jobs, and help to meet labor needs. *R3 Score* has a financial analysis tool created to “derisk” and demonstrate the strengths and capabilities of people with criminal records, providing an accurate assessment of actual readiness and reputation without the bias that is inherent in traditional “scores” used by employers.

Junior Achievement’s efforts to promote entrepreneurship to students at all grade levels are also important in creating mindsets and skills among students to succeed in business and life. Programs like these can make an essential difference in the lives of Baltimore’s children.

Public Sector

In partnership with local employers, MOED is developing avenues to increase employment and retention of Baltimore City resident workers: easier access to qualified candidates, expand industry sector partnerships in growth sectors, facilitate apprenticeships, and collaborate with employers on hiring and retention practices. MOED and its partners are also working to ensure occupational training and a support network better serve young adults and employers, so that students in Career and Technical Education programs have more opportunity to work in their chosen field and high school seniors not going to college receive occupational training and industry placement immediately after graduation.

Industry sector partnership strategies must be aligned with regional workforce training programs and support services. This includes [workforce training](#), [hiring incentives](#), and [workforce education](#). BDC and the economic development staff at the Maryland Department of Commerce collaborate to provide access to these resources for Baltimore City businesses.

Nonprofit Sector

Expanded collaboration with the **Baltimore Collegetown Network** to link our educated workforce with employment opportunities is an important need. One instance is [Industry Days](#), which give students the chance to connect with industry leaders and like-minded students, explore job opportunities, and learn from professionals who have launched their careers in the region.

Regionally, the GBC convenes an Education and Workforce Committee to identify,

support, and promote programs, policies, and new training and educational initiatives, including Science, Technology, Engineering, Arts, and Math (STEAM) and vocational programs, to meet the needs of the Baltimore region's diverse industries.

Enoch Pratt Free Library is embedded in neighborhoods across Baltimore City, and their branch libraries are available to provide assistance with job searches and resume writing and online access. Enoch Pratt views itself as a resource to community members and employers by creating training pathways for residents to meet employers needs.

Investment in Places

Along with people-focused approaches, Baltimore needs to focus strategically on specific communities. Many communities of color have experienced great trauma from exclusionary policies and harmful practices that destroyed neighborhoods, and many Baltimore neighborhoods have not seen significant investment in decades. But the reality is that there are not enough resources or market-driven demand to turn around every distressed neighborhood in Baltimore in the short term.

However, we cannot continue to allow disinvested communities to decline. Public and private resources should be used strategically to follow market-driven trends to invest in specific neighborhoods that are poised for positive change. New investments are needed in communities of color that have strong local leaders, assets to help generate growth, and a thoughtful revitalization strategy that aligns with the communities' needs and interests to ensure residents are not displaced.

Increase the Amount and Equity of Local Investment

Bruce Katz, an urban policy expert, argues that local pension and endowment funds should be invested locally rather than exported to Silicon Valley- and Cambridge-focused venture capital funds. There is great need for additional local investment funds that can organize local family wealth offices, foundations, pensions, and endowments to ensure that funds are available to invest in Baltimore communities.

With global investment firms located in Baltimore like T. Rowe Price and Brown

Advisory, BDC will convene a study group to determine how to accomplish this goal. BDC will work with appropriate partners, which could include UpSurge or university partners, to document existing local funds invested in Baltimore compared to the amount of local capital invested elsewhere. The Neighborhood Impact Investment Fund (NIIF) can convene local CDFIs and financial institutions to identify strategies to attract impact investment, measure investment attracted, and determine a goal that the broader investment community should set for local investment over the next five years. A commitment by local social capital

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R3 SCORE IS BEING USED TO PROVIDE ACCESS TO JOBS AND SMALL BUSINESS LOANS. WE'RE EXCITED ABOUT 2021 AND 2022 BECAUSE THERE ARE PILOTS IN THE WORKS TO USE R3 SCORE FOR HOUSING AND SOME OTHER SECTORS.

”

**TERESA HODGE AND
LAURIN LEONARD
R3 SCORE**



investors who focus on building thriving neighborhood economies will be sought and tracked.

In addition to increasing investment from local firms and funds, Baltimore is positioned to attract investment from outside investors. Through its coordinated approach to Opportunity Zones under BDC's leadership, Baltimore has received national attention as a best practices community in attracting Opportunity Zone equity investors to real estate and business projects across the city. This is a good foundation of work to build

from for attracting national impact investors to Baltimore interested in both financial returns and social impact. In addition to BDC's efforts, other organizations like the new UpSurge initiative are focused on attracting outside investors to Baltimore. The Abell Foundation has been an early leader in impact investing and has helped to position Baltimore as a welcoming locale for these investors. BDC will work with these and other partners to develop mechanisms for tracking these investments coming into Baltimore and identifying investors to bring to Baltimore.

“

MY PROBLEM WAS THAT I COULDN'T GET ANYONE TO INVEST IN ME. NOBODY WOULD GIVE ME A DOLLAR. MEANWHILE, I HAD CLASSMATES WHOSE IDEAS WEREN'T GREAT, BUT THEY WERE WHITE MALES AND THEY CAME UP WITH INVESTMENTS. EVEN IF I ONLY SLIGHTLY MESSED UP THE WAY I PRESENTED AN IDEA, I DIDN'T GET ANY MONEY.

**ERNST VALERY
AEQUO FUND**

”



Strengthen the **Local Retail** Industry:

The local retail industry, which faces challenges from online commerce and was hard hit by the COVID-19 pandemic, needs additional support. An important step is to examine and strengthen existing programs and improve communication to inform and connect merchants associations and individual business owners with retail-oriented programs. A number of retail strategies should be further explored or expanded including:

- » **Design for Distancing** is a program launched by BDC during COVID-19 that paired designers with commercial districts to reconfigure the public right-of-way to support outdoor dining, queuing, sales, and social distancing. Installations have been successful in boosting the sales of small business and creating new urban spaces enjoyed by patrons. As a result, there are requests to create permanent parklets and outdoor dining areas in the public right-of-way. Downtown Partnership's Alley Revitalization program aims to create similar results.
- » The **Chicago Trend Corporation** acquired the Walbrook Junction Shopping Center in West Baltimore. TREND launched a successful crowdfunding campaign to allow Black entrepreneurs and community residents with as little as \$1,000 to co-own the asset. The concept is that community ownership will lead to better outcomes in maintaining and supporting the existing retail.
- » The Downtown Partnership's **BOOST program** provided up to \$50,000 in grant support to Black-owned small retail businesses to expand in downtown storefronts and accelerate the growth of businesses historically excluded from traditional lending programs.
- » The long-running Baltimore Main Streets program has eight active Main Street districts. Over the past decade, the program's budget has been significantly reduced. More funding is required to support local districts if the program is going to reach its full potential.
- » The creation of permanently affordable commercial space is a new idea being explored nationally. Many local establishments were forced to close during the pandemic because they could not pay rent. These closures have a larger impact on the surrounding neighborhood. The idea of creating permanent affordable rental space in key locations should be explored to build resiliency for small businesses during economic downturns.
- » The cost of tenant fits can be cost-prohibitive in older distressed properties. The **Central Baltimore Partnership** is considering the use of grants or flexible capital to subsidize the cost of retail tenant improvements in vacant storefront spaces.

Enhance the Neighborhood Focus of Development Efforts

Baltimore City Department of Housing and Community Development (DHCD) has designated certain areas of the city as initial impact investment areas – neighborhoods that offer near-term opportunities to achieve inclusive, economically sustainable growth supported by a comprehensive city strategy and major public investments. As these areas stabilize and grow, they will serve as strong community assets that will help fuel subsequent transformational development in adjacent communities. They are generally low-income areas with challenging market conditions but are poised for positive, inclusive transformation. The neighborhood clusters have a base of stable residents, rich history, strong community groups, committed for-profit and nonprofit partners, and the ability to engage in redevelopment efforts. In each, DHDC has had an opportunity to assemble a critical mass of vacant properties, including major sites for redevelopment. NIF will work with DHCD and other public resources to facilitate capital formation and support equitable development. A list of key communities primed for new investments includes areas designated by DHCD and other impact areas.

West Baltimore

The West Baltimore Gateway is a group of established community organizations -- Druid Heights Community Development, Penn North Community Association, Pennsylvania Avenue Main Street, and Upton Planning Committee, including the Black Arts and Entertainment District established

in 2019. The Gateway's area encompasses mass transit access (Metro) and vacant land along historic Pennsylvania Avenue. Recently, the state legislature created a North Avenue Development Authority to help organize and spur development from the Madison Park redevelopment in Reservoir Hill to development adjacent to Coppin State University, such as the Walbrook Lumber redevelopment.

East Baltimore

In a 280-acre area north of the East Baltimore Development Initiative (EBDI) and Johns Hopkins Medical Campus, Southern Baptist Church, and community groups are leading redevelopment efforts. A report and master plan were accepted by the Baltimore City Planning Commission in 2017. Many projects have been completed and new ones are underway such as efforts by ReBUILD Johnston Square, American Communities Trust, Broadway East and East North Avenue CDCs, American Communities Trust, and others. The City plays a key role by moving vacant properties through receivership and tax sale and undertaking blight remediation.

Perkins Somerset Oldtown

Located within minutes of downtown and the thriving waterfront, Perkins Somerset Oldtown is a community of over 5,939 residents in 2,122 households. The target public housing site— Perkins Homes—is currently home to 587 families in 629 units. Built in 1942, Perkins Homes has long outlived its useful life, and complete demolition is now necessary. The long-term vision is to transform Perkins Homes and the

surrounding community into a “community of choice” that is inviting, promotes resident pride and unity among neighbors, and is integrated into the surrounding area—a new model for a 21st Century urban neighborhood. New affordable senior housing has been built at Somerset and demolition and site work is underway at Perkins to make way for a mix of housing types, public space, and a new elementary school.

Parks Heights and Pimlico

The redevelopment of Pimlico Race Course—home to the renowned Preakness Stakes—has an approved funding stream and will help generate new economic activity in the surrounding communities. In an area around the track anchored by the Lifebridge Sinai Medical Campus, BDC will develop approximately 40 acres into a new mixed-use community to serve the needs of existing and new residents, businesses, and visitors. Park Heights is the site of ongoing community development activities, including public safety initiatives, social services, and real estate development supported by Park Heights Renaissance.

South Baltimore Gateway

A 2015 master plan laid out the vision for renewed development in 14 neighborhoods, taking advantage of existing assets, including an extensive waterfront along the Middle Branch of the Patapsco River. The Middle Branch will be Baltimore’s next great recreational and natural waterfront, with water and land-based attractions along 11+ miles of the

Patapsco River shoreline connecting to a network of parks and paths. A transformed waterfront will generate opportunities for investment while creating a new front yard for local neighborhoods. The 2015 master plan area is supported by Local Impact Aid generated by the Horseshoe Casino to fund the South Baltimore Gateway Partnership, which is spearheading many of the community development projects.

Southwest Baltimore

The Southwest Partnership is a coalition of seven neighborhood associations and six anchor institutions. Its focus area includes the neighborhoods of Barre Circle, Franklin Square, Hollins-Roundhouse, Mount Clare, Pigtown, Poppleton, and Union Square. The area is home to the University of Maryland Biotech Park, Hollins Market, and the nearby Grace Medical Campus.

Northeast Baltimore

A series of major investments throughout Northeast Baltimore have the opportunity to strengthen many diverse neighborhoods. The demolition and redevelopment of the Tivoly triangle into new housing by Baltimore DHCD, the renovation of Reach! Partnership School completed by the Maryland Stadium Authority, the future redevelopment of the sizable Lake Clifton High School site, the Department of Transportation’s 25th Street landscaping project, the Montebello Elementary/Middle School renovation project, and Morgan State University’s ongoing redevelopment of Northwood Commons are all major investments in a relatively underserved portion of the city.

Focus on Middle Neighborhoods:

Residents of Baltimore's "[middle neighborhoods](#)" make up the majority of Baltimore City's total population, with these neighborhoods having predominantly Black populations. Their household incomes are significantly lower than the regional median income of \$86,700. They also have more homeowners, and more homeowners age 65 or older, than other market typologies.

The Middle Neighborhoods Planning Group developed a citywide [middle neighborhoods](#) plan to map out a coherent system to support revitalization efforts for middle neighborhoods, including home owners and local businesses. These neighborhoods are neither strong nor distressed, yet

many are in danger of decline. This work is to further Baltimore DHCD's [middle neighborhoods strategy](#) to strengthen housing markets, improve residents' quality of life, support legacy homeowners, and create opportunities to minimize displacement.

Commercial and retail businesses serve important roles in middle neighborhoods—both to create jobs and to provide access to needed goods and services. Many, if not most, of these communities lack access to the types and quality of businesses that residents demand. Baltimore City should pursue strategies to boost commercial and retail offerings in and around middle neighborhoods to retain and add residents.



“ Urban Reads Bookstore and the work I do in the community are my way of helping other people to have another chance at making it right for themselves. I love having my business in Baltimore City because I know it has a direct impact on the community and I have partnerships with organizations here that help me make that impact. ”

·Tia Hamilton

Urban Reads Bookstore

Leverage the Parks System.

Baltimore's 4,000-plus acres of greenspace are a major asset for community development. The Baltimore Greenway Trails Coalition seeks to create a 35-mile Baltimore Greenway Trails Network (The Greenway) – a world-class network of urban trails that will link diverse neighborhoods, cultural amenities, and outdoor resources in Baltimore City. Utilizing existing city trails, one large multi-use loop will be created between the Jones Falls, Gwynns Falls, and Herring Run trail systems, requiring only 10 miles of new construction. By expanding and connecting existing trails, a completed 35-mile network will provide safe, healthy access to an off-street network that connects 75 neighborhoods. Neighborhoods within a half mile of the Greenway are composed of 58% African American Resident with a home ownership rate of 48%. This modern-day trail vision is inspired by the 1904 Olmsted Plan for Baltimore, which called for creating a network out of the city's vast amounts of public parkland. The blueprint is tapping into a century-old vision by the Olmsted Brothers, legendary landscape architects and urban planners who envisioned one large city park system bolstered by the three stream valleys, blending the natural and urban environments. The \$28-million project is currently in planning, design, and community engagement phases, with construction expected to begin in 2024. If all goes well, the Greenway could keep rippling outward—north into Baltimore County, south through Anne Arundel.

Commercial Corridors

In collaboration with the Brookings Institution, BDC will customize a map-based tool developed by Brookings called an "Economic Value Atlas." This tool will be used to increase transparency and understanding of Baltimore City's economy at the neighborhood level through an interactive display of variables and indicators linked to an inclusive, growing economy. This mapping tool groups variables that are related in one display rather than looking at many indicators in isolation. Variables analyzed include living wage employment, working age population growth, BIPOC representation, median income, commercial real estate values, and investment activity. This simpler, more useful tool will allow comparison between neighborhood commercial corridors and city and regional averages.



The next step is to examine and strengthen existing programs and improve communication between retail-oriented programs and merchants associations and individual business owners. In coordination with the mayor's staff, an evaluation of the Main Street and Retail Business District License (RBDL), LINC's, and other City retail programs will be conducted and recommendations implemented to address programs' funding capacity and coordination.

Key steps include:

- » Grow commercial neighborhoods to meet the needs of the community and attract visitors. Retain and expand businesses through direct assistance and the equitable distribution of resources.
- » Develop a citywide retail access strategy.
- » Extend commercial and retail tax credit program benefits.
- » Incentivize tenant improvements and increase the use of grant programs for them.
- » Encourage retail curb appeal improvements and creative placemaking.

Downtown Neighborhoods:

Downtown is not a single neighborhood but a collection of interdependent communities in close proximity that include offices, hotels, apartments, restaurants, and shops. Approximately 43,000 residents live within a one-mile radius of the intersection of Pratt and Light streets, and over 8,000 residents live in the Downtown Management Area, bounded roughly by Pratt, Franklin, President, and Paca streets. The city's fastest-growing residential census



tract in 2010 was the tract that includes the central business district (CBD). Fifty percent of the residents in this area are BIPOC, and the per capita income is roughly that of Baltimore as a whole. The Bromo Arts District has been successful in attracting artists and performers to the areas to both live and work. The residential market remains very strong in downtown post-COVID.

It is important to ensure that downtown residents and visitors have equitable access to city services, public spaces, and infrastructure. There is a need for improvements to major corridors with high trafficked sidewalks, crosswalks, major roads, transit stops, and public spaces. Blighted properties exist in downtown, especially on the west side, which detract from property values and invite crime. Efforts to address these issues must be embraced to ensure the continued residential growth in downtown.

More efforts to ensure downtown remains a strong economic engine are discussed under *Strengthen the Center: Downtown's Future*.

3 Build from Strength

Too often plans focus on deficits instead of strengths. This process has been a reminder that Baltimore has considerable economic strength and social assets to support an inclusive growth strategy. Universities here have robust patent and technology transfer activity, as well as a focus on start-ups and enterprise formation. Baltimore has a philanthropic community that stewards billions of dollars in assets with a focus on community issues across Maryland. Baltimore is home to world-class health care and educational institutions, and sectors of the economy such as logistics and medical devices are strong. Baltimore's location, port, and transportation system are attractive to business, and Baltimore City has many affordable communities. These assets create economic opportunities, and Baltimore Together stakeholders should identify and work toward audacious goals that build from strength.

These goals should include the following:

- » Baltimore will be a **social innovation hub**, by leveraging the desire of young people and entrepreneurs to solve civic and social challenges. Today, we see a range of nonprofit and for-profit entities that are advancing new approaches to social issues. Let's take advantage of that momentum, create synergy, and encourage growth among social impact companies.
- » Baltimore will be a **national leader in inclusive finance** driven by intentional support of existing Black-led financial institutions.
- » Baltimore will be a **world leader in early cancer diagnostics** by building on the city's world-class health care infrastructure.
- » Baltimore will serve as a **global hub for supply chain logistics solutions** by capitalizing on its strong logistics and transportation networks and entrepreneurial spirit. This sector has a higher number of jobs that pay a living wage and often do not require postsecondary education – a major need in Baltimore. The sector also is well served by training programs in local community colleges for potential workers in this sector.
- » Baltimore will be a **welcoming home for BIPOC and immigrant entrepreneurs** attracted to the city because of its diversity, culture, and success in scaling BIPOC-owned businesses.
- » Baltimore will emerge as a **thriving destination for innovative creatives** by

attracting investment and shaping a more vibrant narrative for Baltimore City.

- » **Downtown Baltimore will be a 24-hour thriving neighborhood** of professional businesses, residences, retail, nightlife, and arts and entertainment venues that provides something for everyone. Baltimore will be a go-to-destination for visitors desiring a unique and authentic experience for leisure or business travel.

Sector-based strategies

This section outlines opportunities for Baltimore to build on its strengths to support and expand six thriving industry sectors: life sciences, technology, hospitality and tourism, logistics, creative industries, and social innovation. In all sectors, strategies must be aligned with regional workforce training programs and support services, and a key focus should be supporting BIPOC-owned businesses in industry clusters.

Life Sciences

The number of bioscience research spinoffs from Johns Hopkins University and University of Maryland, Baltimore has increased dramatically over the past decade and should continue. However, getting new bioresearch and bio-manufacturing companies to locate within Baltimore City requires direct action.

Key steps include:

- » Develop additional wet lab space to house firms so they can choose to stay in Baltimore rather than locate elsewhere as their companies grow. BDC needs to work with industry stakeholders to implement a specific plan to lower leasing costs for lab users, and permit flexible leasing terms. This is an urgent need to capture the growing number of companies searching for labs in Baltimore.

- » Enhance and strengthen apprenticeship training programs for bio-manufacturing employees.
- » Explore creation of an accelerator program, like those in Massachusetts and Philadelphia, to bring capital, technical help, and mentorship to support businesses.
- » Work with Maryland Technology Council to strengthen a CEOs roundtable for regional biotech company owners to help each other grow, establish supply chains, and partner with Baltimore City and the region to develop a narrative that highlights the area's educated workforce and exciting research and product development opportunities.

Technology

The technology sector is a broad category of businesses engaged in the production of software, electronics, digital transformation, data, and information. This broad sector is categorized by high growth, significant competition, and fast-changing trends and is a major global economic driver. Baltimore has a significant opportunity for growth in the following tech areas: medical devices, digital health, digital services, cybertechnology, education technology, and advanced manufacturing.

For Baltimore to continue growth in key tech sectors more in-depth strategies must be developed, including:

- » Continue efforts to increase tech transfer from anchor institutions.
- » Increase venture capital investment in Baltimore startups.
- » Increase local late-stage investment.
- » Promote diversity in the tech industry for both workforce and founders.

- » Promote Baltimore's lower cost of talent acquisition.
- » Better connect local colleges and universities with local start-ups.
- » Connect city residents with careers in the technology sector and with training/educational programs to prepare residents for careers in technology.
- » Cluster businesses for higher growth potential.
- » Promote Baltimore as a great place for young professionals.
- » Develop a specific cybersecurity workforce development strategy.
- » Promote the development of basic lab space needed for advanced manufacturing.

- » Support the growth of digital health companies in Baltimore and the region by retaining and attracting business and investment in this emerging field.

Hospitality and Tourism

Pre-pandemic, approximately 27 million visitors travelled annually to Baltimore for business, conferences, and/or leisure, generating \$6 billion in economic activity. While many came from out of state, a large percentage of visitors were from the region and came for leisure, dining, outdoor activities, events, and entertainment. About 60% of visitors come for the day with 40% spending at least one night.

“ I couldn't unhear it. I couldn't unsee it. I felt a responsibility to do this work because if you have the ability to change even one life, then you need to do everything you can to do so. ”

Ellington West

Sonavi Labs

Ellington West, CEO of Sonavi Labs, is developing technology commercialized from the Johns Hopkins Whiting School of Engineering. The noise-canceling stethoscope device the firm created will reduce child deaths stemming from pneumonia. In the past two years, Sonavi Labs graduated from the Emerging Technology Center's Accelerate Baltimore program, raised a \$1 million seed round, won the Arab Health pitch competition, and secured FDA clearance for its Felix device.





The hospitality and tourism sector ranks among the top three sectors of Baltimore’s economy. In 2019, visitor spending on tourism and hospitality sustained over 86,000 direct and indirect jobs. 2019 was the best year on record for hotels while 2020 was the worst year on record. This dramatic reversal due to the pandemic has shaken the industry and jeopardized Baltimore’s local economy, and recovery is only beginning. Indications are that pent-up demand will result in a significant portion of the leisure travel sector rebounding quickly, but primarily from regional markets. Meeting planner data indicates that meetings, conventions, and business travel will take longer to return to pre-pandemic levels.

The hospitality and tourism sector will continue to be a major employer of people of color and immigrants for hourly positions as well as for long-term career opportunities in such fields as hotel management, sales, marketing, event planning, and more. Workforce development remains a critical strategy for attracting and retaining the next generation of new hospitality workers.

Key steps are also needed to ensure that Baltimore continues to draw the leisure and business visitors that sustain this critical industry. These include:

- » Reimagining Harborplace as the centerpiece of the Inner Harbor it once was and investing to improve the Inner Harbor area with projects like the new Rash Field park.
- » Completing the planned major renovation of the Baltimore Arena to continue to attract marquee events.
- » Supporting the new Lexington Market and five neighborhood public markets as cultural assets that serve both residents, visitors, and small businesses.
- » Promoting Baltimore’s Black cultural assets such as the Lillie Carroll Jackson Museum, James E. Lewis Museum of Art, Frederick Douglass-Isaac Myers Maritime Park Museum, National Great Blacks in Wax Museum, and the Reginald F. Lewis Museum as tourism destinations linked to our distinct history.
- » Supporting opportunities for enhanced wayfinding, particularly to key Heritage sites, and beautification of gateways.
- » Continuing the planned redevelopment of Pimlico Race Course into a world-class venue to host the Preakness, other major events, and community activities.
- » Investing in a modernized Convention Center, including much-needed immediate building infrastructure improvements and expansion to better compete with other cities vying for the same meetings and conventions business.
- » Continuing development of the Warner Street entertainment corridor and streetscape investment to support the Horseshoe Casino; ensure the completion

of Topgolf, Paramount, a hotel, and other entertainment uses.

- » Continuing to make stadium upgrades for Oriole Park at Camden Yards and M&T Bank Stadium.
- » Marketing the return of events such as Light City, Artscape, AFRAM, and others that attract diverse attendees from the region and the I-95 corridor.
- » Improve and expand our public transit infrastructure throughout the city to provide affordable, reliable, and timely service.

In addition to the tactics above, the reality and perception of crime is a major concern for meeting planners considering Baltimore. Ensuring a safe environment for visitors and changing the narrative of Baltimore in terms of public safety is one of the most pressing issues to address if full recovery of conventions and meetings is to occur.

Logistics

Baltimore's reason for being is its port; the logistics of moving cargo is in the city's DNA. With major logistics companies like Amazon expanding in the city, Baltimore is poised to become a supply chain solution that extends beyond the immediate port and position itself as a distribution hub for the broader Mid-Atlantic region.

To be a supply chain solution requires the expedited delivery of goods to the end consumer. The pandemic has been an accelerant of e-commerce. The supply chain is pivoting to meet the demands of e-commerce, which has expanded the market for container cargo. Baltimore's location and infrastructure are enormous advantages in terms of cost, speed, consumer expectations, and the movement of goods. The Port of Baltimore, served by a strong intermodal system, is the closest port to key Midwest markets, and the Baltimore region is set to deliver 27 million square feet of industrial space between 2020 and 2022, a figure three times our historical average.

There remains a critical demand for a trained workforce; movement of goods depends on having skilled people to load ships, inspect goods, and operate trucks and trains. This sector presents a major opportunity to employ more BIPOC residents and develop BIPOC-owned businesses.

This sector faces unique challenges operating in an urban area. Special consideration should be given to policies that affect this sector more acutely such as infrastructure, land use, property tax rates, stormwater fees, truck routes, and policies that may make Baltimore less competitive with

“I think it's powerful to connect anchor institutions to one another for shared collaboration around economic growth. This group is a great first step and I hope the strategic plan has an even broader audience of corporate stakeholders.”

– **Elise Liberto**, Brown Advisory

other jurisdictions with lower costs and less regulation. Without the right actions, movement of goods will be choked, creating bottlenecks and leading potentially to lost domestic cargo transportation.

Manufacturing

Despite overall contraction in manufacturing jobs over the last decade, this industry remains critical to furthering inclusive economic growth. Certain sub-sectors have experienced growth, including meat processing, packaging, and breweries, and now personal protective equipment production as well. According to MD Dept of Labor's Industry Analysis Tool <https://www.labor.maryland.gov/QCEW>, in Baltimore City, manufacturing employment count has been in steady decline since at least 2010. However, in 2018 and 2019, manufacturing

jobs did see some healthy increases. It seems that in 2020, the previous two years' gains were nullified, likely due to COVID-19.

Statewide efforts continue to support Maryland's manufacturers. The Maryland Manufacturing Advisory Board (MMAB) advises the Maryland Secretary of Commerce on ways to encourage new and expanding manufacturing enterprises in Maryland (the Secretary reports to Maryland's Governor and General Assembly). The MMAB has created the Maryland Manufacturing Network which is a platform for suppliers to share their current resources and capabilities and for buyers to locate suppliers who can fill the current and upcoming needs. The Maryland Manufacturing Network Portal is a match making platform which has enabled

“ At Sisu, I do design, development, and early manufacturing of our devices, so my hopes for the future of Baltimore's economy are to see more of that. We're well known for our medical community, but there is an opportunity to grow the business side of healthcare and what we can provide in terms of medical devices, pharmaceuticals, and biotechnology.

Carolyn Yarina and Gillian Henker

Sisu Global Health

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400 supplier buyer connections. <https://marylandmanufacturingnetwork.com/> As of March 2021, the Manufacturing Policy Academy identified three goals with supporting strategies: Improve alignment between industry needs and state programs and resources, position Maryland and its manufacturers to compete for unique growth opportunities, and promote manufacturing in Maryland.

In April 2021, two state legislative bills relevant to the manufacturing industry were passed. Partnership for Workforce Quality (PWQ) program has traditionally supported training for incumbent workers but now can also be used for training of new hires. Additionally, a workgroup was established “Transforming Manufacturing in a Digital Economy Workgroup” to study the transformation of manufacturing in Maryland’s emerging digital economy with the intention to prepare the state’s manufacturing sector – employers and workforce – are prepared the digital transformation in the workplace

Developed in partnership with the Maryland Department of Labor and the Regional Manufacturing Institute of Maryland (RMI), a data analysis tool has been developed to show local trends for manufacturing and highlights the accessibility of industry employment. This tool provides hard data regarding manufacturing prevailing wages to employment trends, manufacturing scale, and labor intensity. Here is the link to the Industry Analysis Tool <https://www.labor.maryland.gov/QCEW/>, Additionally, the Department of Labor developed the “Transit near Manufacturers Map”. <https://labor.maryland.gov/lmi/industrypublictransit/mfg.html>.

[shtml](https://labor.maryland.gov/lmi/industrypublictransit/mfg.html). This tool will assist jobs seekers who depend on public transportation to locate manufacturing companies near public transit.

Going forward, specific action items will be developed to assist Baltimore manufacturers.

Creative Industries

Businesses, institutions, and individuals in Baltimore’s creative sector are integral to the city’s economy. Businesses involved with design, film, music, craft, and other creative fields are not only job creators and revenue generators, they are key drivers of the cultural vitality that makes Baltimore an attractive place to live and visit. Maryland Institute College of Art through its Baltimore Creatives Acceleration Network is one of several local institutions focused on supporting people in this sector.

Baltimore Together understands creative industries as essential contributors to the fabric of our city’s economy and culture. The following recommendations were developed with input from dozens of creative practitioners and organizers from all corners of the city. They provide a framework for how Baltimore Together can look to creative industries not only to tell Baltimore’s story, but to be Baltimore’s story.

- » Develop a comprehensive plan for Baltimore’s arts and culture sector recognizing its economic impact on the local and regional economy. and identify current creative assets, gaps, and innovative opportunities
- » Invest in creative industries and increase access to capital for creatives and artists. Reevaluate BDC’s small business loans and incorporate a financial analysis tool to “de-risk” and demonstrate the strengths

and capabilities of people, providing an accurate assessment of readiness and reputation without the bias inherent in traditional “scores” used by lenders.

- » Real Estate Access, Affordability, and Ownership: Prioritize access to and ownership of real estate for artists and creative businesses. Many creatives recognize Baltimore’s high vacancy rates as a potential asset for their industries, but there are significant barriers to accessing and maintaining affordable production spaces, and action is needed to prevent the loss of affordable space. High taxes and fees jeopardize and thwart creative small business growth.
- » Arts Districts and Clustered Services: Support creative businesses through intentional land use planning. The arts districts tax incentives are ineffective at supporting significant property redevelopment and are underutilized because the districts lack resources to promote and provide technical assistance around the incentives. However, the role of arts districts as promoters and organizers of creative communities was seen as having great potential, if the districts could be sufficiently and reliably funded. Develop a creative business “collective” in the Pennsylvania Avenue Black Arts District to provide affordable office and studio space and access to technical business assistance to Black-owned businesses and entrepreneurs in the creative sector.
- » Creative Industry Support Organizations: Baltimore’s organizations focused on supporting people and entities in the creative sector are underinvested and not strategically aligned.
- » Helping Artists Live and Work: Lower the cost of living for artists, and foster more employment and sales opportunities. A prerequisite for a flourishing creative economy is to give artists the ability to escape the grind of simply paying bills and making ends meet.
- » Invest in job training for Baltimore’s existing creative industries to develop a pipeline for Baltimore residents to work in the industry such as a production assistant Boot Camp to provide jobs during location shoots here.
- » Career Pathways for Baltimore Youth: Baltimore is home to many accomplished nonprofit organizations and programs supporting youth engagement in creative industries, including [Jubilee Arts Youth In Business](#), [Wide Angle Youth Media](#), [New Lens](#), [OrchKids](#), and [Open Works youth programs](#). But these programs lack the resources and reach to meet the demand from Baltimore City youth interested in creative careers. Linking their efforts with institutions like Baltimore City Schools and community colleges holds promise.
- » Highlight Baltimore’s Creative Industries: It is vital to recognize and highlight Baltimore’s creative economy as a key feature of our city’s identity and appeal. [Recent efforts by Visit Baltimore](#) to highlight creatives in out-of-market campaigns showed how this can work effectively and be sustained. In addition, direct support to artists is needed to allow them to create and distribute cultural works as *export goods* from Baltimore. We should change the narrative of Baltimore by helping local creatives tell their own stories.

Social Innovation

The Social Innovation sector is an area of strength for Baltimore City and an emerging sector for enterprise development and employment growth. Social Innovation is defined as a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the (social) value created accrues primarily to society as a whole rather than private individuals. ([Phills, Deiglmeier, & Miller, 2008](#)) Baltimore is home to a growing number of social enterprises. Innovation Works, Johns Hopkins Social Innovation Lab, and Conscious Venture Labs are three major

programs facilitating the growth of social entrepreneurship in Baltimore.

- » The mission of Innovation Works (IW) is to reduce Baltimore's neighborhood and racial wealth divide by teaching and accompanying members of disinvested communities to build and own successful social enterprises that create sustainable neighborhood economies and result in better family living, more resilient communities, and a safer, more vibrant city. IW is supporting over 140 social enterprises, the majority of which are BIPOC- and women-led. IW's goal is

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SPREADKARMA IS A SOCIAL IMPACT FUNDRAISING PLATFORM. WHICH MEANS, WE HELP CHANGEMAKERS AND SOCIAL ENTREPRENEURS RAISE MONEY THROUGH CROWDFUNDING. WE PROVIDE ACCESS TO FUNDING AND INCREASED EXPOSURE FOR THEIR PROJECT, BUSINESS, OR CAMPAIGN.

**KELLIE BROWN
SPREADKARMA**



to help launch and grow 250 social enterprises in 10 years that will employ 5,000 Baltimore residents and attract \$100 million in capital to Baltimore's under-resourced neighborhoods.

- » The Social Innovation Lab (SIL) at Johns Hopkins University supports innovative nonprofits, mission-driven companies, and disruptive technologies to create change and opportunity in Baltimore and beyond. SIL provides social entrepreneurs the funding, mentorship, office space, and workshops they need to develop into thriving, sustainable ventures that make a measurable impact. Since 2011, SIL has supported 93 ventures, which have gone on to raise more than \$67 million in additional funding while touching the lives of thousands of individuals in Baltimore and beyond.
- » Conscious Venture Lab (CVL), part of SHIFT Ventures, is a privately held Maryland benefit corporation that operates an accelerator program and associated venture capital firm. CVL aims to build "Companies that Matter" and plant the seeds of economic prosperity in people and places that have been neglected in the past. CVL has completed six cohorts of accelerator companies of which the majority are BIPOC- and women-owned. As a result of CVL's efforts, 21 companies are located or relocating to Baltimore.

Baltimore is particularly attractive to social entrepreneurs due to the city's diversity, entrepreneurial ecosystem, affordability, and the range and number of colleges and universities. Baltimore's challenges help make it attractive to individuals seeking to serve a greater mission than themselves or only to achieve monetary success.

In 2020, BDC's Emerging Technology Centers focused their Accelerate Baltimore (AB) program on social innovation. The AB program sought applications focused on solving major city issues and was designed to create a clear pathway for each company to bring their solutions to market. Five companies from a pool of 80 applicants were selected; all were BIPOC-led. These companies will work to make progress on such issues as broadband equity, transit, blight, and racial equity while also creating jobs.

Baltimore's social innovation is not only being fostered at the local level, but being recognized globally. Baltimore is home to [Impact Hub](#), the world's largest network of impact pioneers consisting of more than 16,000 professional members in over 100 cities. In addition to providing co-working space, Impact Hub provides an array of support programs for anyone with a social mission.

Baltimore has also forged an international collaboration with the City of Turin (Torino), Italy and its [Torino City Lab](#) (TCL) program through the European Union's [International Urban Cooperation](#) program. Building on its industrial past, Torino is an open laboratory of innovation attracting companies and talent to build next generation technologies for cities and society. Baltimore is adopting this global best practice and also partnering with TCL through local incubators like ETC, Betamore, and CVL to bring international startups to Baltimore that are focused on social innovation.

Community wealth building will require directing more resources to BIPOC-owned

businesses, understanding different models of business ownerships, and developing a civic wealth framework with metrics.

As Baltimore continues to support social entrepreneurs, the work should be guided by principles identified by the Baltimore Together Social Innovation work group:

- » Look home at first -- for challenges and solutions.
- » Always play to our strengths.
- » Focus on areas of greatest impact.
- » Distribute resources equitably.

Baltimore leaders should continue to support and engage with the growing social innovation economy. There is a significant opportunity to become a social innovation capital and draw young aspiring change agents to Baltimore, while supporting and retaining the hundreds already here. This will not be possible without the unique types of capital necessary to support social impact-oriented ventures. Baltimore's social impact investment infrastructure is weak relative to the energy it has in social innovation.

Strengthen the Center: Downtown's Future

Baltimore's downtown has undergone many changes over the past two decades, including an expansion along the waterfront. For the purposes of this report, downtown is defined as the area within a one-mile radius of the intersection of Pratt and Light streets, taking in a variety of districts and well-defined neighborhoods. Downtown has been and continues to serve as the major economic engine of the region with a dense mix of offices, hotels, apartments, restaurants, and retail establishments. While portions of

downtown are thriving such as Harbor East, Harbor Point, and the Pratt Street corridor, other areas are in need of both public and private investment. The pandemic has also had a major impact on downtown.

Though downtown comprises just 3.8% of Baltimore's total geographical area, it still:

- » Contributes 15.71% of the city's real property tax value.
- » Contains 26% of the total businesses in the city.
- » Contributes 17.73% of the city's income tax yield.
- » Contains 33% of jobs, 56% of all government jobs, 43% of all arts and entertainment jobs.
- » 50.3% of employed residents who live downtown work in Baltimore City.
- » 46% of downtown employees identify themselves as Black/African-American (38%) or other racial minority.*

**Information provided by Downtown Partnership of Baltimore*

City leaders, property owners, and stakeholders must be laser-focused on downtown to ensure it rebounds successfully post-pandemic, having been hit harder by COVID-19 than any other area of the city. By the end of 2020, downtown's total employment dropped from 124,785 to 117,970 and, accordingly, office vacancies were up from 17.75% in 2019 to 23.3% a year later. Tourism ceased, museums and performance venues were shuttered, and some restaurants closed permanently. Recovery efforts are now underway. State leaders have responded to concerns about downtown's office market by announcing a \$50 million initiative to relocate

3,000 state employees to downtown from State Center. The state is also funding the demolition of the long-vacant Bard building (owned by Baltimore City Community College) to make way for temporary green space.

Downtown's traditional central business district (CBD) and westside areas (generally from President Street to Paca Street) are in the midst of a transition. Major investments are underway or have been announced, including the renovation of Lexington Market, development of Howard and Lexington (a

vacant city-owned block), and substantial renovations to the Baltimore Arena. These investments should be catalytic and begin to change the trajectory of the westside and CBD, as Harbor East and HarborPoint continue to attract major office and retail tenants and apartments are in high demand.

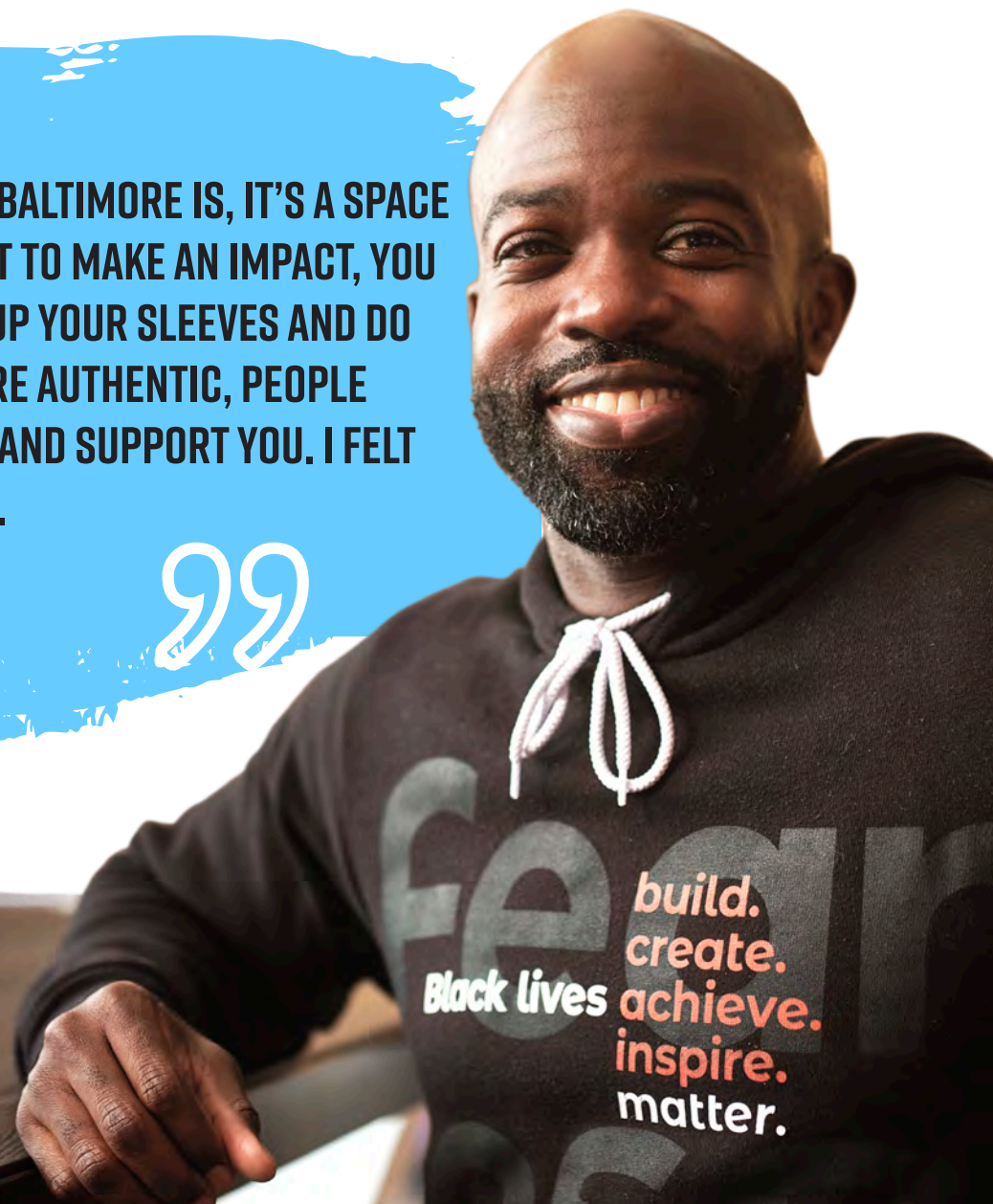
However, maintaining the status quo of high taxes and fees decreases Baltimore City's competitive advantage, stymies capital investments in the city, jeopardizes residential growth, and thwarts small business growth in the downtown area.

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WHAT I LOVE ABOUT BALTIMORE IS, IT'S A SPACE WHERE, IF YOU WANT TO MAKE AN IMPACT, YOU JUST HAVE TO ROLL UP YOUR SLEEVES AND DO IT. AS LONG AS YOU'RE AUTHENTIC, PEOPLE WILL EMBRACE YOU AND SUPPORT YOU. I FELT THAT FROM DAY ONE.

**DELALI DZIRASA
FEARLESS TECH**

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The Downtown Partnership of Baltimore (DPOB) plays a pivotal role in ensuring downtown remains a vibrant growing economic engine for the city and state. In addition to its key role in the aforementioned efforts, DPOB leads a number of programs and initiatives downtown:

- » BROMO Arts District: a state-designated, 117-acre district in Downtown Baltimore, established in 2012 to create a thriving arts neighborhood.
- » TechConnect: a grant program for technology-based businesses that sign a new lease in a downtown office space.
- » Downtown BOOST Program: a retail attraction and small business acceleration initiative, which provides up to \$50,000 grants and technical assistance to Black-owned businesses that relocate to vacant storefronts.
- » Facade Improvement Program: to assist downtown property and business owners to restore existing storefronts.
- » Alley Revitalization: a creative placemaking effort that aims to support commercial development by transforming blighted alleyways into creatively designed public spaces.

In addition to DPOB, the Waterfront Partnership of Baltimore, whose boundaries encompass the Inner Harbor, Harbor East, Harbor Point, and Fells Point, has been making upgrades to the Inner Harbor area in partnership with BDC and the City. Efforts include:

- » A completed \$2 million replacement of pedestrian lighting along the Inner Harbor promenade

- » \$17 million construction of phase one of Rash Field park which will be completed in fall 2021
- » A new U.S.S. Constellation Museum and water taxi terminal at Pier 1 currently under construction
- » Plans to activate public spaces around Harborplace

As post-pandemic recovery continues, strategic efforts are emerging that need consideration to ensure downtown continues to strengthen and drive economic growth in the region:

- » Attract and support BIPOC- and immigrant-owned businesses in the CBD.
- » Market downtown as a place to live, work, and play.
- » Support creative placemaking solutions that include advertising, attractive lighting, innovating art, and more outdoor spaces for residents and employees.
- » Support residential growth with the extension of the High-Performance Market Rate Tax Credit.
- » Support Phase 2 of the Rash Field park project.
- » Examine creating a marketplace for Baltimore’s makers and creatives in the Visitors Center.
- » Develop a program to incentivize the use of vacant Class B and C office space.
- » Eliminate City-owned blighted properties through redevelopment.
- » Push for private development on underutilized sites such as the former Mechanic Theatre, 325 W. Pratt Street, 300 East Pratt Street, Harborplace, and Metro West.
- » Leverage the State Center relocation to drive further investment in the CBD.
- » Invest in upgrading public infrastructure.

Invest in critical strategic assets

Baltimore City is fortunate to have critically important infrastructure assets that require ongoing investments and that should be highlighted in economic outreach efforts.

- » Major interstates – I-95 and I-895 – are critical arteries connecting the city to the region and country. Ongoing improvements are underway with state and federal partners.
- » Baltimore is served by Amtrak and local MARC rail service. The first phase of a \$90 million renovation to Penn Station is underway, and new plans are in place to replace Amtrak’s antiquated Baltimore & Potomac Tunnel, which will improve service. However a fragmented regional public transit system is inadequate, hamstrung by defunded public transit projects, the cost of transit, length of commute times, and unreliable service, making it difficult for workers to reach job centers and hurting business productivity.
- » Baltimore-Washington Thurgood Marshall International Airport (BWI) has been updated and is located only 15 minutes from downtown. However, connectivity between BWI and downtown Baltimore or other destinations must be strengthened to improve the transportation experience for visitors and business travelers arriving at BWI.
- » The Port of Baltimore remains vital to the area’s economy. It is capable of handling Panamax cargo. A pending \$100 million investment will include four additional Super Post Panamax cranes to handle increased volumes.

- » A \$466 million project to rehabilitate the Howard Street rail tunnel and allow for double-stack rail cargo is moving forward and is vital to Baltimore’s economic future.
- » Downtown Baltimore’s CBD, as mentioned earlier, needs infrastructure improvements to attract new businesses. The Inner Harbor also requires infrastructure improvements – to electrical systems, pilings, and bulkheads, as well as steps to better manage more frequent and severe flooding that will come with sea level rise. These improvements will have a direct economic impact on the Baltimore tourism industry.

Recently, support has been gaining for the federal \$1.2 trillion Bipartisan Infrastructure Framework. While funding sources must be secured, the Framework would make investments across a broad category of infrastructure including, rail, roads, bridges, electrical vehicle chargers, power and additional investments in clean energy. Baltimore should pay close attention and seek opportunity assuming the Framework moves forward. Improving a fragmented regional public transit system will improve access to jobs within the region, access to the DC metro system, access for residents and visitors within in the state of Maryland.

4 Compete to Succeed

Baltimore faces a series of challenges that create competitive imbalances that hold the city back. Areas that require focused attention are detailed here.

Achieve racial equity

A central challenge for Baltimore is the need to expand opportunities to its BIPOC residents, which constitute a significant majority of the city's population. Baltimore cannot fulfill its economic potential without broadening the economic landscape, creating policies, practices, and partnerships that help lift up historically disadvantaged workers and communities, and giving all Baltimoreans access to good jobs that pay family-supporting wages or the support they need to become successful entrepreneurs.

Reduce taxes and fees

Baltimore City needs a better balance between spending on immediate issues — such as fighting crime — and investing to confront systemic, expensive issues that will lead to an expanded tax base and increased employment. A key step is to develop a plan to reduce real property taxes and codify it in the Baltimore City Charter through a referendum. For our small businesses to thrive, a major step to support their retention and growth is to reduce the real property tax in Baltimore City.

Increase population

An important objective of the City of Baltimore is stimulating inclusive economic growth in the face of continued population decline, economic disinvestment, and racial inequality. Strategies that increase the number of people living in Baltimore City are essential to economic growth, especially as it is shown to produce broadly distributed benefits. This strategy includes continued attraction of immigrants, as Baltimore's foreign-born population has been growing for decades.



A Baltimore residential growth strategy has been initiated and a study measuring the economic and fiscal effects of newcomers has been completed. The residential growth strategy is being developed collaboratively by Baltimore City agencies including the Departments of Finance, Housing and Community Development, and Planning, as well as Live Baltimore and BDC. This strategy can be used to align public and private investments.

Close the gap in broadband and digital equity

Foster creativity and competition in the broadband network. This should include changing Baltimore City's conduit policy to make fiber installation less expensive. It's critical to address the reality that many Baltimore households lack two essential tools for getting online: broadband service at home and access to a computer.⁶ In an increasingly digital world, this lack of access affects a growing number of essential

“Let's transform the Baltimore narrative.”

– Danielle Laurenceau, Baltimore City government

Tell an authentic Baltimore story

Baltimore's narrative is often driven by news media accounts and popular culture focused on crime and poverty. It's time for Baltimore to reclaim its story and share a positive, forward-looking narrative nationally. The authentic Baltimore is complex. It needs to not only show its livability, cultural richness, and the resiliency of its residents, but also admit its challenges. Developing and sharing a new narrative must include groups that have not been included in the past. Messaging also needs to focus on Baltimore's business and academic powerhouses of research, medicine, and entrepreneur development, highlighting our educated workforce and the city's exciting employment opportunities.

activities, from homework to job searches to benefit applications. In 2021, the new cabinet-level position of Digital Equity Coordinator was filled to drive more results and leverage federal and state investments in broadband in the city. Of course, digital equity is not the same as digital literacy. Providing broadband and computer equipment will only go so far without an educational component so people understand how to take full advantage of the advanced infrastructure.

Amid the COVID-19 pandemic, it has become painfully clear that reliable Internet access and available IT training and support to enable business owners and employees to productively use devices are critical to

⁶ According to the 2018 American Community Survey, 96,000 households in Baltimore (40.7 percent) did not have wired internet service. And some 75,000 Baltimore City households, or one in three, do not have either a desktop or laptop computer.

maintaining economic activity, maximizing employment, and promoting commerce through the purchase and sale of goods and services. An article by McKinsey & Company soberly states that many businesses will need to make extreme changes to survive, and many may not reopen at all. For many small businesses, adopting new technology because of COVID-19 will require significant changes. New hygiene and safety expectations will require designing effective contactless experiences; digital skills training courses for workers will be necessary; and

the smaller, lower-tier supplier businesses that are the least technologically enabled will need access to affordable devices and Internet to have any hope of continuing their operations.

Address structural challenges.

Baltimore Together must continue to work with others to address challenges that inhibit Baltimore's economic vitality. These structural challenges can be the limiting factor in how recommendations in this strategic plan are implemented. They are all critical

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WHAT STRUCK ME ABOUT BALTIMORE WAS THE RAW TALENT, COST OF LIVING AND INNOVATION. THERE IS A TON OF TECHNICAL TALENT HERE. IF YOU LOOK INTO A PLACE LIKE HOPKINS, IT'S FILING SOMETHING LIKE 500 PATENTS A YEAR. THERE ARE VERY FEW ORGANIZATIONS IN SILICON VALLEY THAT ARE INNOVATING AT THAT LEVEL.

**ANDERS JONES
FACET WEALTH**

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to increasing the income divide, equitable access to economic opportunities, retaining residents, and other vital goals.

- » **Public safety.** Improving the Baltimore public safety system must remain a top priority. The Baltimore Police Department came under intense scrutiny following the in-custody death of Freddie Gray in 2015. An ensuing U.S. Department of Justice investigation led to a federal consent decree -- a court-enforced agreement to resolve findings that the Baltimore City Police Department (BPD) had engaged in unlawful pattern and practice of conduct. The BPD is taking ongoing steps to address the findings in the consent decree, a key step toward strengthening community trust and improving public safety.
- » **Property tax rate.** Implement a plan to make Baltimore's property tax rate competitive to the surrounding metropolitan area without doing violence to near-term budgets.
- » **Public education.** The Kirwan Commission legislation to reform public education will provide new resources for improving Baltimore City Public Schools, including additional funding for schools serving communities with higher economic needs.

- » **Infrastructure.** Along with local contributions, state and federal investments are needed to upgrade and better manage our infrastructure by doing preventive maintenance on schedule and training city workers to maintain the system.
- » **Mobility.** Baltimore City and the region have a strong overall transportation network. However, the public transit system does not adequately serve many workers.⁷ Those without their own vehicle can struggle to reach employers with good jobs.. Fragmented regional public transit system, defunded public transit projects, cost of transit, length of commute time, and inconsistent reliability to connect workers to job centers, decreases access to jobs and local business productivity. Improving the Baltimore public transit system is a vital requirement for building an equitable economy.

7 The 2017 American Community Survey by the U.S. Census found the Baltimore Metropolitan Area to have the 7th longest commute time at nearly 32 minutes when compared to other major metropolitan areas. The Opportunity Collaborative's Barriers to Employment 2019 Survey found numerous other issues that job seekers face related to transportation.

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Forging a New Way Forward— Together

This economic development plan identifies critically important goals to strengthen Baltimore City's economy and create new opportunities for residents and businesses. It outlines strategies and tactics for reaching those goals, and the Baltimore Together team hopes this document will serve as a call to action and roadmap for a range of partners over the next five years.

Baltimore Together has established a series of metrics about economic conditions in Baltimore; these metrics will be used to track progress and ensure long-term accountability (see Appendix 3 for a list of those metrics.)

The work ahead will require the contributions from many — individuals, businesses, nonprofits, and government agencies. Working collaboratively, we can achieve the vision of Baltimore Together and fulfill the enormous possibility that Baltimore City offers.

Baltimore City must forge a new way forward; if we fail to adopt the strategies identified in this report, we can expect the city to continue to decline.

Extreme racial disparities will remain, our small businesses will continue to struggle, and residents will continue to leave the city. Business as usual is not an option.



Join us!

Please join us as we work to **build a new, inclusive, and thriving economy in our city** - the implementation matrix breaks down the goals into action steps.

» GO TO THE [BALTIMORE TOGETHER](#) WEBSITE

Sign up to get involved.



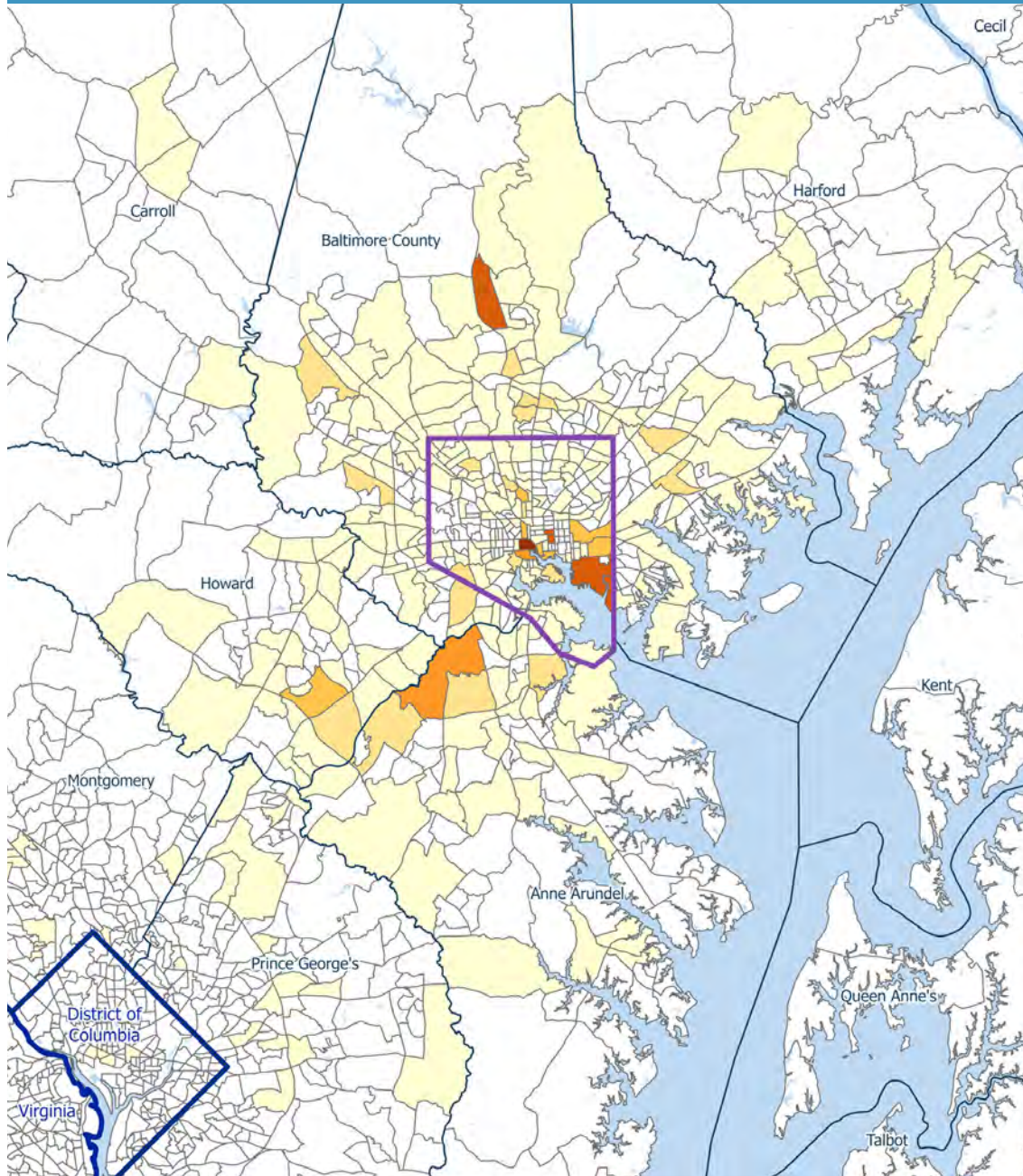
APPENDIX I

About the Baltimore City Labor Force

Baltimore City is not only an employment center, it is part of a regional labor market. Some residents from outside Baltimore work at jobs in the city, and residents of Baltimore may work in the city or commute to jobs elsewhere. A brief summary is provided below. (All data comes from the Longitudinal Employer-Household Dynamics (LEHD) program of the U.S. Census Bureau.)

- » As of 2018, there were a total of 260,175 private sector jobs in Baltimore City. Of these, 68 percent were filled by people who live outside Baltimore City and 32 percent were filled by city residents.
- » Residents from across the state commute into Baltimore City to work, with most living in other Baltimore Metropolitan counties. Of all the workers within Baltimore City, 32 percent live within Baltimore City; 32 percent live in Baltimore County; 8 percent from Anne Arundel County; 6 percent from Howard County; and 5 percent from Harford County.
- » Regarding Baltimore City residents, 197,000 were employed in private sector jobs — 57 percent in jobs located outside of Baltimore City and 43 percent located within the city.
- » City residents are employed in a wide area. Of employed city residents — 26 percent work in Baltimore County; 9 percent in Anne Arundel County; 6 percent in Howard County; and 3 percent in Montgomery County.
- » As of 2018, 2,745 persons commuted from Baltimore City to Washington D.C. to work, while 1,685 commuted from Washington D.C. to Baltimore City to work.

Where do Baltimore Residents Work

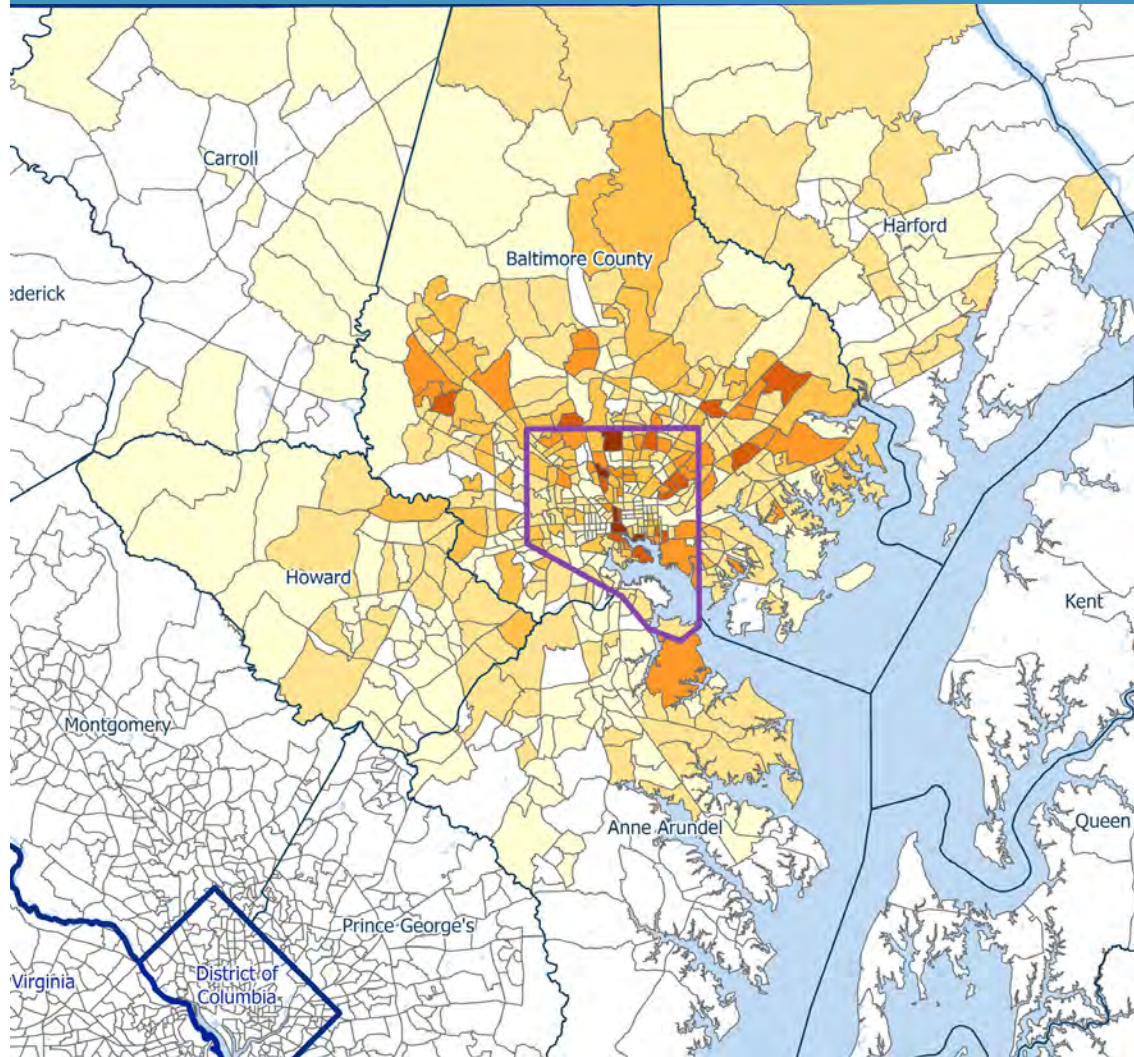


Count of Primary Private-Sector Jobs Employing Baltimore City Residents

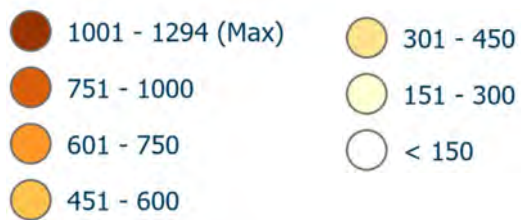


Data: US Census Bureau , Center for Economic Studies, LEHD Orgina-Destination Employment Statistics (LODES), 2018

Where does Baltimore's workforce live

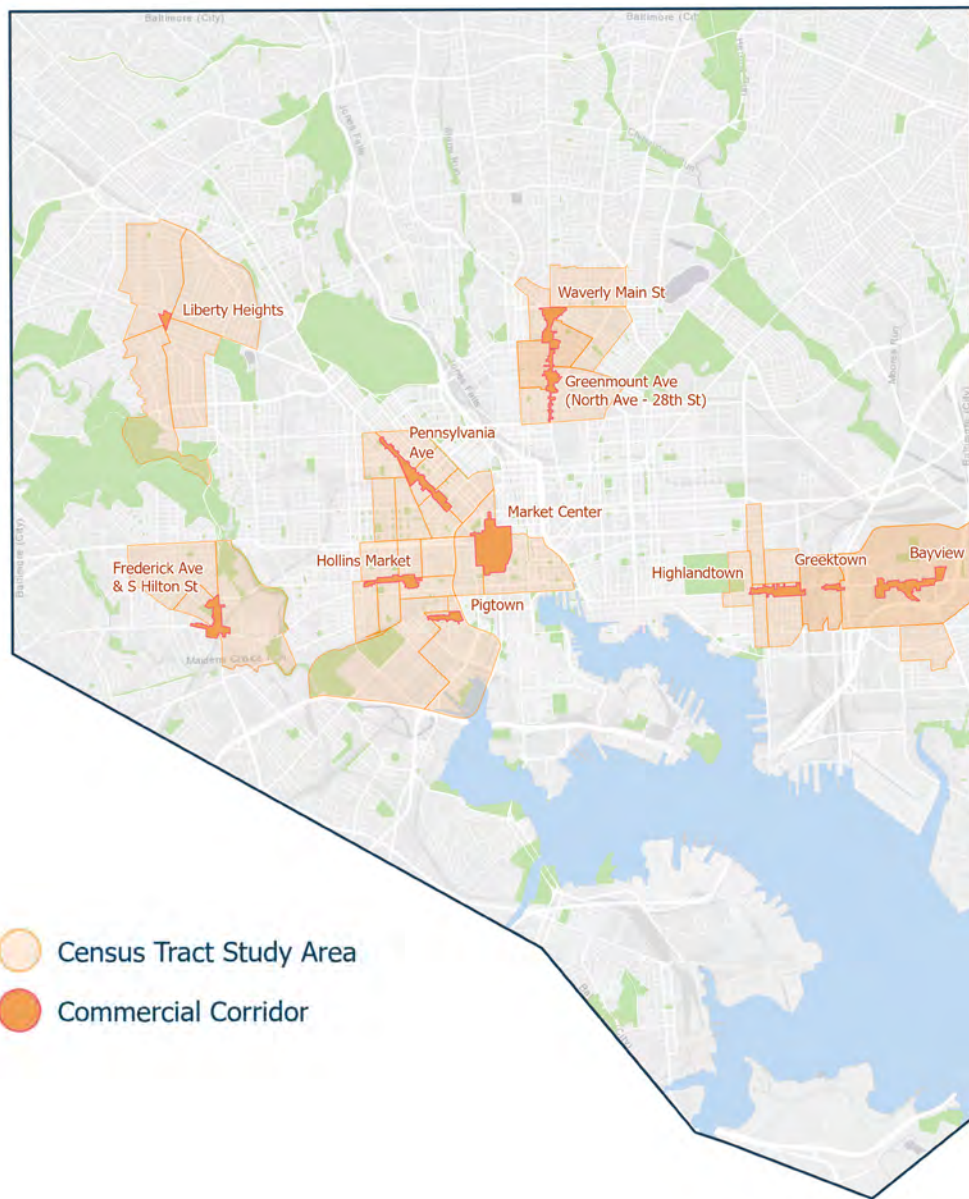


Residency of Baltimore city Private-Sector Workforce
Census Tract Count



Data: US Census Bureau, Center for Economic Studies, LEHD Orgina-Destination Employment Statistics (LODES), 2018

Commercial Corridor Map

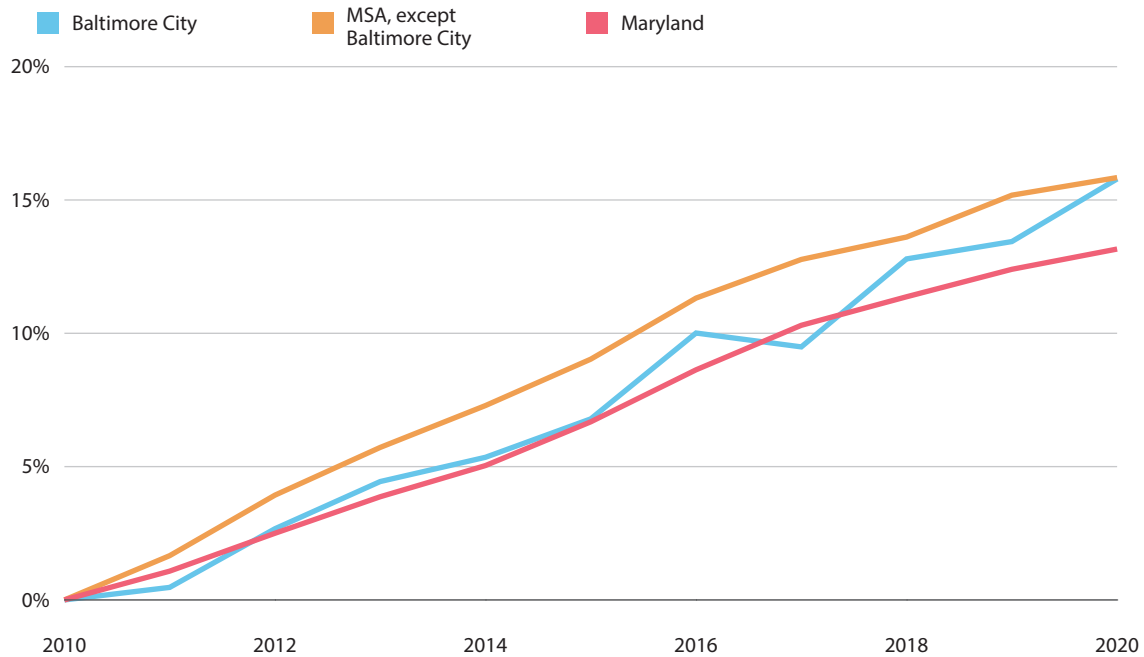


Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, USGS, EPA, NPS

APPENDIX 2

Data and Informational Maps

Indexed private job growth, by region, percent, 2011–2020(Q1)



Note: MSA refers to the Baltimore Metropolitan Statistical Area

Source: Census Quarterly Workforce Indicators

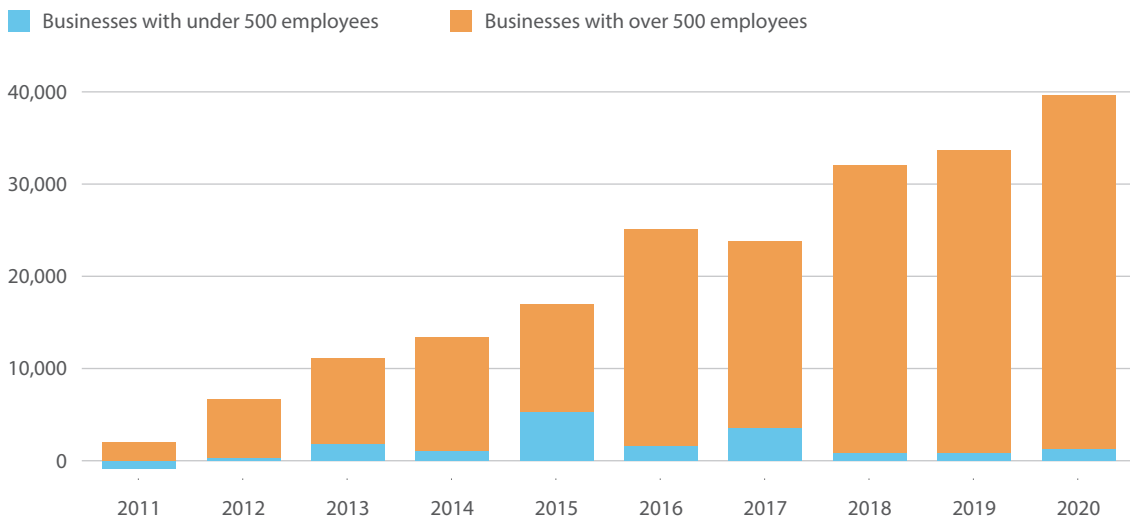
Total private jobs added in Baltimore City, 2010–2020(Q1)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Baltimore City	250,654	251,829	257,344	261,795	264,052	267,685	275,739	274,432	282,704	284,341	290,235
Maryland	1,940,996	1,961,889	1,989,571	2,016,146	2,038,887	2,070,572	2,108,498	2,140,833	2,161,616	2,181,742	2,196,482
MSA (except Balt City)	766,743	779,500	796,838	810,595	822,636	835,957	853,569	864,639	871,099	883,133	888,202

Note: MSA refers to the Baltimore Metropolitan Statistical Area

Source: Census Quarterly Workforce Indicators

Cumulative jobs added in Baltimore City since 2010*



*Through first quarter of 2020.

Source: Census Quarterly Workforce Indicators

Baltimore City businesses* by race, gender and ethnicity, 2017

Race

Asian	1504
Black or African American	870
White	6004

Gender

Equally male/female	900
Female	1770
Male	5695

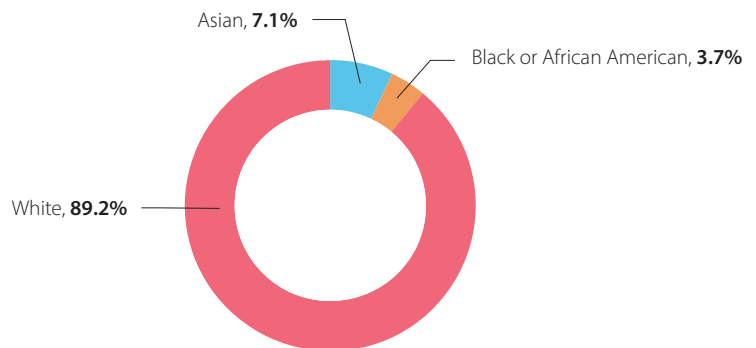
Ethnicity

Equally Hispanic/non-Hispanic	23
Hispanic	196
Non-Hispanic	8145

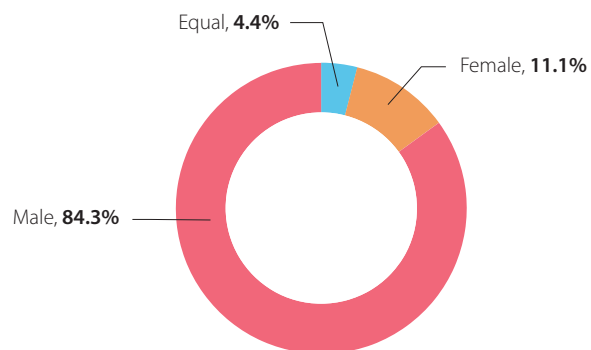
*Excludes businesses with no employees and those not classifiable by race, gender, and ethnicity, such as publicly traded companies

Source: Census Annual Business Survey, 2017

Share of total revenue by BIPOC-owned business



Share of total revenue by women-owned business

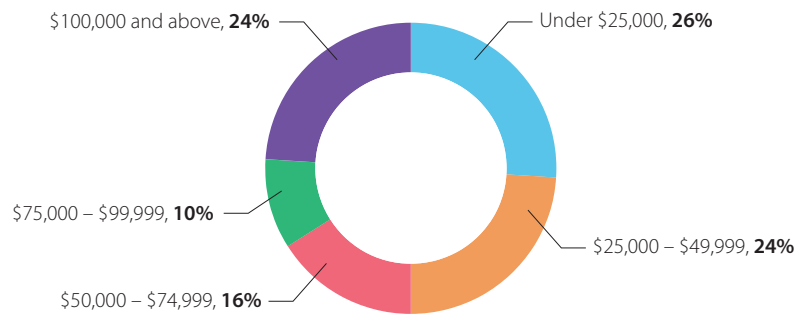


Baltimore City households, by income, 2010, 2019

	Households, 2010	Households, 2019
Below \$25,000	74,188	64,166
\$25,000 – \$49,999	56,893	57,783
\$50,000 – \$74,999	41,976	37,799
\$75,000 – \$99,999	23,870	24,932
\$100,000 and higher	40,777	57,950
Total	23,7704	24,2630

Source: Census ACS 1 Year Sample/IPUMS USA

Share of Baltimore City households, by income, 2019



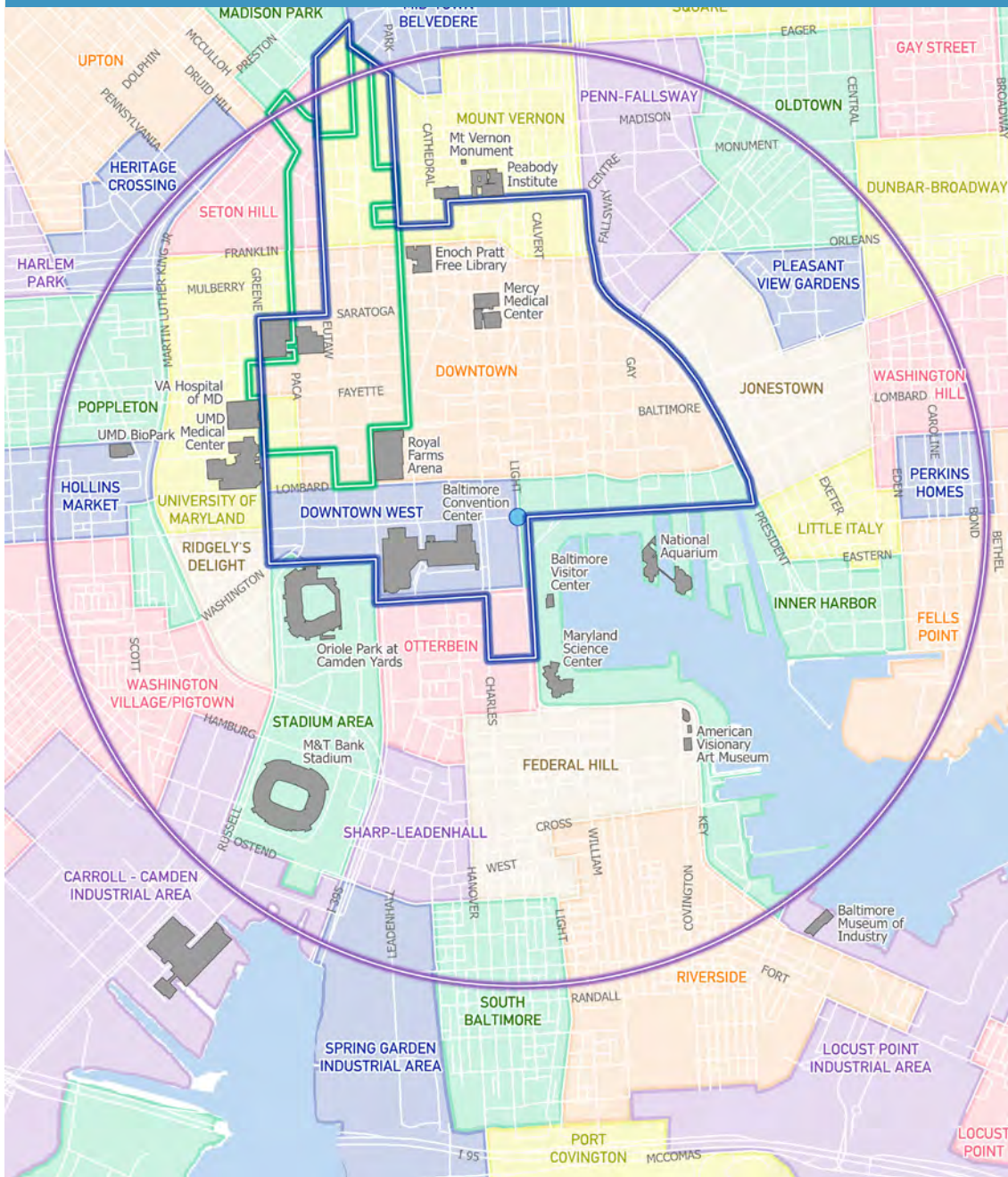
Source: Census ACS 1 Year Sample/IPUMS USA


Change in Baltimore City households, 2010 to 2019, by race and income


	Black households change	White households change	Other/Multiracial households change
Below \$25,000	-2,332	-5,893	-1,797
\$25,000 – \$49,999	352	-175	713
\$50,000 – \$74,999	-2,923	-1,727	473
\$75,000 – \$99,999	-555	1,574	43
\$100,000 and higher	8,181	7,361	1,631
Totals	2,723	1,140	1,063


Source: Census ACS 1 Year Sample/IPUMS USA

Downtown Management Authority Boundaries



 1-mile radius from Pratt & Light Street corner

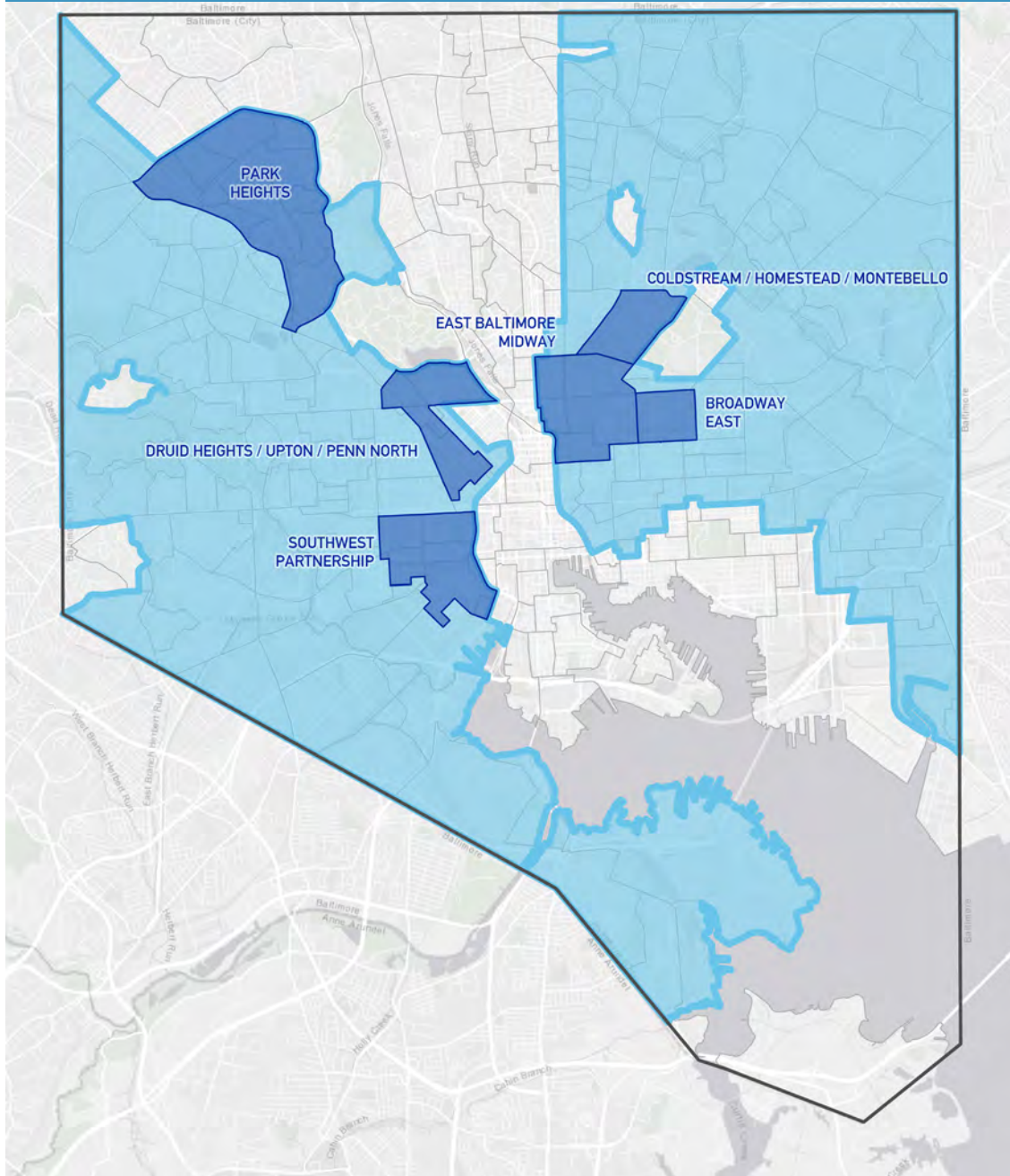
 Downtown Management Authority boundary for Downtown Partnership

 Bromo-Seltzer Tower Arts and Entertainment District

 Pratt & Light Street corner

Data: Downtown Partnership of Baltimore

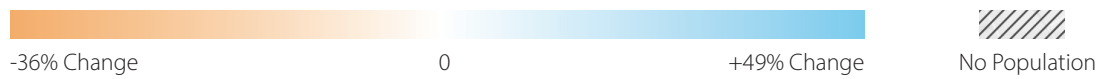
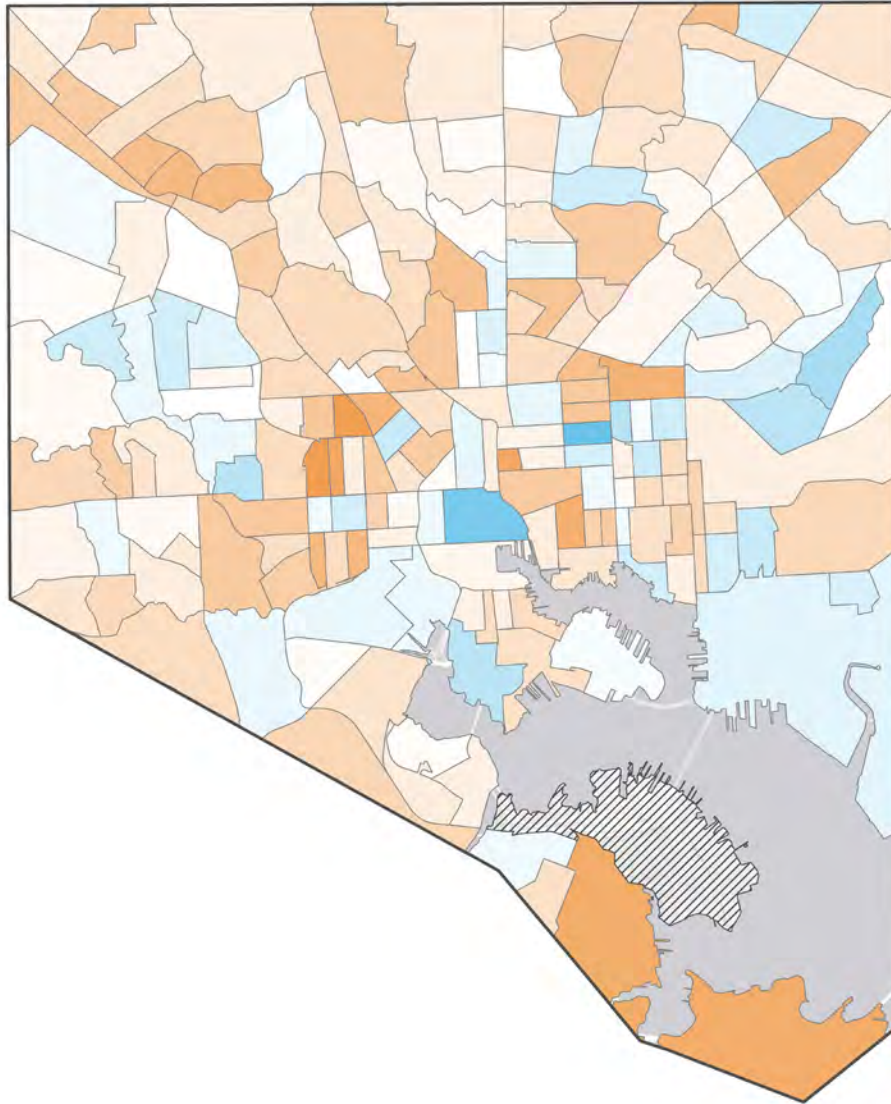
Neighborhood Impact Investment Fund & Impact Investment Areas



- Impact Investment Area
- NIIF Eligible Neighborhood
- Neighborhood

Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, INCREMENT P, USGS, EPA
 Data: Neighborhood Impact Investment Fund (NIIF)

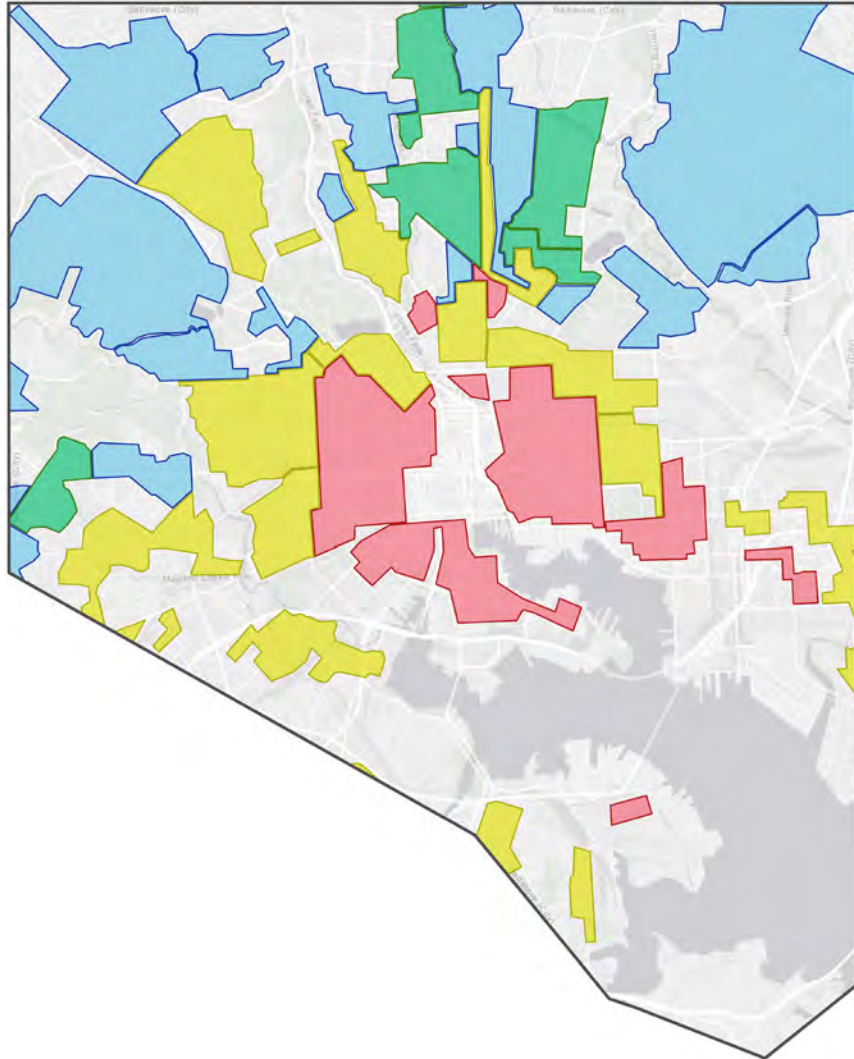
Percent Population Change 2015 – 2019



Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, INCREMENT P, USGS, EPA

Data: US Census Bureau ACS 5-Year Estimates 2015, 2019

Red-Lining of Baltimore City: Residential Security Grades, 1935



● A (First Grade)

● B (Second Grade)

● C (Third Grade)

● D (Fourth Grade)

Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, USGS, EPA, NPS

Data sources: Areas digitized from Residential Security Map of Baltimore Areas, 1935. Original map obtained from Johns Hopkins University Library, July, 2019.

Redlining of Baltimore: Residential Security Map 1935

Over 80 years ago, The Residential Security Maps were created by the Home Owners' Loan Corporation (HOLC). Today, the areas defined in these maps are the geographic representation of what is commonly referred to as "redlining." The Baltimore area, along with many of the nation's largest cities, had its own map, published in 1937, which included Towson, Pikesville, and Catonsville. This map outlined areas in which loan officers, appraisers, and other real estate professionals gauged lending risk. These "Residential Security Grades" were used to denote areas of supposed high risk, denying those within these geographies access to mortgages and capital investment that would have provided great economic opportunity.¹

These zones were classified using criteria such as: housing characteristics like condition, age, and type; proximity to community amenities like schools, churches, and business centers; access to transportation; proximity to polluting industries; economic conditions like employment rates, stability, and sale or rental demand; and, most concerning, ethnic and racial composition.³ These maps graded neighborhoods as following:^{1,3}

Classification	Color on Map	Interpretation
First Grade	Green	Best and lowest risk
Second Grade	Blue	Desirable but some risk
Third Grade	Yellow	Greater risk and declining
Fourth Grade	Red	Hazardous with high risk

As suburbanization in the 1950s expanded, white families were able to secure mortgages and own homes outside of urban areas, while those within these redlined districts, mostly Black and other races and ethnicities were left behind or risked financing from predatory speculators. This created a ripple effect that further exacerbated the inequality. Banks closed branches in inner city and minority areas and were replaced with payday lenders and loan sharks who preyed on lower-income communities.²

The National Community Reinvestment Coalition studied the longitudinal impact of redlining on social and economic conditions in U.S. cities. This study determined that 74% of the studied neighborhoods deemed as high-risk (red) over 80 years ago are low-to-moderate income today. Cities that had more "high-risk" areas have significantly greater economic inequality today and have "hypersegregated" communities, with lower levels of interaction between Black or Hispanic residents with non-Hispanic whites.¹

1 Mitchell, Bruce PhD, Franco, Juan. National Community Reinvestment Coalition (NCRC). 2018. HOLC "Redlining" Maps: The Persistent Structure Of Segregation And Economic Inequality. Accessed: Oct 20, 2021

2 Pietila, Antero. Not in My Neighborhood. 2010.

3 Johns Hopkins Sheridan Libraries. Residential Security Map of Baltimore Md. Accessed: Oct 20, 2021 from: <https://jscholarship.library.jhu.edu/handle/1774.2/32621>

Baltimore City Transportation Logistics Infrastructure Investments

Key for Specific Location Improvements:

Dundalk Marine Terminal

- 1 Resiliency and Flood Mitigation Project
- 2 Berth Dredging
- 3 Berth 3 Reconstruction

Seagirt Marine Terminal

- 4 Terminal Expansion & Enhancement Project
- 5 Second 50 ft Berth (Seagirt Berth 3)
- 6 Third 50 ft Berth (Seagirt Berth 2)
- 7 Loop Channel Deepening

Fairfield/Masonville Marine Terminal

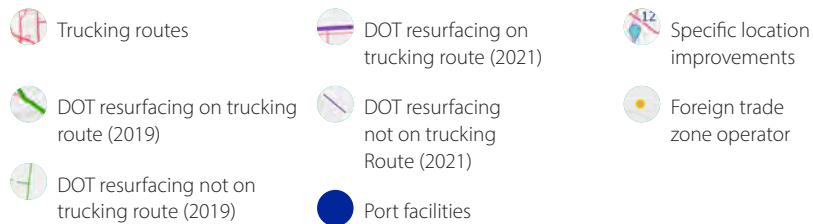
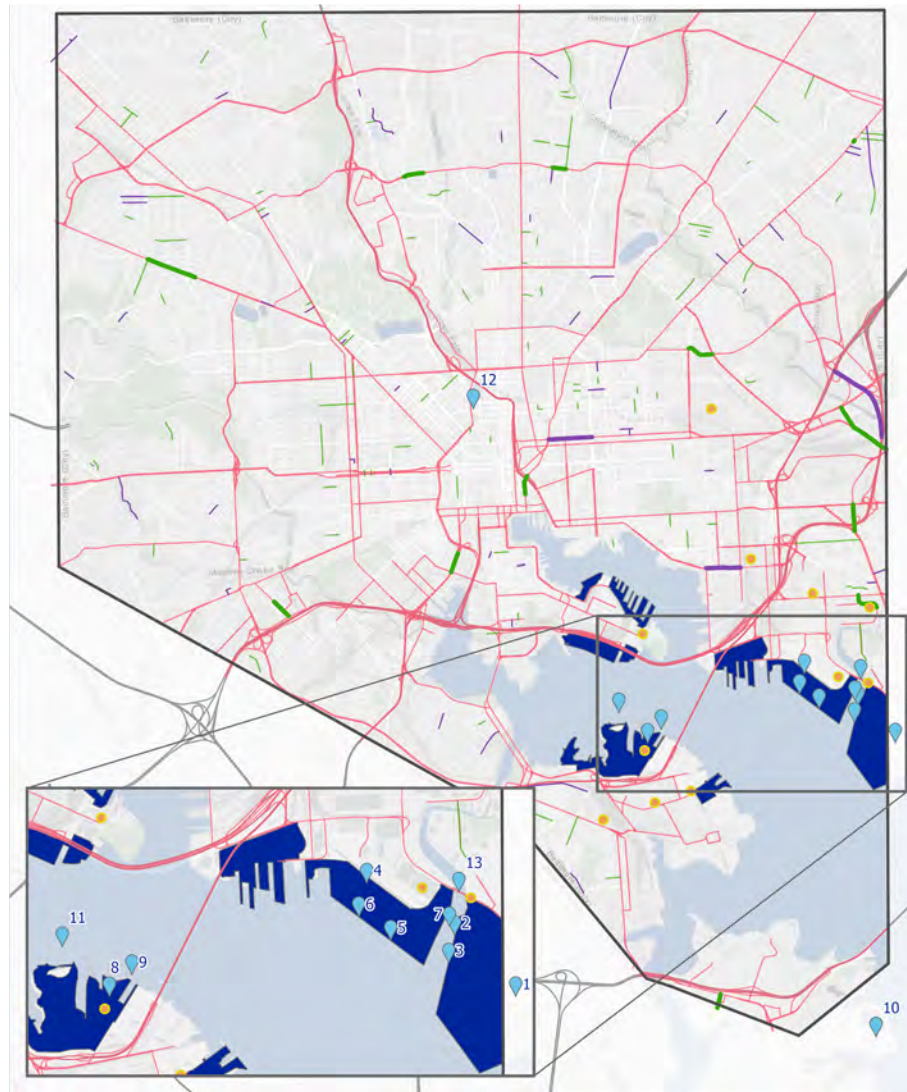
- 8 Stormwater Management improvements (Phase 1)
- 9 Pier 4 Enhancement

Dmmp Projects

- 10 Cox Creek Expansion
- 11 Masonville DMCF Expansion

Other

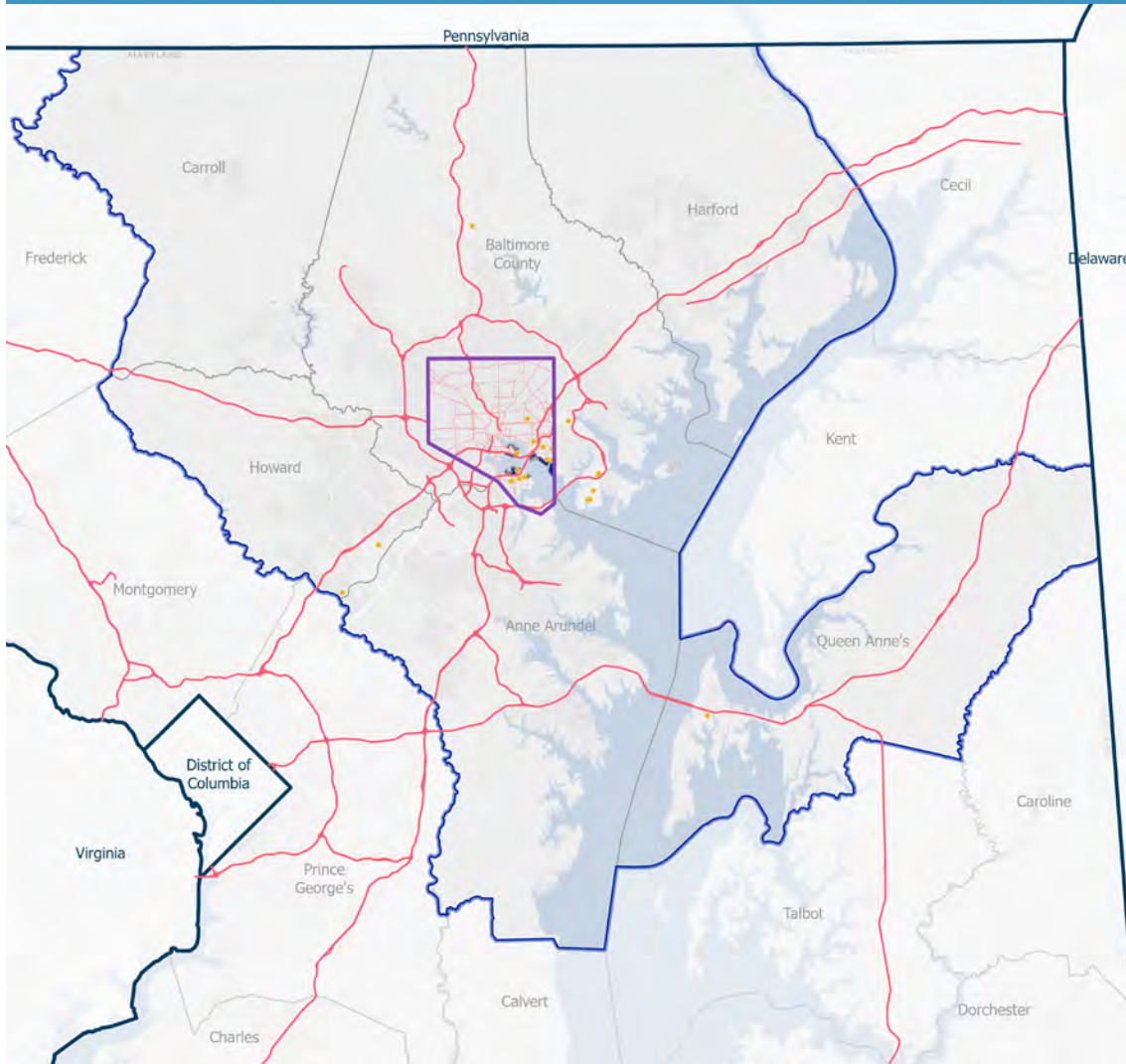
- 12 Upgrades to Howard Street Tunnel
- 13 Colgate Creek Bridge Replacement




Data Credit: Baltimore City Department of Transportation, Maryland Department of Transportation Port Administration

Base Map Credit: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, INCREMENT P, USGS, EPA


Baltimore MSA Trucking Routes



 Major trucking route

 Baltimore City

 Port of Baltimore facilities

 Baltimore-Towson MSA boundary

 Foreign trade zone operator

Data Credit: Baltimore City Department of Transportation, Maryland iMAP, Maryland Department of Transportation Port Administration

Base Map Credit: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, INCREMENT P, USGS, EPA

APPENDIX 3

Baltimore Together Metrics

Measuring improvements in Baltimore City's economy is an essential component of the Baltimore Together plan. The broad set of metrics listed here will be tracked and used to assess progress.

Measuring growth in the Baltimore City economy

- » Population
- » Employment and jobs
 - › Rate compared to regional, state, and national rates
 - › Number of jobs in companies or institutions with fewer than 500 employees
 - › Number of jobs in select business sectors (cybersecurity, bioresearch, port, etc.)
 - › Number of jobs in "impact areas" (as defined in DHCD's Framework)
 - › Percentage of jobs that are family-sustaining
 - › Yearly job growth
 - › Median personal income in constant dollars
- » Local gross domestic product
- » Annual amount of venture capital invested in Baltimore businesses
- » Annual amount of loans to businesses with revenues under \$1 million
- » Business loans per neighborhood
- » Dollar value of exports
- » Number of patents issued per 1,000 workers in Baltimore City
- » New business establishment created; BGE SEED applications
- » Number/percentage of sole proprietors

Measuring progress in making the Baltimore economy more equitable

- » Median income gap: white-Black
- » B.A. degree gap: white-Black
- » Employment gap: white-Black
- » Housing wealth gap: white-Black
- » Wealth gap: foreign born-native
- » Number/percentage of Black-owned and immigrant-owned businesses
- » Number/percentage of businesses, employees, and revenue by race of business ownership
- » Number/percentage of businesses owned by women and minority women
- » Location of businesses
- » Hispanic/Latinx-owned businesses
- » Asian-American-owned businesses

Measuring growth in Baltimore's talent base

- » Net growth of 25-34-year-olds
- » Percent of workforce employed in advanced industries (Census estimates)
- » Admissions and enrollment data
- » Population 25+ with an associate's degree or higher
- » Population 25+ with bachelor's degree or higher
- » 3-year graduation rate at 2-year institutions/ community colleges
- » 6-year graduation rate at 4-year institutions
- » Transfer rates from community colleges to four-year college
- » Licenses/certifications in target industry groups driving growth and wealth
- » Percentage of Baltimore workers living and working in Baltimore City

Measuring infrastructure conditions for a 21st Century economy

- » Percent of population with affordable access to advertised broadband speeds of 1GB or higher
- » Highway miles rated in "good" condition; bridges that are rated "poor"

APPENDIX 4

COVID-19 Recovery Efforts and Small Business Assistance

The coronavirus pandemic led to wide and deep economic disruption in Baltimore. The unemployment rate jumped significantly, and many restaurants, stores, and other businesses closed.

Along with financial support from the federal government, Baltimore City leaders from government and the private and philanthropic sectors worked aggressively to mitigate the COVID-19 impact as well as develop plans for a longer-term recovery. The City established a **COVID-19 Small Business Task Force**, a public-private partnership supported by BDC, to coordinate the City of Baltimore's resources and assist small businesses with resources and guidelines. The next section describes other key steps.

BDC and Baltimore City established a **Small Business Assistance Fund** to provide grants to help businesses cope with the economic fallout from the pandemic. Selection criteria were established to ensure that funds were targeted to certain Baltimore communities that have suffered from long-term disinvestment and awarded largely to firms owned by minorities, women, and Baltimore City residents – an essential step to support both small and vulnerable businesses that often struggle to obtain financial support. In all, over \$19 million was awarded in 1567 small grants, with 62 percent going to IPOC businesses and 54 percent to women-owned businesses. A full 64 percent of the grants were made to businesses owned by a Baltimore City resident.

With many small manufacturers affected by the pandemic, BDC took action to help local businesses switch over to make critically needed personal protective equipment (PPE) for area institutions and individuals. Working with BDC's **Made in Baltimore** campaign, BDC established a PPE fund that made grants to local firms.

BDC and Neighborhood Design Center (NDC) led [Design for Distancing: Reopening Baltimore Together](#), a tactical urban design initiative intended to help small businesses reopen without compromising public health. The effort encompasses over a dozen selected districts across Baltimore City, including current and former Main Streets, Retail Business Licensing Districts, and Arts and Entertainment Districts identified as priority areas for the Small Business Assistance Fund grant program.

Collaborative Technical Assistance Network: A group of Baltimore City agencies and philanthropic supporters partnered to engage and assist small businesses and nonprofits, with a focus on those owned or run by minorities located in under-resourced neighborhoods, including Opportunity Zones, as they navigated the pandemic. BDC and the Mayor's Office of Minority- and Women-Owned Businesses worked with the Baltimore Small Business Support Fund to administer a network of business assistance organizations, called the Baltimore Small Business Technical Assistance Partnership that supports businesses and nonprofit leaders as they complete applications for federal and state programs, as well

as philanthropic financial assistance programs. With 2,000 businesses having received assistance, the partnership has proven successful at reaching and supporting small businesses, and work is underway to sustain the support network moving forward to help and expand the small business sector in Baltimore over the long term.

These entities provided technical assistance, with funding by the Baltimore Small Business Support Fund:

- » Baltimore Community Lending
- » Baltimore Development Corporation (BDC)
- » Baltimore Corps
- » Impact Hub Baltimore
- » Innovation Works
- » Latino Economic Development Center
- » Morgan State University Earl G. Graves School of Business and Management

Referrals to the Technical Assistance network come from these organizations:

- » Baltimore Creatives Acceleration Network (BCAN)
- » Baltimore Roundtable for Economic Democracy (BRED)
- » CLLCTIVLY
- » Greater Baltimore Black Chamber of Commerce
- » Highlandtown Merchants Association
- » Job Opportunities Task Force (JOTF)
- » Leaders of a Beautiful Struggle
- » Mayor's Office of Small, Minority and Women Business
- » Made in Baltimore
- » Pennsylvania Avenue Black Arts District
- » Southeast CDC
- » The Startup Nest

APPENDIX 5

Stakeholder Engagement

Baltimore Together has partnered with a range of stakeholders from government, business, and the nonprofit sector to create an inclusive economic development strategy.

Key engagement activities included:

- » **November 2019-January 2020:** 10 workgroups and committees held 27 meetings to examine aspects of the economy, with more than 290 participants.
- » **May 2020:** Due to the COVID 19 pandemic, virtual recap meetings with workgroups and committees convened to share initial findings and ideas.
- » **June 2020:** Virtual Presentations to Community and Real Estate workgroup from consultant studying a residential growth strategy.
- » **June 2020:** Virtual Presentation to the Technical Advisory Committee and BDC staff by experts on economic impact of COVID-19.
- » **July 2020:** Virtual Presentation to the Strategy and Technical Advisory Committees of the residential growth strategy.
- » **August 2020:** Formation and virtual convening of the Baltimore Together Equity and Inclusion Committee.
- » **August 2020:** Draft interim report shared with workgroup participants on virtual platform. Feedback gathered and incorporated into the interim report.
- » **January 2021:** Baltimore Together website posts Interim report, residential growth strategy, economic data dashboard, link to Baltimore Metropolitan Council's website providing regional economic data, and audio version of the interim report.
- » **February - May 2021:** Feedback gathered on interim report from newly elected city leadership and a wide array of stakeholders.
- » **August 2021:** Text of final report released, Baltimore Together website post final draft of strategic plan
- » **October 2021:** comment period for draft strategic plan ends, final plan completed.

APPENDIX 6

Business, Nonprofit, and Government Organization Participants

14 West (an Agora Company)	Baltimore Development Corporation (BDC)	Civic Works
21st Century Cities Initiative at Johns Hopkins/JHU	Baltimore Development Corporation Board	CIctivly
6 Point Pictures	Baltimore Firm Office	Community College of Baltimore County (CCBC)
Abell Foundation	Baltimore Industrial Group / Fraley Corporation	Conscious Venture Lab
Accelerate Baltimore	Baltimore Jewelry Center	Core Staffing
Adashi Systems	Baltimore Metropolitan Council (BMC)	Cushman Wakefield
Agora	Baltimore Office of Promotion & the Arts (BOPA)	Cybersecurity Association of Maryland Inc. (CAMI)
Annie E. Casey Foundation	Baltimore Public Markets Corp	Dent Education
Anthem Communities	Baltimore Rock Opera Society (BROS)	Digital Logic
Arts + Parks	Baltimore Roundtable for Economic Democracy	Dooby's
Avidea Technologies	Baltimore Workforce Development Board	Downtown Partnership of Baltimore (DPOB)
B360	Baltimore Youth Arts	East Baltimore Development Inc.
Baltimore Arts Realty Corporation (BARCO)	Betamore	Economic Alliance of Greater Baltimore (EAGB)
Baltimore City Chamber of Commerce	Black Arts District	EMD Sales
Baltimore City Chamber of Commerce	Black Yield Institute	Emerging Technology Center (ETC)
Baltimore City Council	Blue Light Junction	Enoch Pratt Free Library
Baltimore City Department of Housing and Community Development (DHCD)	BNIA	Evergreen Advisors
Baltimore City Department of Planning	Breaking Bread	EVI
Baltimore City Department of Transportation	BRED	Fearless
Baltimore City Office of Information and Technology (BCIT) / Smart Cities	Brookings Institution	Federal Reserve Bank of Richmond
Baltimore City Public Schools	Brophy & Reilly LLC	Fight Blight Bmore
Baltimore Collegetown Network	Brown Advisory	For Rent Shoes
Baltimore Community Foundation	Byte Back/Digital Equity Coalition	Full Circle Photography
Baltimore Convention Center	Casey Foundation	Gaithersburg Office of Economic Development
Baltimore Corps	Catalyst Labs	Galen Robotics
Baltimore County Economic and Workforce Development	Catalyte	Goldman Sachs 10,000 Small Business
Baltimore Creatives Acceleration Network (BCAN)	Caves Valley Partners	Goodwill Industries of the Chesapeake
Baltimore Culture	Central Baltimore Partnership	Greater Baltimore Black Chamber of Commerce
	City of Baltimore, Mayor's Office of Community & Economic Development	Greater Baltimore Committee (GBC)
	Citywide Youth Development	Greater Baltimore Cultural Alliance
		Greenmount West Community Center

Hack Baltimore	Maryland Volunteer Lawyers for the Arts	Seawall Development
Heffron Company	Mayor's Office of Employment Development (MOED)	Sew Bromo
Highlandtown Arts District	Mayor's Office of Immigrant and Multicultural Affairs (MIIMA)	Social Innovation Lab (SIL)
Howard Bank	Mayor's Office of Small, Minority and Women-Owned Business Development	Southern Baptist
Hutch	MCB Real Estate	Southway Builders
Impact Hub	Merchants Terminal	Spark Baltimore
Independent Arts	Miles & Stockbridge	SpreadKarma
Innovation Works	MOMCares	State of Maryland Department of Commerce
Institute of Marine and Environmental Technology (IMET)	Moms As Entrepreneurs	State of Maryland Department of Housing and Community Development
Johns Hopkins Fast Forward	Morgan Stanley	Station North Arts & Entertainment District
Johns Hopkins Technology Ventures	Morgan State University	T. Rowe Price Foundation
Johns Hopkins University	Motor House	The LaunchPort
Latino Economic Development Center (LEDC)	MSW / Community Action & Social Policy- BCAN	The Reinvestment Fund (TRF)
LifeBridge Health	Neighborhood Design Center	The Startup Nest
Live Baltimore	Neighborhood Exchange	Time Group
Local Initiatives Support Corp	Neighborhood Impact Investment Fund (NIIF)	Tulkoff Foods
M & T Bank	New Creatures	U.S. Commercial Service
M & T Bank / Wilmington Trust Group	New Growth Innovation Network	Under Armour
Mackenzie Commercial Real Estate	Noisy Tenants	University of Maryland Medical System
Made in Baltimore	Office of the Council President	University of Maryland, Baltimore
Maryland Association of Non-Profit Organizations (MANO)	Office of the Mayor	Upton CDC
Maryland Development Center	Open Works	VerImmune
Maryland Film Festival	Opulent Cloud	Visit Baltimore
Maryland Film Industry Coalition	Pandora	VOA Works
Maryland Hispanic Chamber of Commerce	Parity, LLC	VPI Consulting
Maryland Institute College of Art (MICA)	Parkway Theater	Waterfront Partnership of Baltimore
Maryland LGBT Chamber of Commerce	PI. KL Studio	Weinberg Foundation
Maryland Philanthropy Network	PNC Bank	Weller Development
Maryland Port Administration (MPA)	Point Field Partners	White Box
Maryland Strategic Consulting	Ports America Chesapeake	Whiteford Taylor Preston
Maryland Technology Development Corporation (TEDCO)	Project Own	Wide Angle Youth Media
	R3 Score	Workshop Development
	ReGelTec	Wrightway Studios
		Zalcho

APPENDIX 7

Implementation Matrix

STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

SUB-STRATEGIES

Anchor the work of Baltimore Together

- 1.1 Build an online platform for Baltimore Together to inform public, organize efforts, track action and communicate success.
- 1.2 Post goal metrics on website/maintain dashboards on Baltimore Together website
- 1.3 Post rolling updates, news, reports, social media feed on Baltimore Together website

Collaboration with various economic, workforce, and business development organizations

- 1.4 Convene economic and workforce development organizations, partners, and stakeholders on a semi-annual basis to track accountability, measure progress and revisit the strategies of Baltimore Together.
- 1.5 Secure commitments from economic development partners to incorporate Baltimore Together goals into their respective strategies and self-report- metrics annually to Baltimore Together. annual reports posted on Baltimore Together website.
- 1.6 Explore and advance a regional economic development district in collaboration with metro Maryland jurisdictions and the US Economic Development Administration.
- 1.7 Convene economic and workforce development leaders to assess major policy changes.
- 1.8 Reframe and align the school system and the workforce system, building from initiatives such as YouthWorks and Grads2Careers

Track economic data more effectively

- 1.9 Develop a regional economic indicators dashboard and post on Baltimore Together website
- 1.10 Annually compare Baltimore Together goal metrics with regional indicators dashboard on Baltimore Together website.
- 1.11 Explore environmental, social and governance (ESG) reporting

Reimagine and rebuild the local small business ecosystem

- 1.12 TA (technical assistance) network: continue to convene network of small business support system to share information, coordinate and improve delivery of service by TA network members
- 1.13 Build partnership between TA network and existing African-American led financial institutions such as Harbor Bankshares Corporation, Brown Capital Management, MECU, and Meridian Management Group.

Align, coordinate, and bring more financial capital into small business ecosystem

- 1.14 Identify sources of funds to support TA network of small business support system
- 1.15 Build partnership between TA network and existing African-American led financial institutions such as Harbor Bankshares Corporation, Brown Capital Management, MECU, and Meridian Management Group
- 1.16 Increase investment in BIPOC entrepreneurial opportunities/ incubator programs led by people of color
- 1.17 Examine novel and emerging approaches to capital access for small businesses with Blueprint Local Investments and Nowak Metro Finance Lab at Drexel University
- 1.18 Develop loan loss reserve capitalized by local banks and foundations, and managed by local CDFIs and other nonprofits
- 1.19 Pilot alternative underwriting processes that do not solely rely on the use of a credit score to determine creditworthiness
- 1.20 Explore other non-debt forms of capital for early stage businesses and others adverse to taking on debt burdens.

Build a networked workforce delivery system serving Baltimore City residents and employers

- 1.21 Aggregate Maryland's higher education data to share with existing and prospective employers. Post data annually
- 1.22 Establish Common Performance Metrics (CPM) for workforce development. Post analysis annually
- 1.23 Develop a Workforce Integrated Data System (WIDS). Report gaps in service. Identify need for resource allocation. Post results annually
- 1.24 BDC, MOED and Maryland Department of Labor convene quarterly to discuss trends, share information about hiring and training resources

STRATEGY 2: Invest in People and Places

SUB-STRATEGIES

Invest in Human Capital

- 2.1 Establish industry sector partnerships for growth industry sectors
- 2.2 Create additional apprenticeships
- 2.3 Increase use of workforce training dollars by business employers. Track and report annually use of funding by industry sector and other factors
- 2.4 Develop a Service Corps that offers immediate job opportunities and wages so residents can meet basic needs while building skills, experience while also providing a public good
- 2.5 Increase employment of people post incarceration

2.6 Increase private sector participation in Baltimore Collegetown Network Industry Days and students' connection to employment opportunities

2.7 Track and report annual training and educational initiatives

Invest in places

Increase local investment funds and target bipoc-owned businesses

2.8 Align public resources (Baltimore City/ State of Maryland) and private investment to support equitable development — aligned with the DHCD framework.

2.9 Convene local CDFIs and financial institutions to identify strategies to attract impact investment; measure investment attracted

2.10 TechConnect: attract/ retain technology-based businesses in downtown office space

2.11 Downtown BOOST Program: attract and support BIPOC-owned businesses in Baltimore's Downtown Center

2.12 Develop mechanism to track and annually report of equity investors in real estate and business projects (opportunity zones)

Strengthen the local retail industry

2.13 Hire a retail expert, to develop a detailed inclusive retail recovery and growth strategy for Baltimore's neighborhoods and downtown. Implement strategy

2.14 Explore more funding for the Main Streets program

2.15 Explore the creation of permanent affordable commercial space.

Enhance the neighborhood focus of development efforts: middle neighborhoods and commercial corridors

2.16 Commercial corridors: develop 'Economic Value Atlas' mapping tool to measure 'vitality'

2.17 Evaluate the Main Streets, Retail Business District License, LINC's, and other City retail programs and make recommendations about funding and structure.

2.18 Evaluate effectiveness of business development incentives in commercial corridors, design and adopt new toolkit

2.19 Connect merchants' associations to retail programs.

Invest in Baltimore's Downtown

2.20 Incentivize use of vacant Class B & Class C office space

2.21 Redevelop blighted city-owned properties

2.22 Leverage State Center relocation to drive private investment of underutilized sites (former Mechanic Theatre, 325 West & 300 East Pratt Street, Harborplace and Metro West)

2.23 Design and implement creative placemaking solutions: attractive lighting, large format advertising, art, more outdoor use space for residents and employees

STRATEGY 3: Build from Strength

SUB-STRATEGIES

Highlight and Celebrate Thriving and Promising Companies

- 3.1** Identify 25 companies poised for significant growth; develop plan to ensure those companies have access to city, state, and other business resources.

Tap into Strengths to Expand Opportunities for Business

- 3.2** Create a mechanism to include philanthropic organizations in investment strategies outlined by Baltimore Together.
-
- 3.3** Convene existing African-American led financial institutions such as Harbor Bankshares Corporation, Brown Capital Management, MECU, and Meridian Management Group to strengthen the financing system in Baltimore.
-
- 3.4** Establish a mentor-led program to connect entrepreneurs with role models and strengthen ties among self-employed individuals.
-
- 3.5** Invest in social innovation entrepreneurs by providing a platform and resources to bring solutions to social issues to market
-
- 3.6** Develop marketing materials for recruiting CEOs for growing life science businesses

SECTOR STRATEGIES: IMPLEMENT STRATEGIES TO DEVELOP BIPOC-OWNED BUSINESSES IN KEY INDUSTRY CLUSTERS.

Life Sciences / Bio Health

- 3.7** Form life sciences advisory group to advise on retention and attraction of business and investment in life science companies in Baltimore and region
-
- 3.8** Strengthen a CEOs roundtable for owners of biotech companies in the region.
-
- 3.9** Develop transitional wet lab space to initially house firms before they move to a permanent home.
-
- 3.10** Focus on connecting and funding apprenticeship training programs for bio-manufacturing employees.
-
- 3.11** Explore creation of an accelerator program, like those in Massachusetts and Philadelphia, to bring capital, technical help, and mentorship.

Technology

- 3.12** Increase private sector participation in Baltimore Collegetown Network Industry Days and students' connection to employment opportunities
-
- 3.13** Annually host a partnering conference showcasing the broad category of business engaged in the production of software, electronic, digital transformation, data, and information. Use this as a platform to promote and unite the ecosystem and offer a venue to seek investment and business development and licensing opportunities.

3.14 Support the ESO (Entrepreneur Support Organization), an ETC - led effort. Track initiatives and partnerships created and partnerships that support local entrepreneurs' success.

3.15 Develop technology entrepreneurship training and apprentice programs to meet the demand from Baltimore City youth interested in creating their own tech-enabled company

Industrial, Manufacturing, and Logistics; International Trade

3.16 Establish mechanism to coordinate potential state and federal funds for eligible funding

3.17 Create interactive map of logistics infrastructure in the region

3.18 Identify what industries comprise the Baltimore metro region's supply chain economy (or create a proxy of industries/ NAIC), quantify the number of companies, the quality of jobs it contains and the unfilled job capacity. Identify size of businesses, location in metro area, employment numbers

3.19 Identify unfilled jobs data, wages. Establish industry sector partnership.

3.20 Support Baltimore Port Alliance's (BPA) Education and Outreach efforts - Hiring and Career Expos; increase participation by private employers

3.21 Support Maritime Educator Externship; increase participation of educators to learn about academic and career pathways in the transportation, distribution, maritime logistics, and supply chain management industries. Initiative of Community College of Baltimore County (CCBC) Transportation, Distribution, and Logistics Institute (TDLI)

3.22 Monitor movement of goods: convene bi-annually review of movement data from commercial freight vehicles, analytics/ mapping tool. Use analytics to update the truck routes in the region. Maintain reliable truck routes and heavyweight corridors.

3.23 Land use and development design standards – review zoning variances and update design standards to address how community quality of life and access to goods can be achieved.

3.24 Expand partnerships to promote Baltimore exports and foreign business attraction, especially in light industrial sectors.

3.25 Target foreign direct investment and business attraction success in cybersecurity and biotech, and expand investment to other industries.

3.26 Partner to develop a preferred Baltimore tour for foreign executives and investors

Hospitality and Tourism

3.27 Develop a "reopening" plan for downtown and neighborhood commercial districts to welcome workers back, develop public safety strategies, address transit etc.

3.28 Attract, support, and Invest in the small businesses located in Lexington Market and the Public Market System in Baltimore City.

3.29 Promote Black historical assets as a tourism destination

3.30 Invest in the improvement and update of the Inner Harbor (infrastructure, Harborplace); complete pedestrian lighting along promenade, Rash Field – complete Phase 1 and support Phase 2 of the new park project, Pier 1 water taxi and museum

3.31 Complete the redevelopment of a new world-class venue to host the Preakness and other major events

3.32 Invest in a modernized Convention Center, including much-needed immediate building infrastructure improvements

3.33 Continue stadium upgrades for the Orioles and Ravens

3.34 Complete a major renovation of the Baltimore arena

3.35 Support development of Warner Street entertainment district

Creative Industries

3.36 Continue Baltimore Together’s Creative Industries workgroup to advise on retention and attraction of business and investment in creatives in Baltimore and region. Improve collection and tracking of creative industry data to understand the economic impact of this sector and the technical assistance resources needed by creatives

3.37 Enable creative industries to invest in designated, thriving arts districts by providing access to and ownership of affordable and safe artist and maker space

3.38 Develop a creative business “collective” in the Pennsylvania Avenue Black Arts District.

3.39 Develop creative entrepreneurship training and apprentice programs to meet the demand from Baltimore City youth interested in creative careers

3.40 Engage local creatives to promote Baltimore’s potential, and celebrate and promote local cultural works as export goods from Baltimore

3.41 Engage expertise to develop economic recovery and growth plans for the City’s four Arts & Entertainment Districts.

STRATEGY 4: Compete to Succeed

SUB-STRATEGIES

Work to Increase Population

4.1 Public Safety: develop and implement collaborative, technology -driven safety partnerships between nonprofits, private and government entities

4.2 Utilize City residency incentives to increase homeownership – public/private employer and city resources offered to employees who choose to reside in Baltimore City

4.3 Implement Live Baltimore’s marketing strategy of Baltimore’s neighborhoods.

4.4 Market Baltimore's Downtown Center as a place to live, work and play

4.5 Extend, promote, and utilize the High-Performance Market Rate Tax Credit in repurposing vacant/underutilized office buildings

Make Baltimore City More Competitive

4.6 Develop a plan to use a referendum to reduce real property taxes.

4.7 In lieu of restructuring tax rate for Baltimore City, evaluate effectiveness of business development incentives, design and adopt new toolkit

Develop and Sharing a New Narrative About Baltimore

4.8 Collaborate with Baltimore artists promote authentic Baltimore experience.

4.9 Invest in our artists, empowering them to build bigger platforms and reach national audiences.

4.10 Collaborate with key businesses and universities to develop a Baltimore narrative that highlights our educated workforce and exciting employment opportunities.

4.11 Promote Baltimore as a city of innovators cognizant of its past, proud of its assets and working together for an inclusive and equitable future.

4.12 Promote Baltimore's Black cultural assets as tourist destinations linked to our distinct history.

4.13 Create National Baltimore Story marketing campaign

Address Our Challenges

Public Safety: Continue to improve all aspects of our public safety system.

Public Education:

Infrastructure:

Digital Equity:

Mobility and Transit:

APPENDIX 8

Baltimore Business Support Organizations

Baltimore Small Business Support Fund

Baltimore Community Lending
Baltimore Corps
Baltimore Development Corporation (BDC)
Impact Hub Baltimore
Innovation Works
Latino Economic Development Center
Earl G. Graves School of Business and Management at Morgan State University

Referrers to the Technical Assistance network

Baltimore Creatives Acceleration Network (BCAN)
Baltimore Roundtable for Economic Democracy (BRED)
CLLCTIVLY
Greater Baltimore Black Chamber of Commerce
Highlandtown Merchants Association
Job Opportunities Task Force (JOTF)
Leaders of a Beautiful Struggle
Made in Baltimore
Mayor's Office of Small, Minority and Women Business

Pennsylvania Avenue
Black Arts District
Southeast CDC
The Startup Nest

Entrepreneur Support Organizations

1100 Wicomico
Aging2.0
Baltimore Business Lending
Baltimore Development Corporation
BCAN
Betamore
Center for Innovation & Entrepreneurship at Towson
Chesapeake Digital Health Exchange
City of Baltimore
Community College of Baltimore County
Conscious Venture Lab
Entrepreneurial Development & Assistance Center at Morgan State
ETC (Emerging Technology Centers)
Fearless Business Incubator
Harbor Designs
Hexcite
Impact Hub Baltimore

Industrial Arts
Innov8 Maryland
Innovation Works
Johns Hopkins Medicine
Johns Hopkins University
LifeBridge Health BioIncubator
Loyola University Maryland
Maryland Technology Enterprise Institute (Mtech)
MBIA
MD Development Center
Morgan State University
Spark
Squadra
Startup Bootkamp
Startup Grind, Inc.
Startup Nest
The Cube Cowork
The Grid
University of Maryland, Baltimore
University of Baltimore
University of Maryland BioPark
Venture for America
Visit Baltimore

APPENDIX 9

Acronyms

BGE	Baltimore Gas & Electric
BDC	Baltimore Development Corporation
BIPOC	Black, Indigenous, and People of Color
BMC	Baltimore Metropolitan Council
BWDB	Baltimore Workforce Development Board
CDFI	Community Development Financial Institution
CDC	Certified Development Company
CEDS	Comprehensive Economic Development Strategy
DHCD	Department of Housing and Community Development - Baltimore City Department of Housing and Community Development - State of Maryland
DPOB	Downtown Partnership of Baltimore
EAGB	Economic Alliance of Greater Baltimore
EBDI	East Baltimore Development Initiative
EDA	Economic Development Administration - U.S. Department of Commerce
EDD	Regional Economic Development District
ETC	Emerging Technology Center
GBC	Greater Baltimore Committee
LEHD	Longitudinal Employer-Household Dynamics
LINCS	Leveraging Investments in Neighborhood Corridors
MOED	Mayor's Office of Employment Development
MIMA	Mayor's Office of Immigrant Affairs
NIIF	Neighborhood Impact Investment Fund
PPE	Personal Protection Equipment
PPP	Payroll Protection Program
RBDL	Retail Business District License
SBRC	City of Baltimore Small Business Resource Center
SEED	Smart Energy Economic Development

APPENDIX IO

SWOT Data Visualization

Anchor Institutions of Baltimore City

A. Baltimore City Community College

INDUSTRY: Education
 Employees*: 272
 Annual Enrollment: 4557

B. Coppin State University

Industry: Education
 Employees*: 333
 Annual Enrollment: 2738

C. Johns Hopkins Hospital & Health System

3 Campuses
 Industry: Medical
 Employees*: 20,485

D. Johns Hopkins University

Industry: Education
 Employees*: 4919
 Annual Enrollment: 26152

E. Kennedy Krieger Institute

Industry: Medical
 Employees*: 2600

F. LifeBridge Health

2 Campuses
 Industry: Medical
 Employees*: 5315

G. Loyola University of Maryland

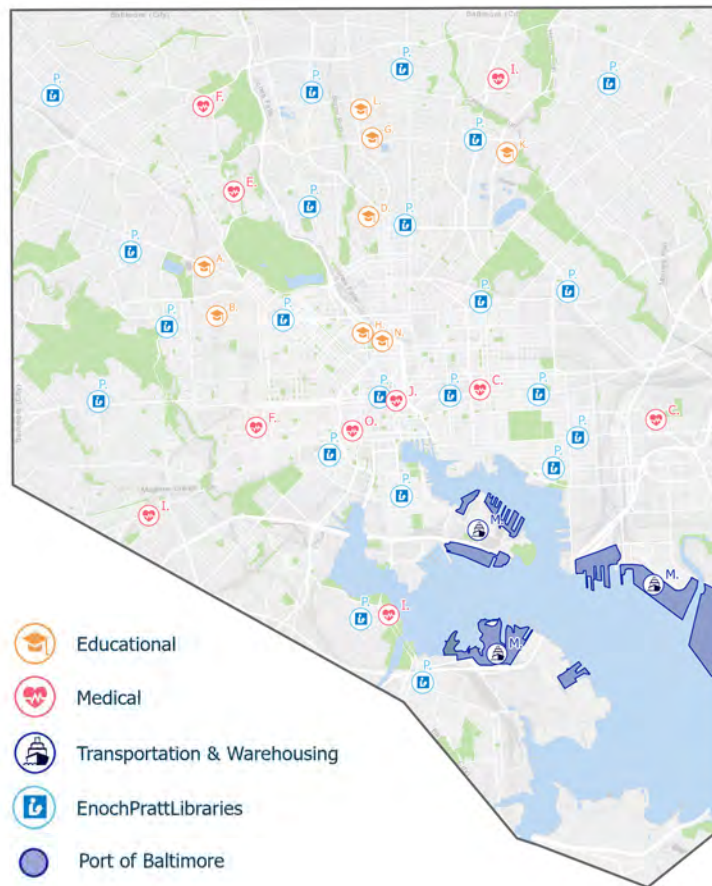
Industry: Education
 Employees*: 740
 Annual Enrollment: 5645

H. Maryland Institute College of Art

Industry: Education
 Employees*: 389
 Annual Enrollment: 2181

I. MedStar Health

3 Campuses
 Industry: Medical
 Employees*: 9000



J. Mercy Health Services

Industry: Medical
 Employees*: 4030

K. Morgan State University

Industry: Education
 Employees*: 968
 Annual Enrollment: 7712

L. Notre Dame of Maryland University

Industry: Education
 Employees*: 201
 Annual Enrollment: 2373

M. Port of Baltimore

Primary Function Areas are shaded Blue
 Industry: Transportation Logistics / Warehousing
 Employees*: 15,000 (From a multitude of employers)

N. University of Baltimore City

Industry: Education
 Employees*: 406
 Annual Enrollment: 5041

O. University of Maryland Medical System

Industry: Medical
 Employees*: 11,450

*Estimate

Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, USGS, EPA, NPS

Data: DataUSA; Maryland Port Administration, 2017 Economic Impact Report; Baltimore Business Journal; MD Department of Commerce

Major Employment Districts of Baltimore City

DISTRICT 1

HEC: The Arc Baltimore (3000)
HEI: Admin, Support, Waste MGMT, and Remediation Services (3150)

DISTRICT 2

HEC: Sinai Hospital (3957)
HEI: Health Care (5417)

DISTRICT 3

HEC: Gilman School (220)
HEI: Educational Services (912)

DISTRICT 4

HEC: BCCC (489)
HEI: Education Services (844)

DISTRICT 5

HEC: Medstar Union Memorial Hospital (2183)
HEI: Health Care (2684)

DISTRICT 6

HEC: Cloverland Dairy (301)
HEI: Agriculture (301)

DISTRICT 7

HEC: Maryland Health Department (2000)
HEI: Public Administration (3675)

DISTRICT 8

HEC: UMD Medical Center (10494)
HEI: Health Care (25731)

DISTRICT 9

HEC: JHU School of Medicine (9781)
HEI: Health Care (13406)

DISTRICT 10

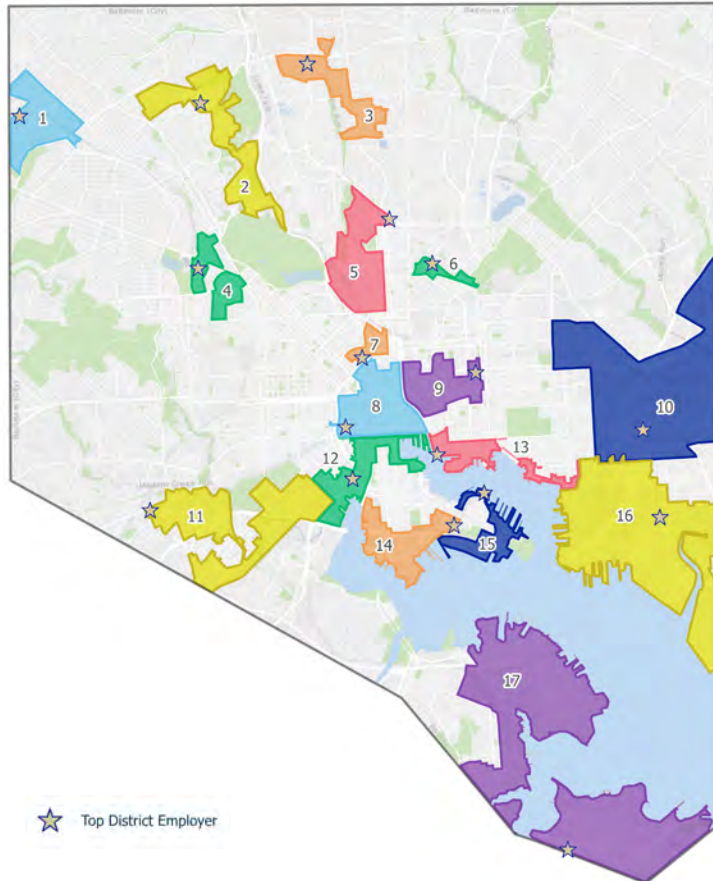
HEC: JHU Bayview Medical Center (3041)
HEI: Health Care (3251)

DISTRICT 11

HEC: St Agnes Hospital (2479)
HEI: Health Care (2773)

DISTRICT 12

HEC: S.A.F.E Management / M&T Bank Stadium (503)
HEI: Accommodation / Food Service (2653)



DISTRICT 13

HEC: OneMain Financial (1201)
HEI: Finance/Insurance (2820)

DISTRICT 14

HEC: MD Automobile Insurance Fund (499)
HEI: Finance/Insurance (499)

DISTRICT 15

HEC: Under Armour Global Headquarters (3000)
HEI: Retail Trade (3000)

DISTRICT 16

HEI: Johns Hopkins Home Care Group (700)
HEI: Misc. Ambulatory Health Care Service (775)

DISTRICT 17

HEC: US Coast Guard Supply Engineering (600)
HEI: Manufacturing (600)

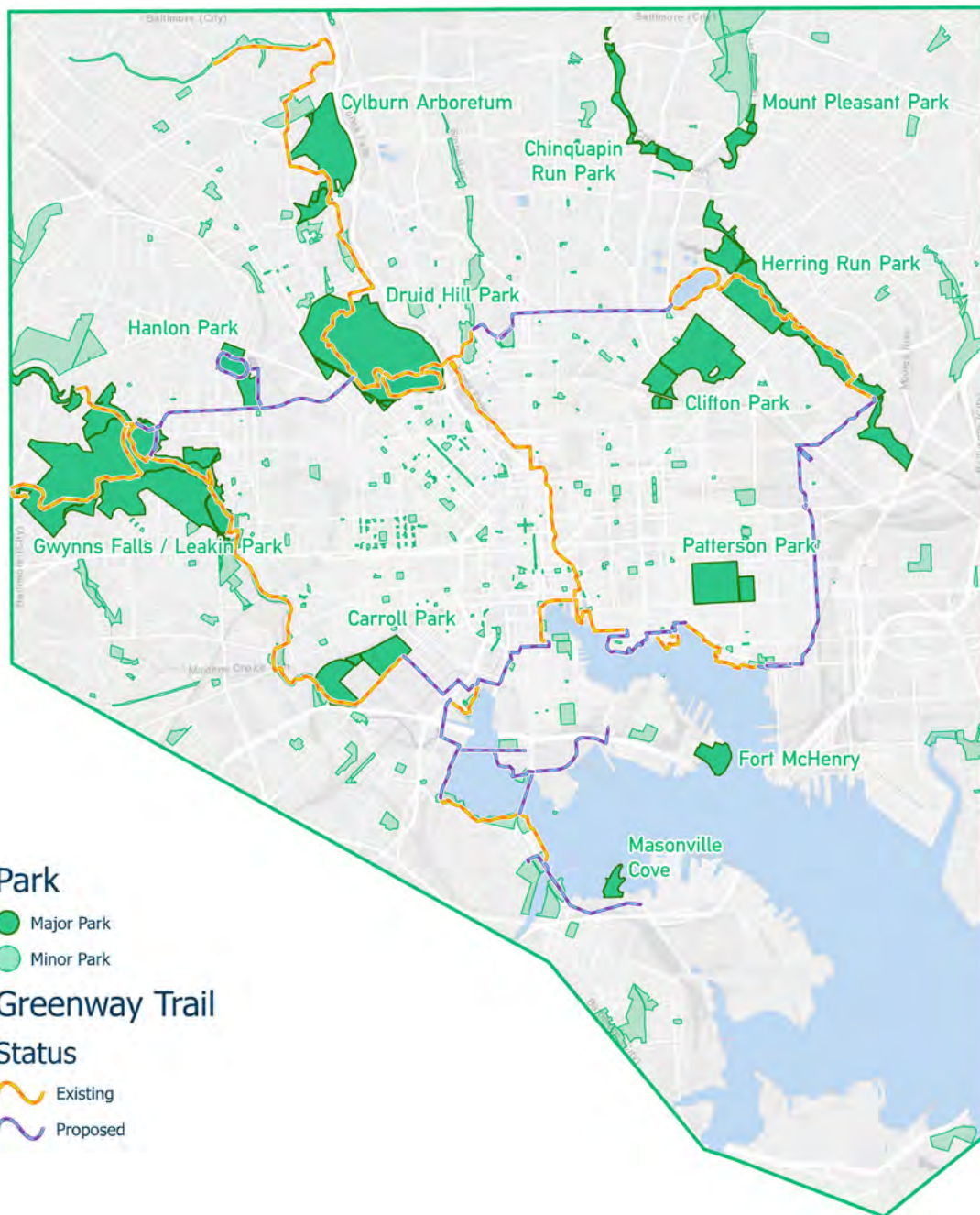
Legend:

HEC = Highest Employing Company
HEI = Highest Employing Industry
Star: Highest Employing Company location

Credits: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, USGS, EPA

Data Credit: InfoUSA via ESRI Business Analyst

Park Network



Basemap: City of Baltimore, Baltimore County Government, VITA, ESRI, HERE, Garmin, USGS, EPA, NPS

Photos of profiled Baltimore business owners and residents are courtesy of Jon Bregel.

Jon is a multidisciplinary filmmaker and photographer located in Baltimore, MD. He is also the founder and photographer of BaltimoreSmall.com, a media platform that gives voices to small businesses and nonprofits through photography and storytelling.

Report design courtesy of Points North Studio.

Through web design, branding, and marketing, Points North Studio helps ambitious brands transform where they are into where they want to be. Let's find your north.

Baltimore Together branding courtesy of Younts Design.

Younts Design is a creative studio that assists a wide range of clients in providing unforgettable design that reinforces brands across print, web and environmental graphics.



Building the New Economy in Baltimore

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