



# Baltimore Together.

A Platform for Inclusive Prosperity

OUR  
**MISSION**

SERVING

**The Baltimore Development Corporation (BDC) is the lead economic development organization for the City of Baltimore. Our mission is to grow the city's economy in an inclusive manner by retaining, expanding and attracting businesses and promoting investment, thereby increasing career opportunities for residents.**

WE'RE COMMITTED TO  
**EQUITABLE ACTIONS**

**BDC is committed to a more equitable economy by supporting minority and women-owned businesses and promoting investment in neighborhoods that have been negatively impacted by institutional racism and/or generational poverty. We develop strategies and facilitate collaboration among our partners to intentionally create an**

**inclusive and equitable economy.**  
**BALTIMORE**

*BDC definition of Equity is in accordance to Baltimore City's equity assessment program. Equity means closing the gaps in policy, practice, and the allocation of resources so that race, gender, religion, sexual orientation, and income do not predict one's success, while also improving outcomes for all.*

# COMPREHENSIVE ECONOMIC DEV. STRATEGY **BALTIMORE TOGETHER**

**Baltimore Together**, adopted by the City's Planning Commission in 2021 and is Baltimore's Comprehensive Economic Development Strategy, held its 3rd Annual Summit in November, celebrating 3 years of progress. We're building an economy where all residents can thrive. In 2024, Baltimore ranked #12 nationwide for equity-focused growth, as recognized by the National Equity Atlas.



# BALTIMORE TOGETHER THE 7 GOALS

## A New Vision For Baltimore's Economy



### Build an equitable economy.

**Objective:** Eliminate economic racial disparities.



### Build a stronger workforce system.

**Objective:** Ensure residents have career opportunities at a living wage.



### Be world-class leaders in key industry sectors.

**Objective:** Lead in life sciences, logistics, digital services, medical devices, social enterprise and creative industries.



### Grow the city's population.

**Objective:** Create a more equitable tax base.



### Build a thriving innovation and small business ecosystem.

**Objective:** Increase job growth and investment in businesses under 500 people.



### Support equitable neighborhood development.

**Objective:** Increase investment in formerly redlined communities.



### Recover stronger from COVID-19.

**Objective:** Rebuild and grow negatively impacted sectors.

# BALTIMORE TOGETHER EQUITY METRICS

GOAL	OBJECTIVE	METRICS	2019 (Covid-19)	2020 (Covid-19)	2021	2022	2023	
1 Build an equitable economy.	Eliminate economic racial disparities.	» Black income and employment vs. white income and employment	Unemployment Rates Black & white residents	11.5% Black* 3.7% White*	10.2% Black 3.9% White	9.8% Black* 4.1% White*	8.8% Black* 4.3% White*	6.4% Black 3.2% White
			Labor Participation Black & white residents	173,016 Black* 107,398 White*	173,397 Black* 107,525 White*	157,677 Black* 100,680 White*	168,268 Black* 94,676 White*	158,433 Black* 94,484 White*
			Household Income Gap between Black & white	\$39,101*	\$38,429	\$41,247*	\$38,504	\$45,446
2 Be world-class leaders in key industry sectors.	Lead in life sciences, logistics, digital services and creative industries.	» Employment within each specific sector. (Total # of jobs)	Life Sciences	3,119*	3,478*	4,141*	3,686*	2,809
			Logistics & Manufacturing	48,667*	49,095*	44,889*	48,660*	51,757
			Digital Services	4,758*	4,860*	4,822*	4,962*	4,876
			Creative Industries	6,527*	5,902*	6,095*	6,599*	6,360
			Tourism & Hospitality	24,365*	15,005*	16,599*	19,637*	20,633
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.	# of Businesses: BIPOC-owned vs. white-owned businesses	Need reliable source	Need reliable source	Need reliable source	Need reliable source	Need reliable source
			Total Revenue: BIPOC-owned vs. white-owned businesses	Need reliable source	Need reliable source	Need reliable source	Need reliable source	Need reliable source
			Dollar amount of venture capital invested in city businesses.	\$279.3 million	\$509.5 million	\$768 million	\$835 million	\$725.9 million
4 Build a stronger workforce system.	Ensure residents have career opportunities at a living wage.	» Employment rate in communities of color.	Employment rate within NIIF* boundary	52.97%	53.1%	52.94%	53.06%	Waiting report
			Employment rate outside NIIF* boundary	66.26%	66.86	66.84%	66.99%	Waiting report
5 Grow the city's population.	Create a more equitable tax base.	» Number of residents & households.	Number of residents	593,490	602,274	576,498	569,931	565,239
			Number of households	242,694	242,499	254,370	254,707	259,385
6 Support equitable neighborhood development.	Increase investment in formerly redlined communities.	» Dollar amount of public and private investment.	Public investment within NIIF boundary	\$23.5 million	\$21.5 million	\$34.3 million	\$23.8 million	\$32.5 million
			Private investment within NIIF boundary	\$2.3 billion	\$585.3 million	\$1.1 billion	\$818.3 million	\$406 million
7 Recover stronger from COVID-19.	Rebuild and grow negatively impacted sectors.	» Tourism & Hospitality metrics	Hotel occupancy rate	63%	30%	43%	57%	59%
			Hotel tax collections	\$33 million	\$25.2 million*	\$10.2 million*	\$10.2 million	\$30.4 million
			Number of visitors	26.7 million	27 million	21.4 million	21.4 million	26.7 million

**PROGRESS INDICATORS**

- Positive Progress
- Neutral
- No Progress

\* Denotes stat has been corrected based on Census Data and various data sources.

# BALTIMORE TOGETHER

## 4 KEY STRATEGIES



A New Vision For Baltimore's Economy



# 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.

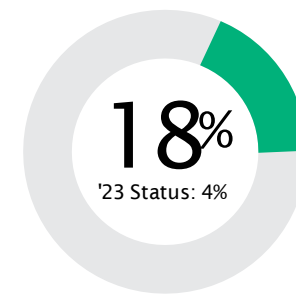
[www.baltimoretogether.com](http://www.baltimoretogether.com)

**Baltimore Together relies on engagement from all parts of our community, public, private, non-profit, and philanthropy.**

# BALTIMORE TOGETHER IMPLEMENTATION

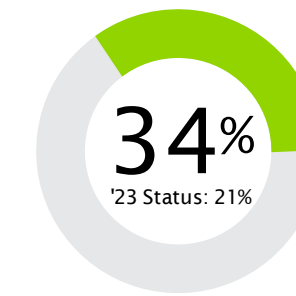
The plan includes an **Implementation Matrix: Appendix 7, with 99 activities**

promoting economic inclusivity and equity. To hold ourselves accountable to the work and goals, we track progress of each activity.



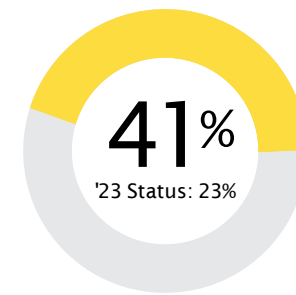
## Complete

The strategies are now complete, with goals fully met and objectives successfully achieved. Thanks to strong stakeholder collaboration and dedicated effort, we've realized the intended impact and are ready to build on these accomplishments.



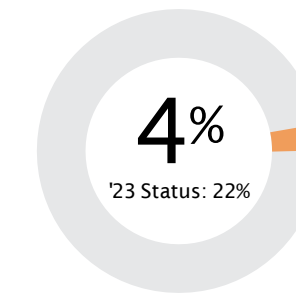
## Positive Progress

We are seeing positive progress as our strategies move forward, with concrete steps taken and early successes emerging. Stakeholder engagement has been strong, and we're building momentum. Continued collaboration and support will be key to maintaining this progress, and we're excited to expand our efforts to ensure lasting impact.



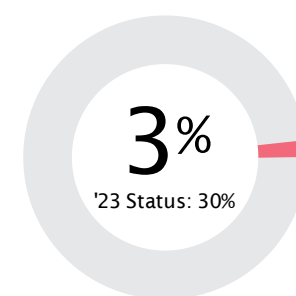
## Some Progress

These strategies are in progress, and we've made significant strides, but we recognize there is still much work ahead to fully realize the impact of our stakeholders' efforts. This may involve seeking additional funding, increasing stakeholder engagement, or overcoming current roadblocks.



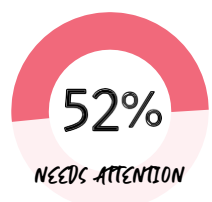
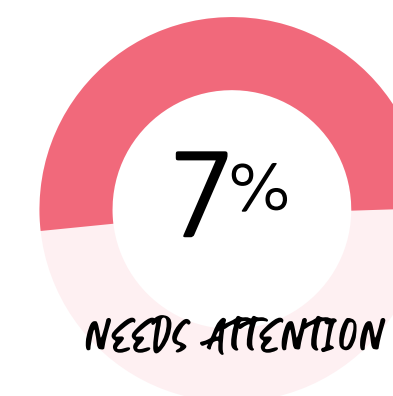
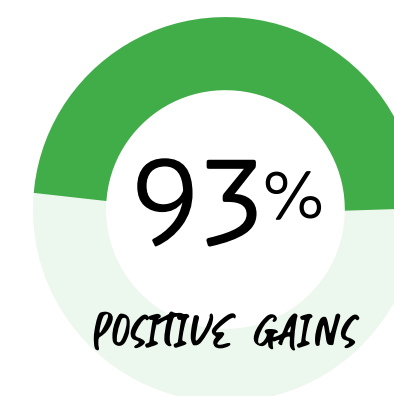
## No Progress

Baltimore Together is an enormous undertaking - incremental and ongoing. Every action item cannot be undertaken at once. This report represents year 3 of 5. We will continue to prioritize action items with the intent to tackle them over time.



## Strategy Deferred

This category has been updated from "Need the Info" to "Strategy Deferred." This change reflects feedback from stakeholders indicating that the remaining strategies either lack sufficient engagement, require reassessment, or have shifted in priority. Baltimore Together stakeholders will evaluate whether to revise or remove these strategies. If your organization has updates or is actively working on these initiatives, please let us know.



2024 Overall Status

2023



# BALTIMORE TOGETHER IMPLEMENTATION

STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency	
Key Industry Clusters: Hospitality and Tourism	
# 1.12	# 1.13
<p><b>Strategy</b></p> <p>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.</p>	<p><b>Strategy</b></p> <p>Build partnership between TA network and existing African-American led financial institutions such as Harbor Bank shares Corp, Brown Capital Management, MECU, and Meridian Management Group.</p>
Priority: <b>High</b>	Priority: <b>Moderate</b>
Impact: <b>Moderate</b>	Impact: <b>Moderate</b>
Difficulty: <b>Easy</b>	Difficulty: <b>Moderate</b>
Lead Reporting Partner(s): BDC	Lead Reporting Partner(s): BDC
Active Colliab Partner(s): Baltimore BASE Network	Active Colliab Partner(s): Baltimore BASE Network
Ecosystem Partner(s): MOED, CBOs, Various Non-Profits, State Agencies	Ecosystem Partner(s): <i>(Open to Partners)</i>
Progress Status: <b>Complete</b>	Progress Status: <b>Some Progress</b>
<p><b>2022 Progress</b></p> <p>Now called the <a href="#">BASE Network</a>, the program received \$11.7 million in <a href="#">ARPA funds</a> to provide grants to small businesses. <b>\$4.7 million was awarded to over 200 businesses of which 88% were BIPOC-owned.</b></p>	<p><b>2022 Progress</b></p> <p>BASE Network did not expand in 2022. It focused on grant awards and existing partnerships.</p>
<p><b>2023 Progress</b></p> <p>The Base Network (15 partners) is now retooling itself coming out of the COVID-19 Pandemic response. Goals include defining governance structure, better tracking and metrics, investing in storytelling, defining or redefining partner roles.</p> <p><a href="#">Baltimore in the top ten cities for COVID recovery.</a></p>	<p><b>2023 Progress</b></p> <p>ARPA funding will be expended by the end of FY24 June 30, 2024. Efforts are underway to determine the future of the BASE Network and funding to support it.</p>
<p><b>2024 Progress</b></p> <p>The BASE Network <b>closed its APRA grant program, empowering 465 businesses to pivot and recover from pandemic challenges.</b> In Nov. 2023, the Network secured Economic Recovery Corp fellow Charlotte Clark to enhance its capacity. Through strong collaboration with partners internal and external, key issues are being addressed. A "Co-Design" process was conducted, beginning with a July 2024, "Co-Design Day" and a two-week sprint, culminating with a Baltimore Together Breakout Session. Five workgroups have been formed to assess progress and plan for future growth. <b>(1) Advocacy &amp; Storytelling</b> – Enhancing our narrative and amplifying our voice; <b>(2) Education &amp; Learning</b> – Creating growth and knowledge-sharing opportunities; <b>(3) Capital Access</b> – Improving access to resources and funding; <b>(4) Navigation &amp; Coordination</b> – Streamlining processes and collaboration; <b>(5) Strategy &amp; Structures</b> – Refining strategies and organizational structures.</p> <p>This strategy is considered complete as the Network remains committed to supporting small businesses, this work will continue into the foreseeable future.</p>	<p><b>2024 Progress</b></p> <p>Baltimore Together will host a breakout session titled "Bringing the Capital to the Table," focusing on Black capital access and the role of Black-owned capital providers. The discussion will explore how these institutions can better support small businesses by offering tailored financial solutions and more flexible terms. Additionally, the session will address the challenges capital providers face in developing programs, loan products, and financial packages that meet the unique needs of small businesses.</p>

**ADPATIVE**

## BASE Network Breakout



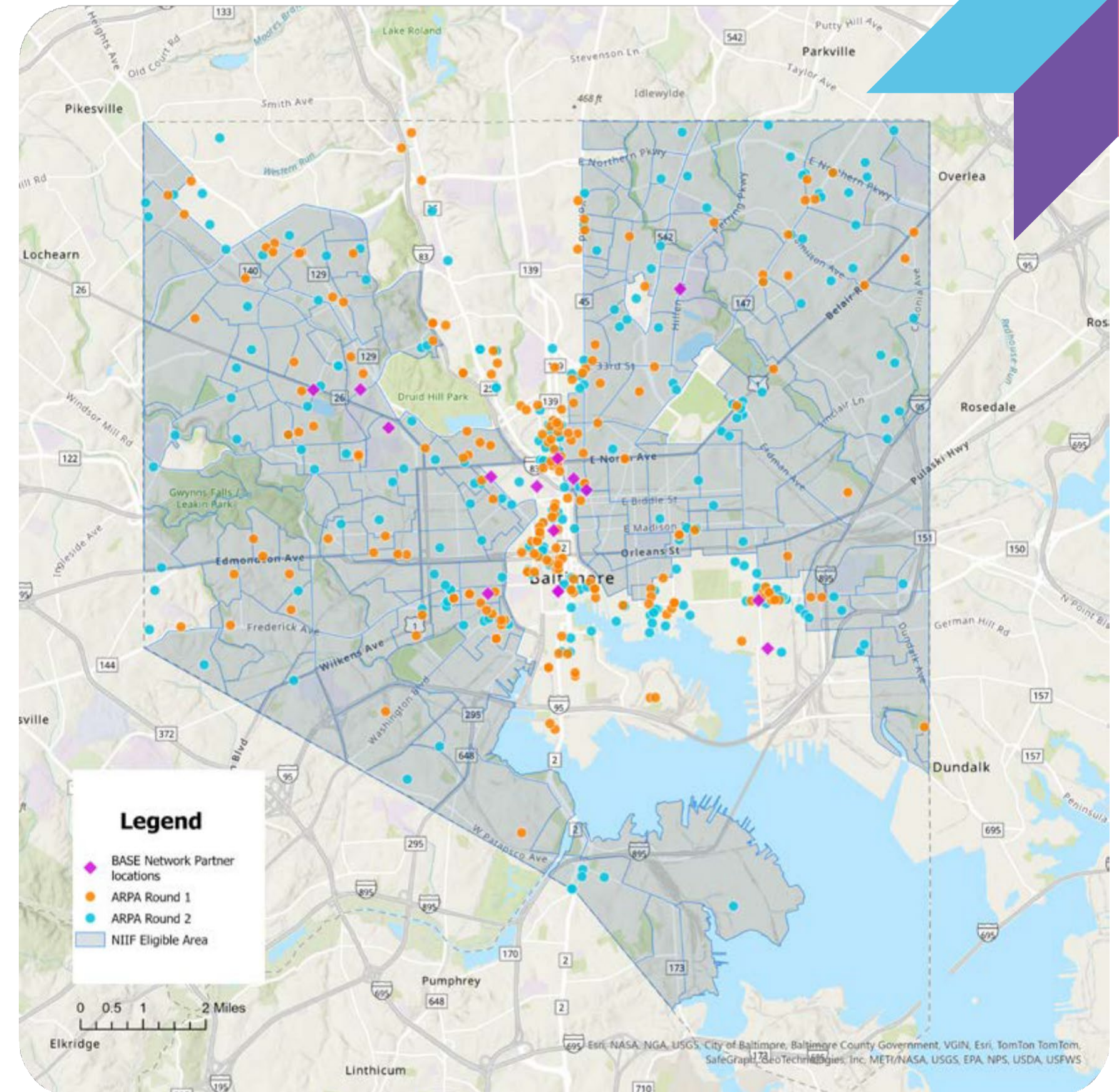
**Increased Black-ownership from 5% to an impressive 50%, with over half of those identifying as women-owned.**

STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business	
Key Industry Clusters: Hospitality and Tourism	
# 3.26	# 3.27
<p><b>Strategy</b></p> <p>Develop a "reopening" plan for downtown and neighborhood commercial districts to welcome workers back, develop public safety strategies, address transit etc.</p>	<p><b>Strategy</b></p> <p>Attract, support, and invest in the small businesses located in Lexington Market and the Public Market System in Baltimore City.</p>
Priority: <b>High</b>	Priority: <b>Moderate</b>
Impact: <b>High</b>	Impact: <b>Moderate</b>
Difficulty: <b>Difficult</b>	Difficulty: <b>Moderate</b>
Lead Reporting Partner(s): DPOB, BDC	Lead Reporting Partner(s): Baltimore Public Markets (BPM)
Active Colliab Partner(s): DOP, DHCD	Active Colliab Partner(s): BDC, <a href="#">BASE Network</a>
Ecosystem Partner(s): MCB Real Estate (MCB), Waterfront Partnership (WPB), Main Streets, CDCs	Ecosystem Partner(s): DOP, DHCD, Local Developers
Progress Status: <b>Complete</b>	Progress Status: <b>Complete</b>
<p><b>2022 Progress</b></p> <p>Many businesses were reluctant to bring back their employee for many reasons, WFH lifestyle, city safety perception, lack of downtown amenities (retail &amp; F+B), employee retention.</p>	<p><b>2022 Progress</b></p> <p>October of 2022, Baltimore Public Market system's flagship market, Lexington Market opens with soft opening. The new Lexington Market opened with four stalls and five kiosks.</p>
<p><b>2023 Progress</b></p> <p>MCB and their stakeholders are developing a supplemental plan "Project Livable" which will address the placemaking and amenity concerns around Downtown for the Inner Harbor and North Harbor areas.</p> <p>On the heels of that plan DPOB is also developing a masterplan for Downtown from the Inner Harbor to State Center.</p>	<p><b>2023 Progress</b></p> <p>In the past two years not only has Lexington Market seen major redevelopment but so will most of the Public Market system's facilities pulling in over \$52 million of reinvestment.</p> <p>\$40 million - <a href="#">Lexington Market Redevelopment</a></p> <p>\$4.9 million - ARPA funding for Lexington Market</p> <p>\$5 million secured <a href="#">Avenue Market Redevelopment</a></p> <p>\$2.1 million - <a href="#">Hollins Market Redevelopment</a></p> <p><a href="#">Broadway Market Plaza Redevelopment</a></p>
<p><b>2024 Progress</b></p> <p>Mayor Brandon M. Scott released <a href="#">Downtown RISE: A 10-Year Vision</a>, a comprehensive long-term outlook for downtown. This 10-Year Vision, a collaboration between Mayor Scott's Administration, Governor Wes Moore's Administration, Downtown Partnership of Baltimore, and a diverse downtown stakeholder group, <a href="#">serves as a framework to make Baltimore's Downtown more livable, pedestrian friendly, and vibrant.</a></p>	<p><b>2024 Progress</b></p> <p><a href="#">Avenue Market</a> is still securing \$3.7 Mil for exterior improvements and community hub/co-working space. Expected completion date is Spring 2026.</p> <p><a href="#">Hollins Market</a>, one of the oldest public market buildings in the United States, has <a href="#">recently reopened</a> after a significant \$2.1 million renovation.</p> <p>A former public market, <a href="#">North Avenue Market</a> see new life – see 2.9</p>

**TECHNICAL**

# BALTIMORE TOGETHER: IMPLEMENTATION BASE NETWORK

The **BASE Network** (Business Assistance and Support for Equity) directly supports Baltimore Together’s first pillar, “Working Together,” by fostering collaboration and breaking down barriers. A strategy to reimagine the Local Small Business Ecosystem, the Network has partnered for over four years. With BDC’s coordination, it secured \$11.7M in ARPA funding, including \$8.5M for small business grants and \$3.2M for partner-provided technical assistance. 88% grant awardees were BIPOC-owned businesses.



[BASE Network Partners](#)



# BASE NETWORK GRANT IMPACT DATA

A new multiyear study conducted by the Institute on [Race, Power and Political Economy \(the Institute\)](#) at The New School named [Baltimore as the third highest performing jurisdiction in the U.S.](#) in investing federal funds from the American Rescue Plan Act (ARPA) of 2021 to advance racial and economic equity.

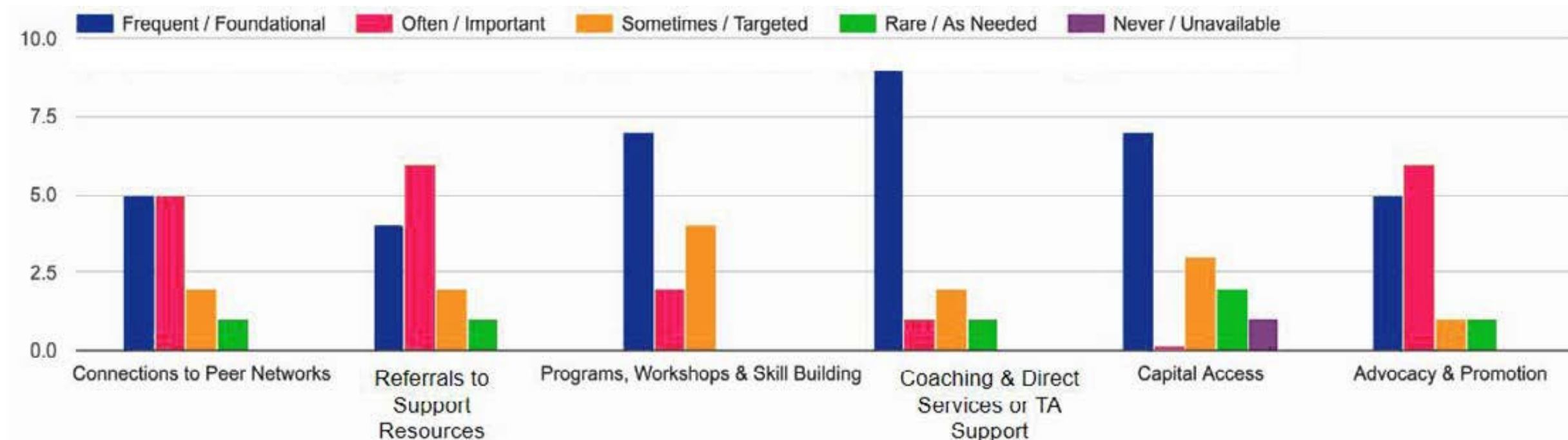
## Grant Recipient Summary

Metrics	Total	Round 1	Round 2
# Small Business Grants / Awards	495	221	274
\$Amount	\$8.5 Mil	\$4.8	\$3.7
Avg Award Amount	\$17,173	\$21,643	\$13,567
BIPOC-Owned	433 (87%)		
Black-Owned	339 (68%)		
Women-Owned / Non-Binary	345 (70%)		
Avg # of Employees	3.88	3.98	3.79
Total # Solo-Entrepreneurs	138	75	63

## Industry Breakdown

Industry	Total	Round 1	Round 2
Food Service	26.89%	19.94%	9.95%
Retail Goods Establishment	15.8%	9.32%	6.48%
Manufacturing	12.26%	8.31%	3.95%
Other	9.5%	5.88%	3.62%
Personal Services	11.97%	5.83%	6.14%
Professional Services	7.84%	3.56%	4.28%
Creative Services	6.9%	3.16%	3.74%
Health Care	5.16%	1.97%	3.2%
Trade Contractors	3.68%	1.29%	2.39%

## What form of support was provided to Baltimore small businesses & entrepreneurs?



# RELEVANT STRATEGIES

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# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 2: INVEST IN PEOPLE & PLACES

### MEASURING & ANALYZING CURRENT CONDITIONS

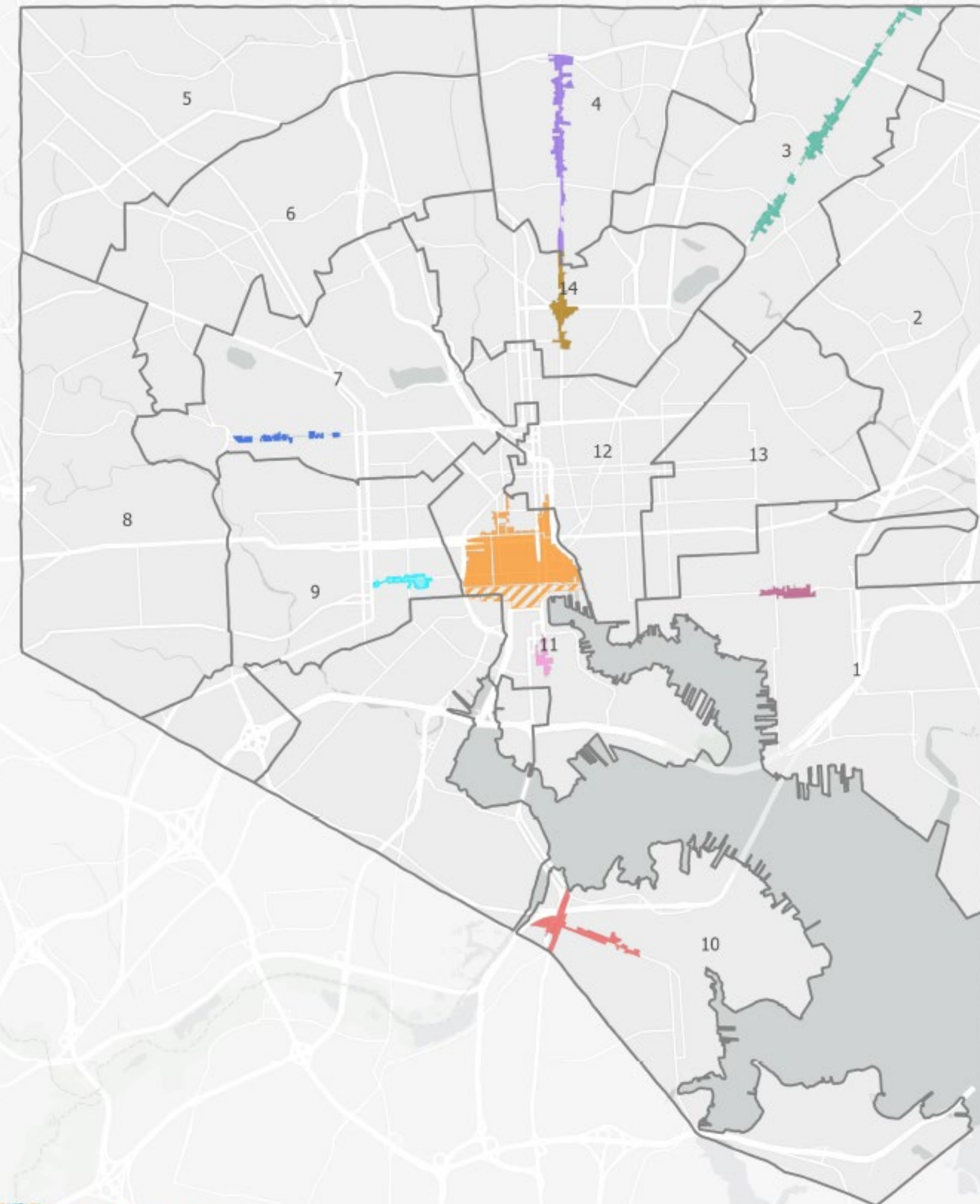
**2.16 - Commercial corridors: develop mapping tool to measure 'vitality.'**

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

### STAKEHOLDER ACTIONS

- Commercial Corridor Assessment Initiative
- The "*Development Outlook Tracker*," a revival of 2015's EconView, now powered by Esri's Experience Builder, is tracking development projects across Baltimore since 2019. The platform will provide an interactive view of the city's growth, with a Quick Data Center providing high level investment stats.
- Various Dashboards have launched:
  - [BDC's Economic Development Dashboard](#)
  - [GBC's Regional Investment Tracker](#) and [Scorecard](#)
  - [DHCD's Impact Investment Area Projects Tracker](#)

2025 Selected Commercial Districts by City Council District



# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 2: INVEST IN PEOPLE & PLACES

### LEVERAGING OUR ASSETS & OPPORTUNITIES

**2.20 - Incentive use of vacant Class B & Class C office space.**

**2.22 - Leverage State Center relocation to drive private investment of underutilized sites**

### STAKEHOLDER ACTIONS

- JLL's [Conversion Report](#) for Downtown Baltimore. Since 2014 twenty Baltimore City office buildings have redeveloped. Office buildings under 14,000 SF, built pre-WWII, with multiple elevators, are prime candidates.
- Various State Agencies have taken up space in the CBD.
  - ✓ The MD Comptroller - 7 Saint Paul St (300+ employee)
  - ✓ MD Department of Human Services - 25 S. Charles St. (775 employees).
  - ✓ MD State Department of Assessments and Taxation - Candler Building 700 E. Pratt St. (200+ employees).

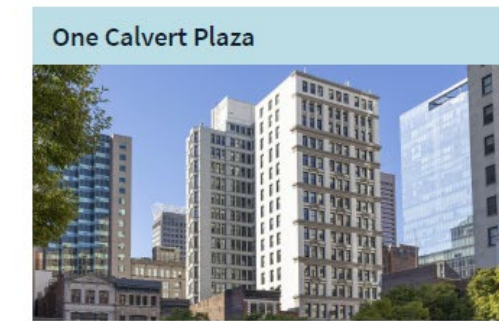
Several other state agencies have moved or are scheduled to move:

- 60 employees—36 S. Charles St. (Jan. 2025)
- 842 employees—100 S. Charles St. (Nov. 2024)
- 2,656 employees—300-400 N. Greene St. (Q2 2026)
- 322 employees—300 E. Lombard St. (date TBD)
- 90 employees—201 N. Charles St. (date TBD)

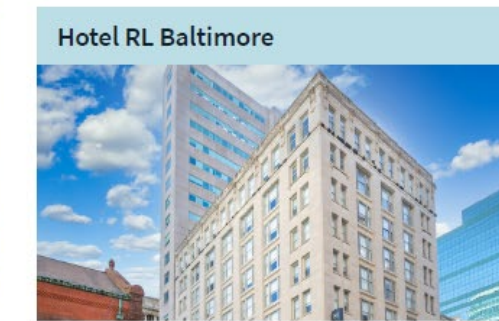
### ACTIVE CONVERSIONS



Fidelity & Deposit Building	
Address	210 N Charles
Building size	225,613 s.f.
Former use	Office
Current use	Residential
Status	Under construction
Number of units	240
Purchase price prior to conversion (2022)	\$6 million (\$25.86 p.s.f.)
Office vacancy prior to conversion	100%
Estimated conversion cost	\$34 - \$45 million

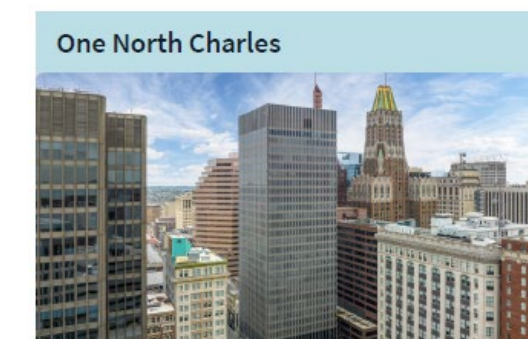


One Calvert Plaza	
Address	201 E Baltimore St
Building size	169,098 s.f.
Former use	Office
Current use	Residential
Status	Under construction
Number of units	173
Purchase price prior to conversion (2022)	\$11.1 million (\$65.64 p.s.f.)
Office vacancy prior to conversion	62.80%
Estimated conversion cost	TBD

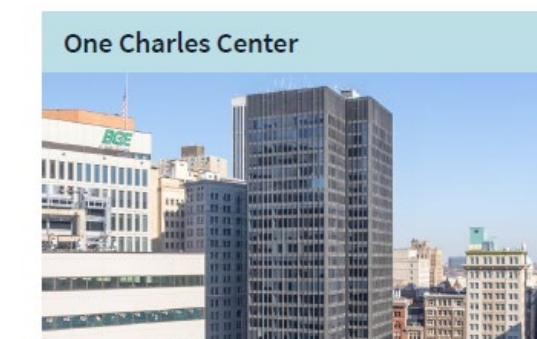


Hotel RL Baltimore	
Address	207 E Redwood St
Building size	59,489 s.f.
Former use	Hotel
Current use	Residential
Status	Under construction
Number of units	130
Purchase price prior to conversion (2023)	\$9.8 million (\$164.73 p.s.f.)
Estimated conversion cost	\$18.5 million

### POTENTIAL CONVERSIONS



One North Charles	
Address	1 N Charles St
Building size	290,423 s.f.
Current use	Office
Status	At auction
Estimated purchase price	TBD (min. bid \$4 million)
Office vacancy rate (2024)	49%
Possible unit count	330



One Charles Center	
Address	100 N Charles St
Building size	345,663 s.f.
Current use	Office
Status	Upcoming auction
Estimated purchase price	TBD
Office vacancy rate (2024)	50.20%
Possible unit count	333
Notes	Floor plate design might prevent conversion to residential.

# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 2: INVEST IN PEOPLE & PLACES

### TRANSFORMATIVE PROJECTS & DEVELOPMENT MECHANISMS

#### 2.21 - Redevelop blighted city-owned properties.

#### STAKEHOLDER ACTIONS

##### Complete Projects:

- ✓ Guardian House (66 units - Landmark Partners)
- ✓ 4500 Harford Road “The Lot” (Hamilton-Lauraville Main Street)
- ✓ 300 W Fayette (107 units - Pat Grace)
- ✓ Topgolf (Topgolf, BDC)
- ✓ CFG Bank Arena (Oakview Group, BDC)

##### Projects Under Development or Construction

- Sojourner Place at Park (42 units – Episcopal Housing, Healthcare for Homeless)
- Theatre 120 (48 units - Okoro Development)
- Mayfair Place (95 units – Zalcho)
- PSO Transformation (Henson Development, Beatty, Housing Authority)
- Harborplace (MCB Real Estate)
- Buy Into Baltimore Program (DHCD)
- Fixed Pricing Program (DHCD)
- Reinvest Baltimore (BUILD, GBC, Balt. City)



# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 3: BUILD FROM STRENGTH

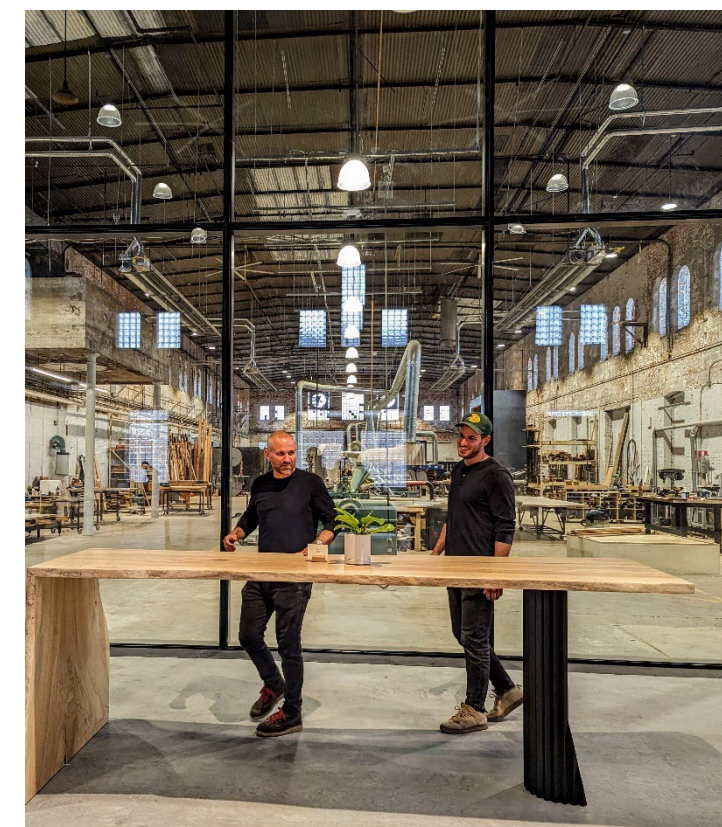
### FUEL OUR GROWTH SECTORS: MANUFACTURING & LOGISTICS

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

### STAKEHOLDER ACTIONS

**BDC Assisted manufacturing or logistics companies that moved into, returned to, or expanded in Baltimore:**

- ✓ Alertus
- ✓ BioSafe Solutions
- ✓ Clark Foods Service
- ✓ Home Chef
- ✓ Pepsico
- ✓ P. Flanigan & Sons
- ✓ Powerup Connect
- ✓ Sandtown Millworks
- ✓ Saronno Holding (Disaronno International)
- ✓ Zeskind's Hardware & Millwork





# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 3: BUILD FROM STRENGTH

### FUEL OUR GROWTH SECTORS: TECH & LIFE SCIENCE

**3.9** - Develop transitional wet lab space to initially house firms before they move to a permanent home.

**3.12** - Annually host a partnering conference showcasing the broad category of business engaged in the tech industries.

### STAKEHOLDER ACTIONS

- [Baltimore Together Summit](#)
- GBC's [Baltimore Region Investment Summit](#)

#### Complete Projects:

- ✓ 4MLK (80,000 SF – Wexford Development, UMB BioPark)
- ✓ City Garage (70,000 SF – South Duvall)

#### Projects Under Development

- Life Sciences Building (JHU Medical Campus, Expected 2029)
- Data Science and Artificial Intelligence Institute (JHU Homewood Campus)



# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 3: BUILD FROM STRENGTH

### FUEL OUR GROWTH SECTORS: HOSPITALITY & TOURISM

3.26 - Develop a “reopening” plan for downtown...

3.29 - Invest in the improvement and update of the Inner Harbor (Harborplace, Rash Field, Water Taxi, and Science Center)

3.32 – Continue stadium upgrades for the Orioles and Ravens.

3.33 – Complete major renovation of the Baltimore arena.

3.34 - Support development of Warner St. Entertainment District.

### STAKEHOLDER ACTIONS

- [Downtown RISE](#) - A framework to guide downtown Baltimore’s next chapter.
- Downtown STAT workgroup.

#### Complete Projects:

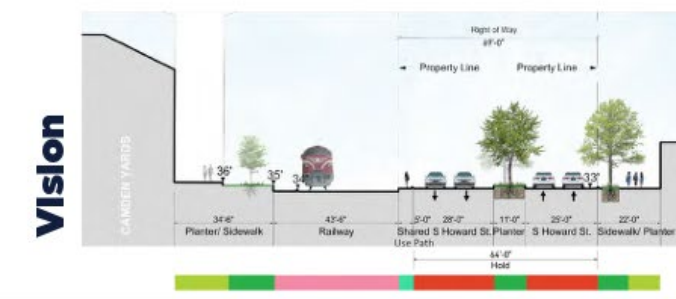
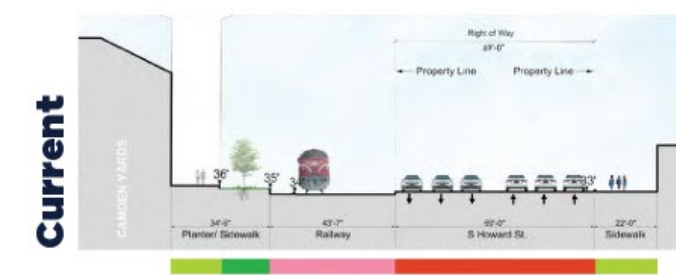
- ✓ Topgolf (Topgolf, BDC)
- ✓ CFG Bank Arena (Oakview Group, BDC)

#### Projects Under Development or Construction

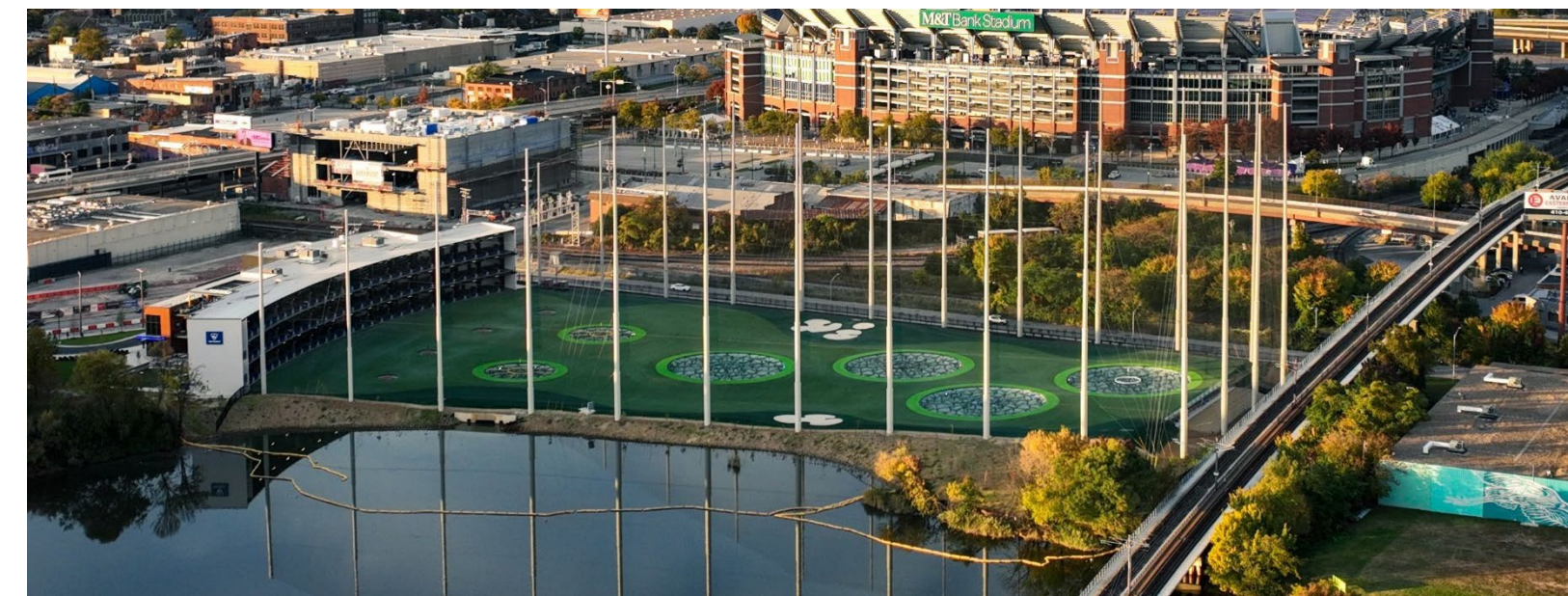
- Warner Street Streetscape Transformation
- Harborplace (MCB Real Estate)

#### Cultural Connector Streets Howard Street

- Car Circulation
- Car Access/Non Pedestrian
- Transit
- Pedestrian Circulation
- Planting
- Multi-Modal Path



Howard Street is envisioned to include a planted median, characterful signage, and upgrades to the existing light rail.



# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 3: BUILD FROM STRENGTH

### FUEL OUR GROWTH SECTORS: CREATIVE INDUSTRIES

**3.37** - Develop a creative business “collective” in the Pennsylvania Avenue Black Arts District.

**3.29** - Engage local creatives to promote Baltimore’s potential, and celebrate and promote local cultural works as export goods from Baltimore.

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

### STAKEHOLDER ACTIONS

- Charm TV Development (BARCO, Civic Group, Mayor’s Office, BDC)
- Sanaa Center (Civic Group & BAD)
- North Avenue Market Redevelopment (Timshel Development)
- Made In Baltimore Programming and 395+ Certified Businesses
- “Art In The Dark” and other promotional events Downtown



# BALTIMORE TOGETHER: IMPLEMENTATION STRATEGY 4: COMPETE TO SUCCEED

## A NEW NARRATIVE FOR BALTIMORE

**4.4 -** Reimagine and reorganize Baltimore’s Downtown Center as a place to live, work and play.

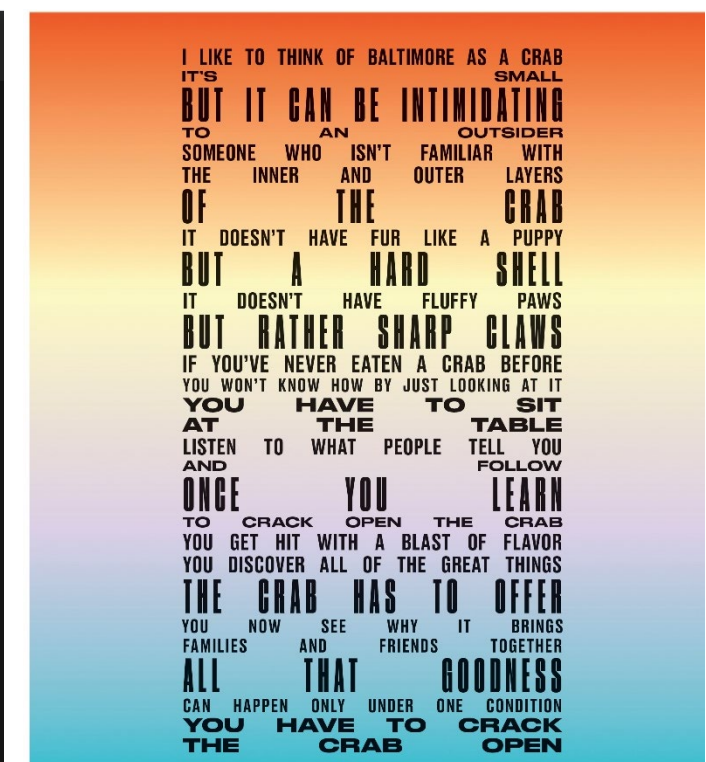
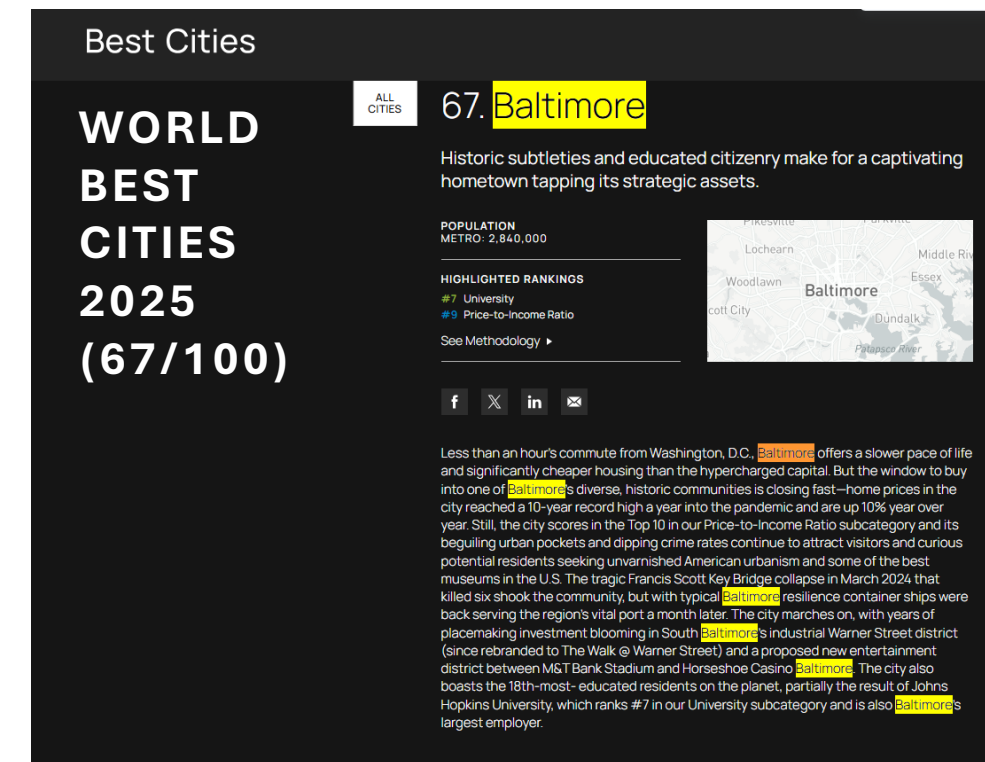
**4.3 -** Implement Live Baltimore’s marketing strategy of Baltimore’s neighborhoods.

**4.8 -** Collaborate with Baltimore artists promote authentic Baltimore experience.

**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.

## STAKEHOLDER ACTIONS

- [Downtown RISE](#) - A framework to guide downtown Baltimore’s next chapter.
- Harborplace Transformation
- Live Baltimore’s campaign “[Vibe to Shine](#)”
- Collegetown’s Baltimore [Annual Lookbook](#)
- GBC’s “[Bold Moves](#)” Campaign



# BALTIMORE TOGETHER: IMPLEMENTATION

## STRATEGY 4: COMPETE TO SUCCEED

### OUR INCENTIVES TOOLKIT

**4.2 - Utilize City residency incentives to increase homeownership – increase the amount of public/private employers and city resources offered to employees who choose to reside in Baltimore City. (Live Near Your Work)**

**4.5 - Extend, promote, and utilize the High-Performance Market Rate Tax Credit (HPTC) in re-purposing vacant / underutilized office buildings.**

**4.6 - Develop a plan 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.**

### STAKEHOLDER ACTIONS

- Currently 113 employers currently offer the “Live Near Your Work” incentive.
- New inclusionary housing requirements are not a direct increase to the incentive funds or extension of the HPTC, the new laws aim to lower entry barriers for existing and new residents by expanding access to quality housing stock, in lieu of a property tax credit to offset project rent loss.
- Many of the Downtown buildings targeted for the HPTC in 2013 have taken advantage of this credit (10 Light, 12 N Calvert, 2 Hopkins, 225 N Calvert, etc..)
- This Tax Credit Workgroup is listed as one of the workgroups working on these issues.

THANK YOU



**Baltimore  
Together.**