



THE BALTIMORE CITY ANCHOR PLAN

A COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGY

SECTOR 1: Bon Secours Baltimore Health System, Coppin State University

SECTOR 2: Johns Hopkins University, Maryland Institute College of Art, University of Baltimore

SECTOR 3: Loyola University Maryland, Morgan State University, Notre Dame of Maryland University



STEPHANIE
RAWLINGS-BLAKE
MAYOR

June 2014



LETTER FROM THE MAYOR

Dear Colleagues:

This is an exciting time for Baltimore City. In 2010, I announced my goal of growing Baltimore City by 10,000 new families. Each day, my administration is working to reach that goal by partnering with residents, communities, businesses and institutions to grow Baltimore City. A primary focus is leveraging the City's economic assets to increase jobs and investment throughout Baltimore City, including increasing the City's engagement and partnership with Anchor Institutions.

Baltimore City's Anchor Institutions have long played an important role in the City's growth and include some of the oldest and renowned institutions in the country, both public and private. As Baltimore City expands its knowledge-based economy, it is essential to understand the role Anchor Institutions play in shaping Baltimore's economic future – employing City residents, supporting local businesses and revitalizing communities. The “Eds and Meds” industry sector is uniquely qualified to play a significant economic role through local hiring practices, the purchase of local goods and services, and serving as real estate and community developers.

Baltimore City's Anchor Institutions are influencing the environment around them in a thoughtful and intentional way. As our City's leading institutions continue to embrace their role as anchors and work with stakeholders to strengthen their communities, my administration will be a strong partner along the way. Making Baltimore City better, safer, and stronger requires a renewed focus on the fundamentals. We must forge stronger partnerships to make our resources reach even further. As the City's largest employers and centers of academic, medical and cultural innovation, we value our institutions' importance to Baltimore City. I am committed to continue working closely with our Anchor Institution partners to identify areas of shared value.

I would like to thank the participating Anchor Institutions for the time taken to convene with City agencies to lay the groundwork for initiatives and the goals moving forward outlined in this Action Plan. This Action Plan will 1) set a framework for communication 2) identify actions that will strengthen our partnerships 3) memorialize our commitment to work together more strategically.

This is only the beginning. As we continue to align our resources, these initiatives will only become more significant and have a greater economic impact on Baltimore City.

The City of Baltimore pledges to work closely and collaboratively with each Anchor Institution on individual needs, strategic partnerships, and exciting new ventures as we move forward and Grow Baltimore.

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read "Stephanie Rawlings-Blake". The signature is fluid and cursive.

Stephanie Rawlings-Blake

*Mayor
City of Baltimore*

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THE IMPORTANCE OF ANCHOR INSTITUTIONS

ANCHOR institutions possess the ability to address joint challenges in public safety, quality of life, development, transportation, and stimulation of economic activity in strategic ways. They include colleges, universities, and medical institutions and are commonly referred to as anchor institutions because of their stature as centers of learning, research, and employment, as well as the permanent nature of their physical locations and investments. Baltimore City is home to numerous thriving and innovative anchor institutions.

The emerging trend of building strong community and anchor institution partnerships exemplify the efforts required to attract and grow greater investment in Baltimore City. Anchor institutions are among the largest employers in Baltimore City and serve an important role in City neighborhoods.

Mayor Stephanie Rawlings-Blake has made it a priority to “Grow Baltimore” by developing long-term economic strategies that will attract 10,000 families over the next 10 years. The City’s higher education and medical anchor institutions are key investors in economic development initiatives. Equally, the economic vitality of neighborhoods surrounding the anchor institutions is critical to attract and retain students, boost institutional reputation and national rankings, and further develop institutional endowments.

The City of Baltimore recognizes that these institutions serve as a catalyst to attract and retain residents, create jobs and support economic growth. The 2010 Census reported that 28,400 Baltimore City residents worked at the nineteen area colleges, universities, and professional

schools and that 63,700 of Baltimore City residents are enrolled in college. The Baltimore Collegetown Network (BCN), a consortium of fifteen colleges and universities in the Baltimore region, estimates that 120,000 students are enrolled in Baltimore area universities. These figures do not calculate the number of indirect jobs created through the demand for goods and services in and around these institutions. According to the Baltimore Development Corporation, nine hospitals and medical systems are among the City of Baltimore’s top forty-six employers, including Johns Hopkins Hospital, the University of Maryland Medical System, and the MedStar and Lifebridge Health facilities.



Photo: Bon Secours Hospital in southwest Baltimore.
Source: BSBHS

Education expert Dr. Evan S. Dobelle quantified the economic impact of colleges and universities per capita in larger metropolitan areas. In these rankings, Baltimore placed third as a “Metroversity” city because of the significant number of colleges and universities whose collaborative expenditures are a major economic force. This exemplifies Baltimore City’s transition

to a knowledge-based economy. A 2012 presentation by the Initiative for a Competitive Inner City (ICIC), a research organization, estimated that Baltimore-area local hospitals and universities spent \$10 billion on goods and services in 2010 citing statistics from the National Center for Education Statistics (NCES), the American Hospital Association (AHA), and independent ICIC analysis. This spending,

if directed strategically in the local economy, could have a significant positive impact on the City's effort to *Grow Baltimore*.

Background

The City of Baltimore and local anchor institutions have partnered on community development initiatives and collaborative planning efforts in the past. Recent efforts include the East Baltimore Development Initiative (EBDI), a partnership formed in 2003 between the Johns Hopkins Institutions, the City of Baltimore, the Annie E. Casey Foundation with participation from the State of Maryland, the federal government and other philanthropic organizations. The goal of EBDI is to revitalize, re-energize and rebuild the East Baltimore neighborhood by leveraging proximity to the Johns Hopkins medical complex into a stronger economic driver for the neighborhood – increasing investment and employment in medical and life sciences industries but also capturing a greater community contribution from students, employees, faculty and visitors. When completed, the project will include 2,100 units of mixed income homeownership and rental housing units, 1.7 million square feet of life sciences research and office space, a new 7 acre community learning campus with an early childhood center, a public K-8 elementary school, fresh food stores and other

neighborhood retail amenities, green spaces, and a new community park.

In 2007, the Park Heights Renaissance (PHR) organization was formed by the City to undertake the revitalization of approximately 1,500 acres in Northwest Baltimore City, comprised of 20 diverse neighborhoods, each with unique assets and challenges. The Baltimore City Department of Housing and Community Development (Baltimore Housing) is leading community redevelopment efforts on a core area of Park Heights approximately 60 acres in size, while PHR focuses on the remaining areas. The project includes LifeBridge Health's Sinai Hospital, which serves as an anchor institution and major employer. Sinai Hospital has supported PHR financially and with leadership and community service.

More recently, in December 2010, Mayor Rawlings-Blake commissioned the Urban Land Institute (ULI) to assess the challenges to revitalizing the City's Downtown Westside neighborhood, which includes the University of Maryland Baltimore (UMB) and the University of Maryland Medical System (UMMS).

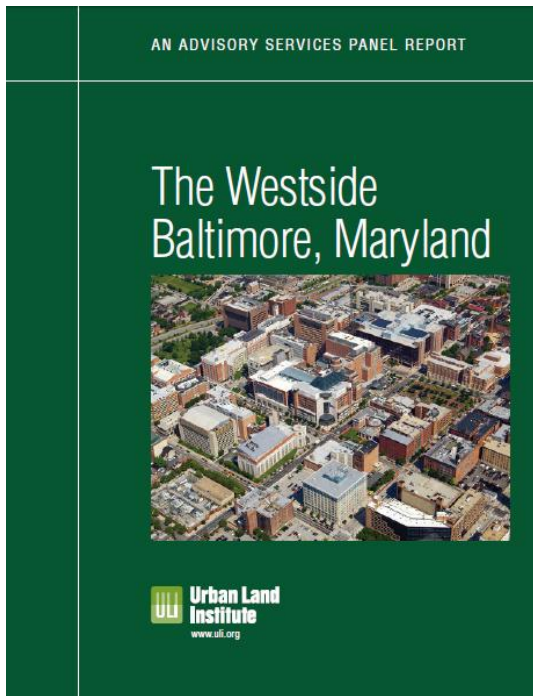


Photo: Urban Land Institute Technical Advisory Panel report on the Westside. Source: ULI Baltimore

project coordinator was hired within the Mayor's Office to develop a community-based economic development strategy in coordination the various key stakeholders, including UMB, UMMS, City agencies and Downtown Partnership. In 2012, the UniverCity Partnership, a committee of representatives from UMB, UMMS and local stakeholders was established. The Partnership is co-chaired by Mayor Rawlings-Blake and UMB President Jay Perman. The Partnership meets on a regular basis to measure progress related to making progress on the Westside.

Due to the success of these collaborative efforts, the City initiated the Baltimore City Anchor Institution Plan (BCAP) to work strategically with a diverse set of institutions throughout the City.

Baltimore City Anchor Institution Plan Process

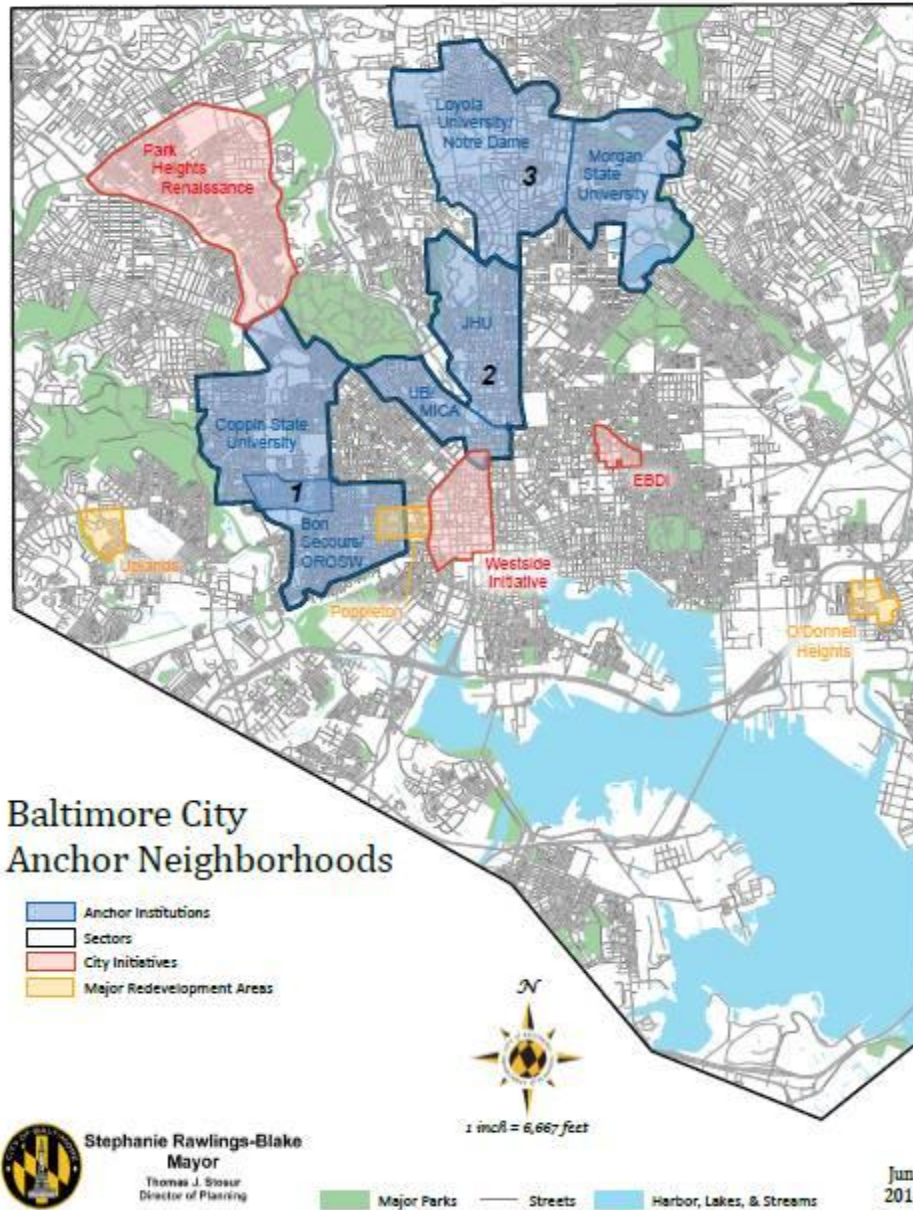
BEGINNING in the fall of 2012, the Mayor's Office began a process to build upon existing relationships between City government and anchor institutions with the goal to strengthen those relationships through the formation of a Baltimore City Anchor Plan. In order to increase collaboration, creative thinking, and communications among universities and hospitals, geographic sectors were created as formal working groups.

These sectors organized anchor institutions into geographic areas where increased collaboration and partnership opportunities that target investments on mutual goals will produce a greater impact for both institutions and in City neighborhoods. The sector collaboration also serves as a forum for City agencies to provide information to the anchor institutions about ongoing public works, transportation, recreational, or other City investments and activities in a coordinated and comprehensive manner.

The three sector groups held introductory meetings at City Hall in the fall of 2013 and spring of 2014 where representatives from City agencies and the respective anchor institutions met to discuss the various initiatives and activities underway on their campuses or in the surrounding communities.

Following the meeting, work groups were established to discuss common interests and establish action items related to mutual goals. Areas of discussion included public safety, local hiring and purchasing, and quality of life.

The Baltimore City Anchor Initiative has resulted in BCAP – a strategic plan led by the Office of the Mayor, in partnership with Baltimore Housing, to create and implement a specific action plan between the City of Baltimore and participating anchor institutions in areas that develop, promote, and enhance the mutual goals of institutions and the City.



8 institutions within three geographic sectors are currently engaged in the effort:

Sector 1:
Bon Secours/OROSW
Coppin State University



Baltimore City neighborhoods, and their respective community organizations, in Sector 1 include:

Boyd-Booth Braddish Avenue , Bridgeview-Greenlawn, Burleith-Leighton, Carrollton Ridge, Coppin Heights Ash-Co-East, Easterwood, Evergreen Lawn, Fayette Street Outreach (Penrose), Franklin Square, Franklinton Road, Harlem Park, Hollins Market, Liberty Square, Midtown-Edmondson, Mondawmin, Mosher, New Monroe, Northwest Community Action, Rosemont, Sandtown Winchester, Rosemont-Homeowners/Tenants, Shipley Hill, Union Square, Walbrook ,Winchester

Sector 2:
Johns Hopkins University
Maryland Institute College of Art
University of Baltimore



Baltimore City neighborhoods, and their respective community organizations, in Sector 2 include:

Abel, Barclay, Bolton Hill, Charles North, Charles Village, Greenmount West, Harwood, Midtown-Belvedere, Oakenshawe, Remington, Reservoir Hill and Woodberry, Wyman Park. Sector 2 also includes the Jones Falls Valley and Druid Hill Park

Sector 3:
Loyola University Maryland
Morgan State University
Notre Dame of Maryland University



Baltimore City neighborhoods, and their respective community organizations, in Sector 3 include:

Blythewood, Guilford, Hillen, Homeland, Kenilworth Park, Kernwood, Montebello, Mid-Govans, New Northwood, Original Northwood, Pen Lucy, Perring Loch, Radnor-Winston, Richnor Springs, Stonewood-Pentwood, Wilson Park, Woodbourne Heights, Woodbourne-McCabe, Wrenlane, Wyndhurst, Villages at Homeland, York-Homeland

BALTIMORE CITY ANCHOR INSTITUTION

Goals

The goals of the Baltimore City Anchor Plan are:

- To collaborate with institutions on mutually beneficial strategic projects.
- To coordinate City resources that complement anchor institutions investments and plans as they relate to their surrounding neighborhoods.
- To streamline the communication between the City and anchor institutions.
- To incorporate Mayor Rawlings-Blake's goal to Grow Baltimore with the anchors' goals for revitalization and redevelopment of their surrounding communities.
- To track and measure outcomes of strategic goals of the Action Plan.

Baltimore City Agency Participation

- Mayor's Office of Economic and Neighborhood Development (END)
- Department of Transportation (DOT)
- Baltimore City Police Department (BCPD)
- Baltimore Development Corporation (BDC)
- Department of Housing and Community Development (Baltimore Housing)
- Mayor's Office of Employment Development (MOED)
- Department of Planning (DOP)
- Baltimore City Department of Health (BCHD)
- Mayor's Office of Minority and Women-Owned Business Development (MWBD)
- Department of Public Works (DPW)
- Baltimore City Public Schools (BCPSS)
- Department of General Services (DGS)
- Department of Recreation and Parks (BCRP)
- Mayor's Office of Neighborhoods (MON)



SECTOR 1

Sector 1 institutions include the Bon Secours Baltimore Health System and Coppin State University, a public Historically Black College and University (HCBU).

BON SECOURS BALTIMORE HEALTH SYSTEM

Introduction

Bon Secours Baltimore Health System (BSBHS) is part of a national health corporation sponsored by Bon Secours Ministries. The Sisters of Bon Secours came to Baltimore from Paris in 1881 to fulfill a mission to help people and communities to health and wholeness by providing compassionate, quality healthcare to all in need, with special concern for the poor and dying. In 1919, the Sisters of Bon Secours opened their first hospital in the United States in West Baltimore. Today, Bon Secours is a 125-bed community hospital offering acute care services located in Southwest Baltimore. It received over 6,500 hospital admissions in fiscal year 2012. The population served generally consists of low-income Baltimore City residents.



Mayor Rawlings-Blake at Bon Secours Community Works Source: Office of the Mayor

Jobs and Economic Impact

As an anchor institution, the hospital employs approximately 863 individuals and was featured by the Baltimore Sun as a 2013 Top Workplace. According to a 2011 Economic and Community Impact Report on the Bon Secours Baltimore Health System Operations, prepared by the Jacob France Institute, Bon Secours Baltimore Health System contributes \$226.3 million in economic activity to Baltimore City. BSBHS generates an estimated \$7.6 million in combined State and local tax revenues.

Bon Secours is recognized as a leader in workforce development strategies. The institution's three main workforce development components include: 1) job readiness and essential skill development opportunities for the unemployed local workforce; 2) job placement assistance; and 3) career coaching to entry-level employees within the Bon Secours Baltimore Health System.

BSBHS has operated job readiness programs for youth and adults since 1999. In 2013, it enhanced its Career Development Program to begin to serve as a jobs pipeline to Bon Secours Baltimore Health System, as well as other health institutions, by working directly with a few organizations on a strategy of strengthening job placement opportunities and retention.



Bon Secours Clean and Green team Source: BSBHS

Baltimore Alliance for Careers in Healthcare (BACH) is a participating member of the Southwest Baltimore Employment Project Committee convened by the Center for Urban Families (CFUF). With funding from Baltimore City's Community Development Block Grant (CDBG) program, Bon Secours is able to offer an on-the-job-training experience for eight community residents per year. BSBHS has been very actively involved with the "Baltimore Health Care Partnership". This newly formed partnership is a result of a planning grant from the Maryland Department of Labor, Licensing and Regulation. BACH and CFUF are lead partners in this "EARN" (Employment Advancement Right Now) initiative to assist new and incumbent healthcare workers in obtaining employment and/or advancing along a career path.

For those employed at Bon Secours in entry level jobs, the institution offers a six-month program called "School at Work" which helps employees to develop the skills necessary to move to higher level positions and the basic skills to pursue college level degrees.



Bon Secours classroom Source: BSBHS

The medical institution is implementing a innovative purchasing program and is seeking to increase the diversity spend in the Baltimore area. The goal of the BSBHS supplier diversity program is to

expand minority-owned and women-owned participation in the supply of goods and services to all Bon Secours facilities in a manner that is most cost-effective and advantageous to the system. According to the 2011 Jacob France Institute report, BHBHS spends a total of \$2.4 million in purchases of goods and services from suppliers located in West Baltimore annually, 6% of its total procurement expenditures.

Bon Secours has developed an aggressive approach to develop and implement outreach activities to support the supplier diversity program, including but not limited, to participation in national and regional associations, utilization of national contracts provided through its Group Purchasing Organization and the development of contracts with local and regional suppliers.

The Bon Secours program and its processes may become a blueprint for other Bon Secours institutions, outside of Baltimore, as well as other Baltimore organizations with advancing diversity supplier programs.

Community Engagement

Bon Secours has taken on the roles of convener, catalyst and contributor with the focus of a new health campaign for southwest Baltimore. This campaign is called "Healthy People, Healthy Economy, Healthy Environment". With this effort, Bon Secours aims to work with southwest Baltimore residents, organizations, nonprofits, government leaders and area institutions to ensure the total health of the local community.

Over the period of 2009-2012, Bon Secours conducted a Community Health Needs Assessment that included meetings, interviews, community summits, literature studies and the engagement of those representatives of the community

with a knowledge of public health, the broad interests of the communities they serve, special knowledge of the medically underserved, low-income and vulnerable populations and people with chronic diseases.

Included in the Comprehensive Needs Assessment was Bon Secours role as convener of the Health Enterprise Zone. Bon Secours submitted an application and won for a Health Enterprise Zone Grant from the State of Maryland to cover the four Baltimore City zip codes listed. This work is being done on behalf of the West Baltimore Primary Care Access Collaborative - a collaboration hospitals, Federally Qualified Health Centers, behavioral health providers, community based organizations, and academic institutions. The grant funds will be used to reduce health disparities with a focus on cardiovascular disease and has strategies focused on (1) improved care coordination (2) robust education and outreach and (3) expanded primary care access.

Community and Campus Development

Bon Secours has been leading community outreach efforts dating back to the late 1990's with the Operation Reachout Southwest Plan (OROSW), a coalition of community businesses, churches, residents, partner organizations, and neighborhood associations to develop a 20-year community revitalization plan for several contiguous neighborhoods in Southwest Baltimore. The plan and associated activities were based on a strategy of building upon the area's strengths: neighborhood leadership; a plentiful and historic housing stock; an anchor institution (Bon Secours Baltimore Health System); and proximity to downtown, regional employment centers, a regional transit hub, and a scenic river valley greenway.

Today, Bon Secours serves on the Steering Committee of the Southwest Partnership (SWP), a coalition of five neighborhood groups, that aims to address the collective issues of the neighborhoods and assist development and revitalization on a regional scale by working with institutional, governmental, and community partners.

According to its 2011 Economic and Community Impact Report, Bon Secours spent a total of \$26.3 million on capital projects over the previous five-year period, which generated \$38.7 million in economic activity.



Bon Secours apartments Source: BSBHS

Partnering with a variety of organizations, Bon Secours has built affordable housing for seniors and has renovated close to 200 attractive apartments for families. Currently, Bon Secours is in the process of renovating its Benet House property, a 101 unit elderly and disabled HUD 202 building located at 400 Millington Avenue. Baltimore Housing, the City of Baltimore's Housing and Community Development agency, has contributed \$1.5 million towards this effort. Bon Secours plans to renovate the Bon Secours Apartments project along the 1800–2000 blocks of West Baltimore Street in scattered-site row homes in approximately two years. Bon Secours is also participating in the re-development of the former Cardinal

Gibbons High School site, near Saint Agnes Hospital, by developing an 80-unit affordable family apartment building on the site. Baltimore Housing has pledged \$750,000 towards this effort. Finally, Bon Secours is seeking out new housing development opportunities in the neighborhoods it serves.

Bon Secours is currently working with Baltimore Housing on a Vacants to Value initiative to acquire and redevelop property adjacent to the hospital for the development of a community wellness center as part of a demolition and community development cluster strategy.

As part of its role of an anchor institution, Bon Secours participates in the City's Live Near Your Work program, an employer-based incentive program which provides matching funds from the institution, City of Baltimore, and employee to assist in down payment and closing costs for first time homebuyers. Bon Secours contributes \$1,000 to match the City's \$1,000 towards down payment and closing costs for employees purchasing a home in the West Baltimore neighborhoods it serves.



Bon Secours Hospital Source: BSBHS

COPPIN STATE UNIVERSITY

Beginning in 1900, a one-year training course for the preparation of African-American elementary school teachers was established in the City of Baltimore along Pennsylvania Avenue. This specialized training program would later become Coppin State College, part of the higher education system of Maryland under the State Department of Education, and renamed Coppin State Teachers College. In 1952, Coppin moved to its present 38-acre location on West North Avenue and was officially renamed Coppin State University (CSU) in 2004.

According to the 2013-2020 Coppin State University Strategic Plan, Coppin has an enrollment of over 3,300 students and offers 34 undergraduate majors and 12 graduate degree programs serving students from the Baltimore metropolitan area and from around the world. Coppin is one of four public HBCU's in Maryland.

Jobs and Economic Impact

As an anchor institution, the University employs approximately 823 faculty and staff on the West Baltimore campus. The institution has coordinated with the Mayor's Office of Employment Development (MOED) on a variety of workforce development activities, including hosting a job match and resource fair on its campus for the construction of the \$80 million dollar Science and Technology Center on the newly expanded southern campus.



Rendering of the \$80Million dollar Science and Technology Center currently under construction. Source: Coppin State University

The project has exceeded State MBE/WBE guidelines for the employment of minority firms on its contracts.

Community Engagement

Coppin State University was recently recognized by the United States Department of Housing and Community Development (HUD) as a leading HCBU in best practices as an anchor institution for its work with the Coppin Heights Community Development Corporation (CHCDC). Coppin created the Office of the Associate Vice President for Community Development to implement community development strategies. The Assistant Vice President is also the Executive Director of CHCDC.

The University's role with the CHCDC is to collaborate with a broad-based partnership including community, government, non-profits and corporations. The common goal is to enhance and advance the Greater Coppin Heights/Mondawmin and Rosemont area and its surrounding environs by focusing on revitalization that includes commercial transformation, building community

capacity, economic development, housing rehabilitation, reduction of health disparities, safer streets, better schools, better infrastructure and quality of life improvements.

The University has demonstrated that it is a partner with CHCDC that promotes the expansion of Coppin State University in a way that fosters community-wide revitalization.



The Coppin Heights Community Development Corporation (CHCDC) is a 501 (c) (3) not-for-profit organization established in 1995 by Coppin State University to advance the broader community improvement/neighborhood revitalization agenda for the Greater Coppin Heights/Rosemont Community.

The mission of CHCDC is to be a catalyst for suitable and affordable housing for low to moderate income residents and to stimulate economic development within neighborhoods immediately adjacent to CSU through the establishment of social, economic, educational and affordable housing development initiatives that collectively increase the stability and sustainability of our community.

Community and Campus Development

The communities around Coppin Heights and the Greater Rosemont and Mondawmin area have a history of coordinating on revitalization plans for the area around CSU. Most recently, in 2012 the Baltimore City Planning Commission, at a meeting held in the community, adopted the Greater Rosemont and Mondawmin Plan (GRAMA). Both the CHCDC and Coppin were important partners in the development and adoption of the plan. A past revitalization plan for the greater Coppin Heights/Rosemont area was completed in 2004. The plan, the Greater Coppin Heights/Rosemont Revitalization Plan, written in collaboration with the State of Maryland, City of Baltimore, and the Enterprise Foundation defined a vision for neighborhood-wide revitalization. In 2011, the City and the University launched the Coppin Heights Urban Revitalization Partnership in order to update the goals in the original plan. The partnership's plan responds to the community's expressed concerns regarding the need for a more realistic and viable strategy to address identified neighborhood priorities: 1) slum and blight removal; 2) community safety; and 3) strategies to address known health and education disparities.

These plans anticipate leveraging Coppin's 10-year \$300 million capital improvement plan and outlines key development initiatives as well as the following seven recommended projects: 1) North Campus Expansion, 2) South Campus Expansion, 3) North Avenue – East of the Campus, 4) North Avenue – West of the Campus, 5) Mondawmin South, 6) Former Lutheran Hospital Site

Redevelopment, and 7) West Baltimore MARC Station, included in the Baltimore MARC Station Area Master Plan.

CHCDC, as the community development arm of Coppin, is actively focused on development along North Avenue both east and west of the campus and redevelopment of the historic Hebrew Orphan Asylum at the Lutheran site.

Coppin and CHCDC have identified City of Baltimore services, such as increased code and crime enforcement and public infrastructure improvements, as critical to neighborhood revitalization efforts around the campus.

In partnership with Coppin, CHCDC established the Greater Coppin Heights/Rosemont Steering Committee to address community revitalization issues and concerns that impact the overall quality of life within the community. The Committee represents over 19 neighborhood organizations.

The top five priorities related to the community development strategy are:

- 1) Redevelopment of the adjacent North Avenue blocks west of the site, specifically, the 2700 block of W. North Avenue.
- 2) The restoration of the historic Hebrew Orphan Asylum building located on the Lutheran Site for a Center for Health Care and Healthy Living.
- 3) Redevelopment of the adjacent North Avenue blocks east of the site (2300-2500 blocks)
- 4) Redevelopment of the 2800 block of West Lanvale Street. One of the vacant

blighted blocks adjacent to the Lutheran site.

5) Implementation of an Urban Farms Initiative that engages community youth in leadership training and workforce development.

These priorities align with pressing community needs, specifically, blight removal and health and education disparities. Opportunities to increase that alignment include harnessing the demand for student housing by providing for a mix of housing types along North Avenue that includes student housing.

Redevelopment along North Avenue west of the campus has already commenced. CHCDC completed the rehabilitation and new construction of three homes in the upper 2700 block for homeownership. Two of the homes were sold last year and the third is currently listed for sale. In addition, CHCDC purchased four contiguous vacant lots in the lower 2700 block through tax sale and is completing the foreclosure proceeding with the anticipation of constructing an apartment building for students. The City was a partner with CHCDC and provided HOME funds as well as sold CHCDC the tax sale certificates for the vacant lots. In addition, the State of Maryland has awarded CHCDC a Community Legacy program grant to acquire additional vacant property in the lower 2700 block.

CHCDC is also in the pre-development phase of the historic restoration of the Hebrew Orphan Asylum building on the Lutheran site for a Center for Health Care and Healthy Living. Coppin also made a commitment to transfer ownership of the Hebrew Orphan Asylum building for the

purpose of redeveloping the building for community healthy living uses. The Center for Health Care and Healthy Living will house a community health clinic, dental clinic, pharmacy, medical specialty offices, and a healthy foods market. Partners on this project include The Redevelopment Fund (TRF), The National Trust, and the State of Maryland. The project is estimated to create 40 jobs in the community.



The Hebrew Orphan Asylum and Future Center for Health Care and Healthy Living. Source: Baltimore Heritage, Inc.

The CHCDC and CSU are in the process of considering the GRAMA plan recommendation to transform the Former Lutheran Hospital Site from a vacant lot into a temporary urban farm asset that provides social and environmental benefits. The CHCDC will act as the lead

community organization to ensure and sustain the involvement of a wide array of West Baltimore organizations and stakeholders in the transformation of the site into a farm. The site has the capability to provide local jobs and training through the development of the site into an Urban Farm.

Finally, CSU participates in the City's Live Near Your Work program. It has set aside specific budget allocations to support and encourage employees to purchase homes and reside in the community. The CHCDC has built affordable housing in close proximity to the University, which are eligible for program participants.

SECTOR 2

The Anchor Institutions represented in Sector 2 are Johns Hopkins University, including the Homewood campus and Peabody Institute campus, Maryland Institute College of Art (MICA), and the University of Baltimore.



Remington Rocks Concert Source: Office of the Mayor

JOHNS HOPKINS UNIVERSITY

Introduction

The Johns Hopkins University (JHU) was founded in 1876 and has grown into one of the leading research and teaching universities in the world. The 140-acre Homewood campus is located adjacent to the Charles Village community and enrolled 5,192 undergraduates in the 2012-2013 academic year.

Jobs and Economic Impact

Johns Hopkins Institutions, which includes Johns Hopkins University and Johns Hopkins Medicine, is a major economic engine in Baltimore City and the surrounding region as the largest private sector employer in the City of Baltimore and State of Maryland. The Johns Hopkins Institutions together are a major purchaser of goods and services, a sponsor of major construction projects and a magnet for students and visitors. In fiscal year 2010, Johns Hopkins Institutions directly or indirectly accounted for nearly \$4.0 billion in economic output in Baltimore City, and more than 49,170 jobs – about one out of every seven wage-and-salary jobs in the City. About 31 percent of all regular Johns Hopkins employees, and 72 percent of all student employees, live in Baltimore City.

Community Engagement

Johns Hopkins University facilitates student involvement in the community through multiple programs. The Center for Social Concern (CSC), located on the Homewood campus, provides a base for more than fifty student-run programs that serve Baltimore communities, ranging

from after-school tutoring to Habitat for Humanity to GED preparation for female inmates at the Baltimore City jail. According to the CSC “Report on the Participation, Contributions, and Self-Perceived Gains of Undergraduate Community Service in 2012-2013 total student volunteerism for academic year 2012 (i.e. 2012-13) was over 150,000 hours with an economic impact of approximately \$3.5 million.

Fraternities and sororities on the Johns Hopkins University Homewood campus are social organizations whose missions focus on academic excellence, social responsibility, and positive contributions to their communities. During the 2012-2013 academic year, the fraternities and sororities reported completing over 19,000 hours of community service. These groups repeatedly volunteer for community organizations, area schools, and community beautification efforts. “Johns Hopkins Takes Time for Schools” is a service partnership aimed at providing needed support and assistance to Baltimore City Public Schools, while matching the talents of faculty and staff with on-site community service opportunities. In fiscal years 2011-2012, 359 employees provided 1,043 hours of service, partnership activities and special projects that served 28 schools. The Johns Hopkins “Adopt-a-Student Uniform Drive” was established in 2011 to assist low-income families that cannot meet the financial challenge of mandatory school uniforms. In fiscal years 2011-2012, 436 employees contributed \$36,760 toward the purchase of uniforms for 919 students in 158 schools.

The “Baltimore Scholars Program” provides full-tuition scholarships to City residents who graduate from public high schools in Baltimore and are admitted to Johns Hopkins. Since the program began in 2005, 123 Baltimore Scholars have enrolled at Johns Hopkins University and 78 have graduated. To date, the University has awarded over \$14.5 million in tuition waivers through the program.

Community and Campus Development

Johns Hopkins University has recently created the Homewood Community Partners Initiative (HCPI) as the centerpiece of the University’s community and campus development strategy.

The recommendations in the final consultant report entitled “Homewood Community Partners Initiative: A Call to Action – Findings and Recommendations” form the basis of this aspirational road map. Information from extensive interviews and meetings with other stakeholders in the community’s public, private, and nonprofit sectors, as well as the analysis of relevant documentation, led to a common forum that hammered out a vision representing a shared ethos of community and university. Public forums and private meetings were used to derive a set of strategies supported by 29 specific programs and projects, associated funding sources, and the identification of the parties recommended to undertake given actions. The HCPI looks to implement this vision and address five elements with ultimate goal of a community attractive to residents, investors, businesses, students, employees, and faculty of anchor institutions. The shared vision derived

through the HCPI process defines the direction and suggests an overall strategy:

- *A vibrant urban center*, growing dramatically by 3,000 more households in 10 years with exciting accessible retail and arts, entertainment, and cultural institutions attracting the region;
- *A livable community*, with a strong residential real estate market, high-caliber amenities, quality and attractive public schools; and
- *Active collaborative stakeholders* who work closely together, support each other's projects, and combine in the HCPI strategy and programs with anchor institutions, including JHU and others.

JHU is also seeking to create a presence in the emerging Station North Arts and Entertainment District where it may relocate portions of its writing, film, and other creative programs. In collaboration with the Maryland Institute College of Art, Johns Hopkins University plans to lease space at 10 East North Avenue, an underutilized but unique building along North Avenue. JHU is also exploring joint commitments to act as a catalyst for private development, including projects at Penn Station, 10 East North Avenue, the Parkway Theater, and the 33rd and Saint Paul Streets redevelopment site. JHY is actively exploring the creation of joint academic, student activity, and administrative offices with the University of Baltimore and MICA.



Gateway to Station North Arts and Entertainment District Source: SNAE, Inc.



The Homewood Community Partners Initiative announcement with Mayor Rawlings-Blake and JHU President Ron Daniels Source: Office of the Mayor



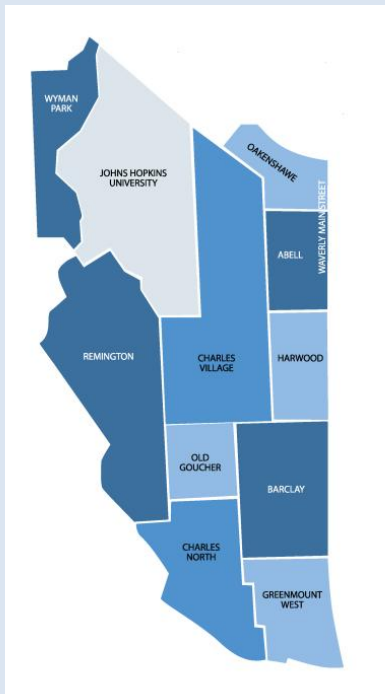
HCPI partner Greater Homewood Community Corporation Source: Office of the Mayor

Homewood Community Partners Initiative

HCPI

“The Homewood Community Partners Initiative (HCPI) grows out of a greater understanding that the health and well-being of the Johns Hopkins University Homewood campus is inextricably tied to the physical, social, and economic well-being of its surrounding neighborhoods.” HCPI Report – July 2012

In June 2012, the University launched HCPI to work with 11 neighborhoods in a focused effort around public safety, blight elimination, public education, commercial and retail development, and economic inclusion. As part of this initiative, the University hired a consultant to work with the community over an intensive four-month process to review best practices from around the country and make recommendations about how Johns Hopkins and its partners can dramatically improve the quality of life in these communities. The 10 neighborhoods and commercial district are: Abell, Barclay, Charles North, Charles Village, Greenmount West, Harwood, Oakenshawe, Old Goucher, Remington, Wyman Park, and Greenmount Avenue’s Main Street district. In support of the HCPI, JHU has dedicated staff, technical assistance, and \$10 million, as well as new programmatic actions including a university-wide economic inclusion program, support for Baltimore City Schools, and increasing the capacity of the Johns Hopkins Live Near Your Work program.



“The Homewood Community Partners Initiative is an example of the power of collaboration between Baltimore’s neighborhoods and anchor institutions like Johns Hopkins. Anchor institutions and their surrounding communities have a symbiotic relationship. The vitality of these neighborhoods is critical to the growth of the institutions, and by the same token, committed institutions attract new residents and strengthen local businesses. Without a doubt, HCPI is a potent partner in our effort to grow Baltimore by 10,000 families in the next 10 years.” – Stephanie Rawlings-Blake, Mayor, Baltimore City



Margaret Brent Elementary School is an HCPI partner public school. Source: Greater Homewood Corporation

Introduction

Founded in 1826, the Maryland Institute College of Art (MICA) is the oldest continuously degree-granting college of art in the nation. The college enrolls 1,863 undergraduate and 306 graduate students from 48 states and 54 foreign countries. MICA has grown and expanded, both academically and physically, over the years to become a leading institution for the education of artists.

Jobs and Economic Impact

MICA employs nearly 500 faculty members and 375 staff members. Of these faculty and staff, 302 live in Baltimore City. Students come to the Baltimore arts institution for its unique education and opportunities. 185 student-employees also live in Baltimore City.



ArtScape Poster. Source: Office of the Mayor

Additionally, MICA alumni have established a wide variety of small businesses in the Baltimore area, as well as other parts of Maryland, and across the country. These businesses showcase the variety of interests and talents of alumni and contribute to the diversity of consumer options in the Baltimore area.

Community Engagement

MICA prides itself on a long tradition of investment in communities, non-profits, and individuals within Baltimore. Its Office of Community Engagement facilitates a variety of projects in various city communities, by offering grants to students, faculty, and staff for community outreach programs that link to resources of the curriculum. Community-based learning is another major focus, providing students and faculty with opportunities in community/campus partnerships and project-based learning, respondent to the community's needs and corresponding with the curriculum. The institution is also noted on the President's Higher Education Community Service Honor Roll, which is the highest federal recognition a college can receive for volunteer, service-learning, and community engagement efforts.

In honor of MICA's former president, Fred Lazarus IV, and his contribution to the foundation of Artscape, Baltimore Office of Promotion and the Arts (BOPA) recently announced an inaugural Artscape prize for high school students. The Fred Lazarus Artscape Prize is open to visual arts high school students entering senior year in 2014, and grants a \$1,000 cash reward. The prize also provides materials and supplies for the students' own show at Artscape, as well as the opportunity to work with BOPA.

MICA's Joseph Meyerhoff Center for Career Development, and Graphic Design Department have recently partnered with PNC Bank to launch PNC Design Fellows, a pilot program offering students an eight-week paid opportunity to work with Baltimore nonprofits. MICA's Art + Justice Project is "an interactive GPS map of the artists, designers, non-profits, and advocates (stakeholders) working at the intersection of art and social justice in Baltimore City." Initially based on community data research, the project has implemented community dialogues to strengthen collaborations between the artists and the non-profits. Data research is ongoing, occurring every six months. The interactive map includes details about neighborhoods for the purpose of aiding art and designed based social justice collaborations. The web-based mapping resource is open to artists, designers, and organizations interested in advancing social justice in Baltimore. Through a unique vision of utilizing arts and design-based advocacy, the project's goal is to improve the lives of Baltimore City residents.

MICA has not only led the way in art, but also became the second college in Baltimore to implement the "single-stream" recycling program, and has been dedicated to reducing its carbon footprint on the path to becoming a more sustainable campus.

MICA continues to play a major role in emphasizing culture and art throughout Baltimore, enriching the City, appealing to and attracting arts lovers to various projects, exhibits, and experiences. From March-June 2013, MICA students in the Masters of Fine Arts in Curatorial Practice presented thesis exhibitions at different

sites around the City, exploring topics ranging from the history of African-American music to humans evolving relationship with technology and nature. The students built their exhibits by utilizing historical art pieces as well as the latest works of art by contemporary artists. This process helped students to build relationships with artists and the community and gave the students insight into the role curators play in creating a vibrant cultural life. The program is claimed to be the only program of its kind in the United States.

Community and Campus Development

MICA has contributed significantly to Baltimore City, in terms of capital investment and repurposing vacant, abandoned spaces in Baltimore City, through the purchase and renovation of buildings and structures surrounding the campus. This process, a key strategy in MICA's capital investment strategy, is called Historic Preservation and Adaptive Reuse, which focuses on academic programming, student housing, and the growth needs of the community. The goal of MICA's Historic Preservation and Adaptive reuse strategy is to avoid abandonment, neglect, and decay and to preserve land values surrounding the MICA campus. These efforts contribute to the community by reusing buildings in innovative ways, attracting patrons to the area for arts exhibitions and events, introducing student consumers into the community for current and future businesses, and to invest in relationships between students and the community to keep alumni in Baltimore. Buildings acquired by MICA include the Bunting Center, the Fox building, the historic

Firehouse on North Avenue, and the former Jos. A. Bank Building.

MICA has taken an interest in Baltimore's aesthetic and historical value over the last few decades. Its mid-1960s renovation of the old Mount Royal Station building was originally praised as a remarkable work of redevelopment, while maintaining much of the original architectural features. In 2005-2007, the institution completed a \$6.3 million renovation project for the interior and exterior of the building, expanding classroom and studio space, as well as building on the ambiance of Mount Royal Avenue, adding a new plaza with benches, bike racks, shrubs, ground cover, and ornamental grasses.

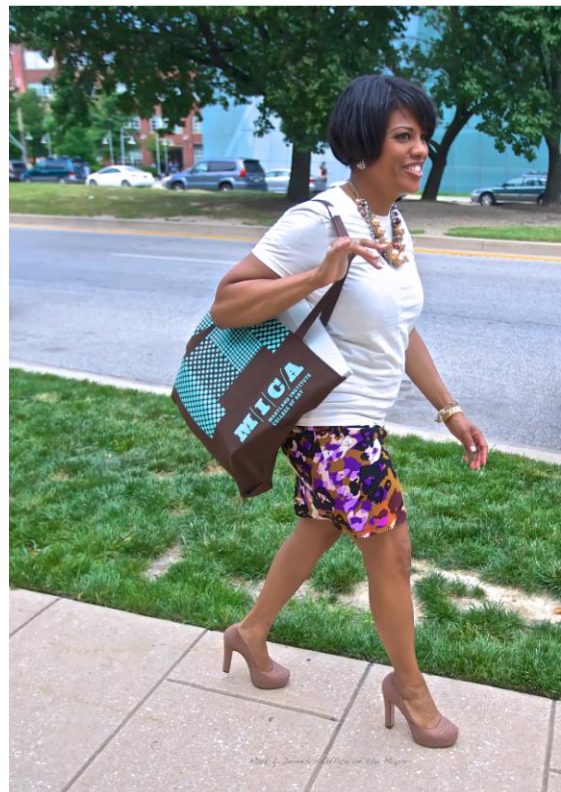
The Meyerhoff House, a vacant former nursing home, which was previously vacant after its end as a nursing home, was converted into student housing. The Bolton Hill neighborhood contributed \$50,000 when the college proposed the purchase of a longtime vacant lot on McMechen Street adjacent to campus, for the construction of The Commons student apartment complex. Combined, the Meyerhoff House, the Gateway building, and the most recently finished Leake Hall residence building, increased MICA housing by 90%. MICA's leadership in the development and creation of the Baltimore Design School in the Greenmount West neighborhood has further enhanced the education of arts and design within Baltimore's public school system. MICA also invested \$60.7 million to improvements along North Avenue between 2008-2014.

In 2004, the Brown Center was the first newly constructed building for the college in one-hundred years, and received a

generous contribution of \$6 million from Eddie and Sylvia Brown.



Penn Station is a gateway to the Station North Arts and Entertainment District. Source: Office of the Mayor



Mayor Rawlings-Blake visits the MICA campus. Source: Office of the Mayor

UNIVERSITY OF BALTIMORE

Introduction

The University of Baltimore (UB) was founded in 1925 as a private institution. Its founders were a group of Baltimore civic leaders who wanted to provide low-cost, part-time evening study in business and law for working adults. Its first site was at the southeast corner of St. Paul and Mt. Vernon Place. UB became a State institution in 1975 and then part of the University of Maryland System (now known as the University System of Maryland) in 1988. UB provides innovative education in business, public affairs, law and the applied liberal arts and sciences to serve the needs of a diverse population in an urban setting. A public university UB offers excellent teaching and a supportive community for undergraduate, graduate and professional students in an environment distinguished by academic research and public service.

Jobs and Economic Impact

UB's contribution to Baltimore City's economy has significantly increased through innovative campus initiatives and capital projects. As of 2013, the University employs 634 full-time faculty and staff, of which 12.6 percent live in Mid-Town Belvedere and Mount Vernon areas surrounding the campus. The University community has grown to include more than 7,000 individuals, and nearly 1,000 UB students live within two miles of the campus. According to UB, over the past five years, UB has generated \$275 million in direct investment to the regional economy through its state-funded campus improvement projects, public/private partnerships and private investment. UB's Jacob France Institute also determined

that UB's annual economic impact is \$416 million.

The University makes its UB Midtown neighborhood an attractive destination for new businesses by providing start-up and new business support through the Merrick School of Business' Center for Entrepreneurship and Innovation, a leading force within the Baltimore entrepreneurial ecosystem. The Center is dedicated to advancing entrepreneurship through targeted programs in early ideation, venture creation and innovation management. The Center provides structured coaching, business consulting services, educational workshops and a host of activities designed to cultivate and challenge local entrepreneurs. In addition to the Center's work, many academic courses in the UB curriculum, including those focusing on social enterprise and the "design-business link", offer small-business and start-up support.



The Angelos Law Center at the intersection of Mount Royal Avenue and Charles Street. Source: The Office of the Mayor

Community Engagement

The University has built solid relationships with Baltimore City schools in an effort to enrich the schools and the students they serve—and, by effect, to further enrich the community. Examples of UB’s offerings for City schools are as follows:

- *Summer Professional Development Academies:* UB has provided customized professional development programs in methods of engagement and deep learning strategies, learning outcomes assessment and creating a college readiness calendar for grades 9 -12.
- *UB College Readiness Academy:* Offered at seven City high schools, the program embeds college faculty in a high school course where students create a portfolio of work in critical reading, college writing, quantitative literacies and information literacy. These portfolios are then evaluated, along with the students' Accuplacer scores, and help determine their placement in concurrent enrollment in college writing and math classes.
- *UB College Readiness Summer Academy/Youth Works Program:* Enrolling students from eight city high schools, this summer program features academic content and “knowledge of college” experiences, including action-research on freshman retention issues and principles of entrepreneurialism.

The academic experience at UB is enriched by the University’s role as an anchor institution. University students perform internships and community

service with local businesses and organizations, while outreach efforts like the HEROES Academy and Excel Fellows programs provide college readiness and orientation experiences to Baltimore City middle and high school students through the volunteer efforts of UB faculty, staff and students. UB centers, clinics and institutes provide valuable services to City and State agencies, community groups and residents. For example, the UB School of Law’s Truancy Court Program re-engages truant middle and high school students and their families with the schools and utilizes a team-based, holistic, therapeutic approach that improves attendance and academic performance. In addition, UB staff have engaged in a collaborative ecological assessment of the Lower Jones Falls through a project focused on the Jones Falls Valley “Mill Corridor”. This project also includes marketing the Jones Falls Trail as an asset to the University and to the surrounding community.



UB neighborhood banners. Source: Office of the Mayor

Community and Campus Development

UB and the University of Baltimore Foundation have engaged in more than \$123 million in private real estate

development through public/private partnership projects in midtown Baltimore during the past 15 years. UB is regularly cited in market studies as a contributor to private real estate demand and values. More than \$270 million in public and private investment has occurred within the boundaries of the campus since 2006. This development includes the new John and Frances Angelos Law Center, the UB Student Center, the Liberal Arts and Policy Building, the Fitzgerald at UB Midtown and the Varsity as well as blocks of retail development along the North Charles Street corridor and the campus streetscape projects.

Starting with the development of the Queen Anne Belvedere project on the 1200 block of North Charles Street, UB and the University of Baltimore Foundation have engaged in public/private partnerships that have resulted in numerous street-level retail enterprises. For example, the Fitzgerald at UB Midtown contains nearly 25,000 square feet of retail space that includes a Barnes & Noble, Starbucks, restaurant space, and the privately owned and operated Varsity student housing complex, which contains a Dunkin' Donuts retail location.

The University has a long history of contributing to the strong retail growth throughout the UB Midtown neighborhood. UB's redevelopment projects, both on its campus and in the surrounding neighborhood, have had a broad impact, enhancing the aesthetic of the area, bring much-needed retail, food, parking and housing options to residents and visitors, and providing the University with the space it needs to fulfill its mission.

SECTOR 3

The anchor Institutions represented in Sector 3 are Loyola University Maryland, Morgan State University, and Notre Dame of Maryland University.



The Govanstown Farmer's Market Source: Loyola University Maryland

LOYOLA UNIVERSITY MARYLAND

Introduction

Loyola is an independent, Catholic, Jesuit institution. Founded by Jesuit priests in 1852, Loyola is named for Saint Ignatius of Loyola, and became the first institution of higher education in the United States to bear the Loyola name. Loyola University Maryland's commitment to service is a living embodiment of the University's Jesuit identity, and is stated clearly in both the University's mission--"to inspire students to learn, lead, and serve in a diverse and changing world," and its core values, which specifically include "service."

Jobs and Economic Impact

Loyola enrolls 3,800 students, the majority of whom live on its Baltimore City campus and shop in nearby businesses, adding economic benefit to the City and region.

Loyola employs 1,150 people on its campus, many of whom also live and shop in Baltimore City. Loyola employs 683 City residents who collectively earn \$35,113,584 dollars annually.

Loyola developed, financed, and operates the Govanstowne Farmer's Market, which opened in the summer of 2011, to address food access needs in the community. The market attracts 15 vendors and 300 customers weekly to the York Road corridor helping to revitalize the area and provide fresh produce to local seniors and families. Vendors accepted over \$4000 in SNAP, WIC, SFMNB, and GEDCO's food pantry coupon benefits in the 2012 season, contributing to the local economy. In 2013, 70% of shoppers came from the 21212 zip code. Loyola supports local businesses to build area wealth in several ways, including incubating new small businesses at the Govanstowne Farmer's Market and enhancing and stabilizing area businesses by promoting use of Loyola's student "Evergreen Card" at local businesses.

Loyola participates in the City's Summer Youth Works Program as well as provides graduate assistantships and undergraduate student work employment programs that focus on York Road and other Baltimore City initiatives.

Community Engagement

Service opportunities extend Loyola's helping hand throughout the greater Baltimore area, as well as to the national and international communities. Many of the University's service initiatives are coordinated by its Center for Community Service and Justice (CCSJ). Founded in 1992, the Center includes 10 full-time,

professional staff, who work to develop a wide range of partnerships with local, national, and international agencies and organizations. It also employs 66 part-time student staff and 36 work-study students. As a result of CCSJ's efforts, roughly 80 percent of the University's undergraduate students engage in service during their Loyola careers, with many participating in on-going activities. Partner agencies range from local meal programs, job training facilities, and senior services to international advocacy groups focused on poverty and justice. It is important to note that at Loyola, CCSJ is housed within the academic affairs division, reflecting the University's belief that service experiences are an integral part of the learning process. In the 2012-2013 academic year, the total number of students who engaged in community service was 4,525 and the number of students who engaged in at least 20 hours of any kind of community service per academic term/semester was 1,266. The total number of all community service hours engaged in by Loyola students was 95,754. As part of its York Road Initiative, Loyola's strategies for community based economic development align with, and are driven by, the most pressing needs in the community as identified by community members, the York Road Partnership, and other community organizations.

In efforts to assist in building civic capacity around the institution, Loyola has hosted and facilitated strategic planning retreats for the York Road Partnership community organization and assisted with updating organizational goals and the area Strategic Neighborhood Action Plan (SNAP). The school also sponsored two AmeriCorps VISTAs to serve as

community and business organizers, building block captain programs, facilitating tree plantings and school gardens, and organizing a Northern District public safety summit attended by over 200 residents.

Annually Loyola engages faculty, staff, administrators, and hundreds of Loyola undergraduate and graduate students in community-identified service efforts in the area performing thousands of hours at the GEDCO CARES Food Pantry, planting trees, cleaning and greening area gardens and urban forests, and serving as neighborhood organization and business support with technology and social media.

Since 2009 Loyola has provided land at its property at 5000 York Road to Radnor Winston for a community garden. This garden feeds not only their community, but provides generously to the CARES Food Pantry as well.

Loyola worked with the City Health and Planning Departments, GEDCO, the Johns Hopkins Center for a Livable Future, and local community organizations to implement a food access survey to identify food needs in the community. The 2013 Food Access Survey revealed that over half of area residents were “often or sometimes” unable to purchase food due to price and the need to pay rent and/or utilities. While data support that the Govanstowne Farmer’s Market is a successful intervention to eliminate physical access to produce, the greatest barrier is economic access: the cost of healthy food on a limited budget.

Loyola’s School of Education and Center for Community Service and Justice continue strong partnerships with Guilford

Elementary School, Govans Elementary School, and Tunbridge Public Charter



The Govanstown Farmers Market Source: Loyola University Maryland

School for service learning and volunteer opportunities. Loyola’s partnership with Acts4Youth at Guilford school results in high quality after school programming.

Loyola is engaged in the academic and physical enhancement of the Baltimore City Public Schools 21st Century Schools Building Initiative “Year 2” schools Govans Elementary and Walter P. Carter Elementary and Middle School.

Loyola supports and serves as fiscal agent for the organization "Friends of DeWees Recreation Center" to support the Baltimore City recreation center, successfully attracting thousands to support the center in its bid for private funding from Maxwell House, and planning volunteer efforts along with the Mid Govans neighborhood to form a recreation council to provide physical and programming efforts at the center. DeWees Recreation Center received over \$70,000 in physical repair and investment from over 400 volunteers. Loyola’s Technology Services team sponsored eight computers for a new computer lab at DeWees Recreation Center and Loyola secured a federal AmeriCorps grant to

hire a full-time Community Recreation Council organizer for DeWees. Loyola is assisting with DeWees Park enhancements following a park master planning process with the Neighborhood Design Center to add a new bike/pedestrian path and park amenities.

Loyola supports student, teacher, and curriculum development at area City schools including serving as the primary education consultant in "Great Schools Charles Village" through work with Margaret Brent and Barclay schools, as well as providing a significant investment of resources into Guilford, Govans, and Tunbridge Charter schools. Loyola has sponsored Cristo Rey Jesuit High School internships for the last five years.

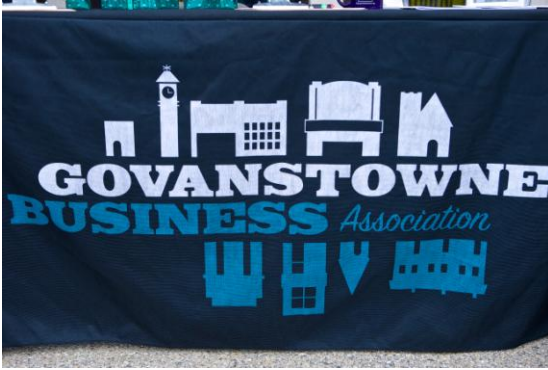
Community and Campus Development

Through the York Road Initiative, a key element of the University's strategic plan, Loyola partners with residents, business owners, nonprofits, schools, and civic leaders of the York Road community just east of its campus to contribute to a plan for the future of the neighborhoods and the local economy and quality of life. This initiative involves individuals from every facet of the University, including undergraduate and graduate students, faculty, staff and administrators. In addition, while Loyola views itself as a citizen of the global community, its location in Baltimore, a complex, urban city with related opportunities and challenges, inspires the University community to greater engagement and commitment to its neighbors. A key tenet of the University's strategic plan calls for it to partner with its neighbors in a plan for the future of a community just to the east of the campus, and more and more of its

service initiatives are focusing on this community.

Loyola committed the York Road Initiative to the Strategic Plan of the University which prioritizes its attention to University wide programming and planning. Subsequently, after conducting the multiple-month "listening project" survey to understand more fully neighborhood needs, Loyola funded and hired a full time Director for the York Road Initiative in fiscal year 2011 who reports to the Associate Vice President for Administration. The York Road Initiative now boasts a modest operating budget to develop programming and a new office space at 5104 York Road that allows professional and volunteer staff, residents, and students to work side by side on community generated projects.

Efforts to build civic capacity are collaborative with the York Road Partnership (YRP), an umbrella organization of communities along the corridor, and individual neighborhood organizations (Radnor Winston, Richnor Springs, Winston-Govans, Woodbourne McCabe, Mid-Govans, Homeland). The commercial corridor activities are a collaboration with the Govanstowne Business Association (GBA) and Belvedere Square. Initiatives such as the Govanstowne Farmer's Market to provide healthy food options in this "food desert" neighborhood are a collaborative partnership with both the YRP and the GBA as well the Baltimore City Health and Planning Departments while efforts to enhance youth development are in partnership with Guilford Elementary School, Govans Elementary School, Tunbridge Public School, the Greater



Govanstown Business Association information table
Source: Office of the Mayor

Homewood Community Corporation, and Acts4Youth.

Furthermore, specific strategies to increase community development and housing stability in the area include having a Loyola administrator chair the York Road partnership Housing and Neighborhood Revitalization Committee and integrating those efforts with the Baltimore City Department of Planning, the Govans Ecumenical Development Corporation (GEDCO), Rebuilding Together Baltimore, the Greater Homewood Community Corporation, Live Baltimore, and the Citizens Planning and Housing Association (CPHA).

The City also created a targeted area tax credit along the York Road corridor to encourage apartments and mixed-use projects.

Specific to the York Road Initiative, 265 Loyola students engaged in 3,439 hours of community service hours in the York Road community.

A major initiative for the University is the redevelopment/improvement of the York Road Corridor referred to as the York Road Initiative. Through planning and collaboration with City agencies,

businesses, nonprofits, and resident groups, Loyola helps foster sustainable commercial corridor development through backbone support of the “York Corridor Collective” (YCC). The YCC is currently engaged, through funding support of Loyola University Maryland and the Goldseker Foundation, with an urban design and commercial revitalization strategies consultant team to advance the findings of a 2013 Urban Land Institute Technical Advisory Panel study of the corridor. The consultant and YCC will engage the communities and businesses along the York Road Corridor throughout the summer and fall of 2014.

In partnership with Belvedere Holdings and Cross Street Partners, the University just invested in the expansion of its leased clinical space at Belvedere Square. Loyola also purchased the property at 4806 York Road for office space and located a business school accelerator program on York Road. The University has been working with the City and architect Hord Coplan Macht to invest in landscaping improvements on University owned properties on York Road.

These projects support the stability of the areas Loyola is investing in and support future City, business and community initiatives, which will have a positive impact on the York Road corridor.

Loyola also participates in the Baltimore City Live Near Your Work program.

York Road Initiative



Loyola University Maryland plans and implements the York Road Initiative, a place-based community development strategy geographically focused in partnership with the York Road corridor communities of north Baltimore City adjacent to the Loyola University Maryland campus.

Through collaboration with, and through, multiple organizations, neighbors and partners, the Initiative's mission is to connect and share resources to grow a healthy and vibrant York Road community for all. Day to day efforts focus on building civic capacity and neighborhood leadership, enhancing youth development and education, and strengthening the York Road commercial corridor.

MORGAN STATE UNIVERSITY

Introduction

Founded 140 years ago in Baltimore City as a ministry school and later a teachers college, Morgan State University (MSU) is a public university, and one of four HBCU's in Maryland. Morgan is one of only two public baccalaureate-granting institutions authorized to have their own governing boards in the State of Maryland. The school offers a broad range of academic programs from the bachelor's degree through the doctorate. Morgan State University is Maryland's officially designated "Public Urban University," and strives to be Maryland's premier urban research university.



Morgan Community Mile Announcement Source: Morgan State University

Jobs and Economic Impact

MSU is the 12th largest employer in Baltimore City, employing approximately 1,800 individuals. The University currently enrolls more than 7,000 students from throughout the United States and numerous foreign countries.

Community Engagement

The Morgan Community Mile strategic planning process started in October 2012 between the community and university to identify priority areas to: 1) Strengthen University and Community Relations/Connections; 2) Promote Health and Safety; 3) Develop and Support Education and Youth Development; 4) Improve the Environment; and 5) Promote Live, Work, and Spend in the Community. The University officially announced the initiative at a well-attended event off-campus in April 2014.

MSU has engaged with several community groups and residents during the development of these priority areas. The community groups include the Northeast Community Organization (NECO), Northeast Development Alliance (NEDA), Coldstream, Homestead, Montebello Community Corporation (CHMCC), Hamilton-Lauraville Main Streets (HLMS), Belair-Edison Neighborhoods, Inc. (BENI), York Road Partnership (YRP), Harbel Community Organization, Greater Homewood Community Corporation, Greater Northwood Covenant Association, and the Govans Ecumenical Development Corporation (GEDCO). Morgan State University's track record shows that the institution has been effective in addressing important issues confronting neighborhoods in Northeast Baltimore. However, to be more strategic, purposeful, and focused in its efforts, the Morgan

Community Mile (MCM) is conceived as a way for Morgan State University to invest in and support development that will strengthen and enhance the quality of life of residents in Northeastern Baltimore City.

Community and Campus Development

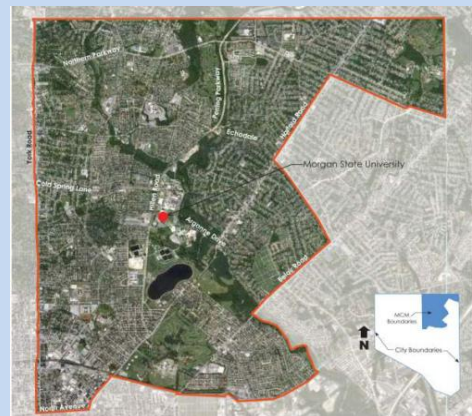
According to the University's Capital Plan, Morgan has several development projects that will be completed in the next five years including the Earl G. Graves School of Business and Management now under construction and a new planned facility for the Social and Behavioral Sciences school. Both these projects will be located on the Northwood Plaza Shopping Center site. These educational building projects will extend Morgan westward and will positively impact the Northwood Plaza Shopping Center. The institution is considering the Morgan View Phase II residential project, which would add 500 beds to the campus. The Herring Run/Morgan Stream Walk project is an effort to connect the Herring Run Park Greenway Trail to Mt. Pleasant Park and Chinquapin Run Park via a trail along the Herring and Chinquapin Run streams through the Morgan State University campus. This Stream Walk project will connect the various neighborhoods along the Herring Run and Chinquapin Run streams through a multi-use greenway trail.

Morgan Community Mile

The Morgan Community Mile partners with Northeast Baltimore neighborhoods and the private, public, and nonprofit sectors. This Initiative engages community stakeholders and university students, faculty, and staff in inclusive, democratic, and participatory processes that result in mutually defined community plans and projects, measurable outcomes, and positive community impact.

Facts on the Morgan Community Mile

- Size of the Morgan Community Mile: 12.2 Square Miles (7796.5 acres)
- Number of Census Tracts: 32
- Number of Baltimore Community Statistical Areas: 9
- Number of residents in the Morgan Community Mile: 114,296 individuals in 2010
- Number of neighborhood associations in the Morgan Community Mile: more than 56
- Number of business associations in the Morgan Community Mile: 6



Morgan Community Mile boundaries in northeast Baltimore. Source: Morgan State University



Photos: Morgan State Bears Marching Band at the Morgan Community Mile celebration in April 2013.



Photos: Dr. Wilson, President, speaks at the Morgan Community Mile celebration.

NOTRE DAME OF MARYLAND UNIVERSITY

Introduction

Notre Dame of Maryland University (NDMU) is an independent, Catholic institution begun by the School Sisters of Notre Dame. NDMU enrolls approximately 2,850 full and part-time students, 85% of whom are Maryland residents. Notre Dame of Maryland was founded in Baltimore in the late 19th century to provide educational access to underserved populations of girls and young women and has a long history of preparing educators who serve public schools in the area. Notre Dame has historically engaged in service to communities in Baltimore City, with some projects done in partnership with other Catholic initiatives that are not specifically university-related such as My Sister's Place and Caroline Center.

Jobs and Economic Impact

More than a quarter of the institution's nearly 900 full and part-time employees who work at sites across the State are City residents. NDMU ensures that all University employees earn at least a Baltimore City living wage. In addition, approximately 22% of NDMU students are City residents, many of whom work part-time in some capacity on campus and most of whom receive substantial student financial assistance.

An internal survey two years ago showed that nearly half of the purchases made by NDMU were from city-based suppliers. For example, the food service company for campus is locally based, and the

company locally sources food used in the dining hall and for catering.

NDMU began hosting a nonprofit job fair in 2014 with participation from MOED and Baltimore-based nonprofits participated. NDMU has also participated in Youth Works in the past.

Community Engagement

As an anchor institution, NDMU serves the City through high-quality, volunteer-work service that makes a difference in the lives of individuals and ultimately has an impact on the City as a whole, both directly and indirectly, by preparing students to be engaged citizens who will remain, work, and serve in the City. NDMU students currently work with a number of Catholic, secular, and other faith-based charities in the City, especially that serve women and girls, (Marian House, Sisters Academy, My Sister's Place, CARES Pantry, Health Care for the Homeless, Helping Up Mission, and Clearwater Baltimore). NDMU service efforts include tutoring, mentoring middle-school girls from low-income families, serving soup kitchens, and providing basic health services.

In 2012, NDMU joined the York Road Partnership (YRP). Since then, NDMU has supported an annual safety summit. The School of Pharmacy now co-sponsors an annual free health care fair in partnership with YRP and People's Community Health Centers. The health fair is incorporated into the School's curriculum by serving as part of the fourth-year students' capstone project.



NDMU community outreach offering blood pressure screening. Source: NDMU

NDMU has recently been awarded a Bonner Scholars Program grant and is working to place tutors in the DeWees Recreation Center, which is within a mile of the University. This collaboration with DeWees will also be a partnership with City public schools, specifically the Baltimore IT Academy in the Mid-Govans community.

NDMU now awards more new teacher certifications than any other independent institution in Maryland and accounts for 13% of the overall State total of new certifications. NDMU offers a large number of certification areas relative to all Maryland education with particular strengths in special education, education for diverse populations, STEM (including at the preK-8 levels), and preparation for teaching English to speakers of other languages (TESOL). NDMU has partnered with the Baltimore City Public School System for many years. The specific projects undertaken vary over

time and with City needs and NDMU capacity to meet those needs. NDMU education service is City-wide.

NDMU currently operates three professional development schools (PDS) within the City: Western High School, Medfield Heights Elementary School, and John Ruhrah Elementary/Middle School. John Ruhrah is a Title I school. The University is also exploring developing a fourth PDS in the City.

NDMU has worked with the City public schools on a City-wide basis for the New Leaders for New Schools program and for City-wide STEM professional development efforts for teachers.

In addition to working with the public schools, NDMU works with parochial schools and the Archdiocese of Baltimore system. These schools often support under-served areas of the City and under-served populations.

NDMU offers a master's degree program designed for people who want to teach in parochial schools (Operation TEACH). NDMU has also started Baltimore ACES, Academy of Catholic Educators.

Through ACES, NDMU collaborates with Catholic elementary schools to provide quality professional development programs supporting research-based best practices in education.

Professional development is tailored to the individual needs of each school/faculty on topics such as Common Core State Standards, STEM education, and technology integration.



NDMU students working with Project Homeless Connect.
Source: NDMU

The Alliance of Community Teachers and Schools (ACTS) has been a resident on the NDMU campus over the past academic year. ACTS works specifically to improve public education in the City, and Notre Dame is one of several universities working with ACTS.

The School of Pharmacy Advo-Caring Program partners students in health care nonprofits across the City, with students working with one or more clients consistently over the four-year period of their studies. The program has provided more than 16,000 hours of service to the community since it began nearly five years ago. Service learning is also an integral part of the curriculum for the School of Nursing and the School of Arts and Sciences.

In 2013-14, NDMU 100, an introductory course required of all full-time, first-year students, focused on the subject of homelessness. Approximately 200 students, faculty, and staff volunteered at the United Way's Project Homeless Connect, helping those without stable housing situations identify appropriate services to meet their needs. NDMU partners faculty from the School of Arts & Sciences with organizations such as Moveable Feast, Sarah's Hope, Samaritan Women, and Our Daily Bread to engage students from the beginning of college with the responsibility to serve, beginning in the City.

NDMU recently restructured the service learning program, centralizing related efforts, to ensure that service opportunities are embedded into more academic courses and that the service in which, students engage is meaningful and relevant, both to those being served and the students. The restructuring will also enable NDMU to better inventory and assess its service efforts. All full-time undergraduate nursing students participate in service as part of a community health course. The Advo-Caring Program, through the School of Pharmacy, contributed about 8,500 hours of public service to the community in three years as part of its mission to educate pharmacists to serve the underserved.

NDMU has previously been recognized on the President's Higher Education Honor Role for Public Service. To measure community impact, staff and faculty were surveyed and determined that last year, 1,400 NDMU-based community members served 104,611 hours, most of which were in Baltimore City. For 2012, The Non-Profit Times placed the value of a volunteer

hour at \$22.14 per hour, which translates NDMU service into over \$2.3 million to the community for one year. As the University develops its next strategic plan, service will remain an integral part of the University's work.

NDMU hopes to build over a period of time a stronger bond between NDMU and the local area, including the YRP catchment area, that establishes NDMU as a one of several key partners in building a community characterized by economic stability, safety of persons and property, diversity, vibrancy, and hope.

Community and Campus Development

As part of a deepening connection to the York Road Partnership and its members, in 2013, NDMU co-sponsored with Loyola and the Govanstowne Business Association the Urban Land Institute technical assistance panel and report that studied commercial development in the York Road commercial corridor. The university continues to be part of the York Corridor Collective, a group of several institutions with a stake in the success and stability of that commercial corridor.

Over the long-term, there are opportunities for various entities to partner to develop apartment-style housing suitable for graduate and professional students for Sector 3 institutions. In 2013, the Mayor announced a newly created 15-year tax credit to encourage the development of market-rate apartments in eight target areas of the City, which included the York Road corridor.

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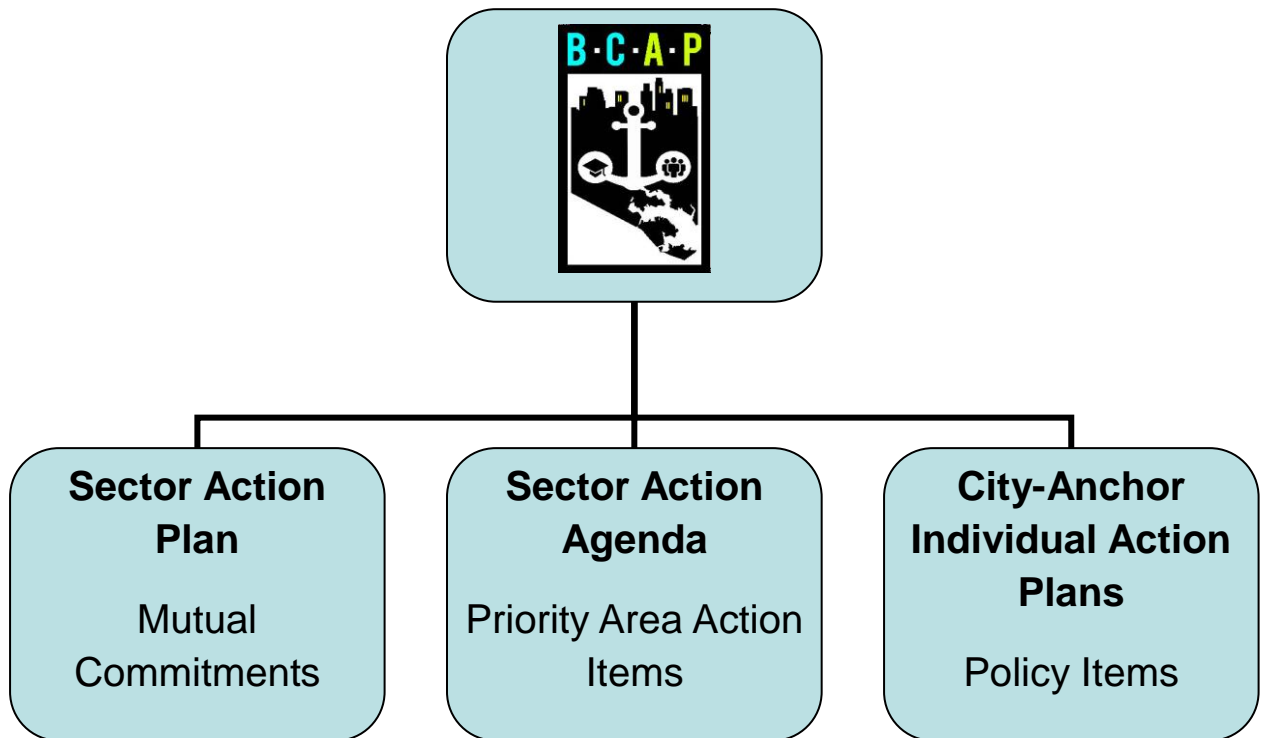
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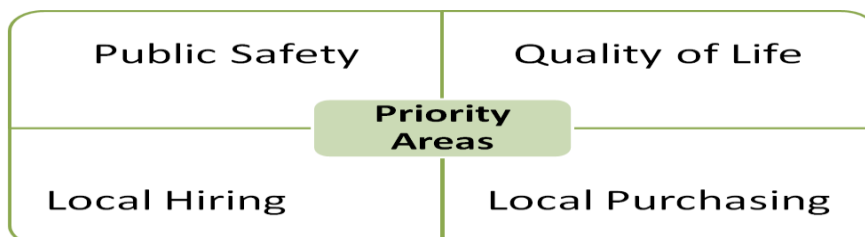
Radnor-Winston community west of the York Road Corridor. Source: Live Baltimore, Inc.

BCAP Framework

The Baltimore City Anchor Plan outlines a framework for the City and the BCAP institutions to work together. Each geographic Sector has its own Action Plan, which outlines the mutual commitments of the City and Institutions and the four BCAP priority areas: Public Safety, Local Hiring, Local Purchasing, and Quality of Life. Each Sector also has its own Action Agenda, which details specific action items that were discussed in the working groups and will be advanced through the BCAP meeting framework of Inter-Agency Quarterly meetings and the biannual Mayors Roundtables. Finally, each individual institution will have a specific City and Anchor Plan, which outlines areas of importance, such as specific policy discussions, for both the City and the institution.



Inter-Agency Quarterly Meetings ↔ Presidents Roundtable with Mayor



Sector 1 Action Plan

The Sector 1 Anchor Institution Action Plan includes Bon Secours Baltimore Health System and Coppin State University.

The purpose of this Action Plan is to outline the manner in which Bon Secours and CSU intend to work, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development by identifying and implementing actions items in four priority areas:

- 1) Public Safety
- 2) Local Hiring
- 3) Local Purchasing
- 4) Quality of Life

For each priority area, the Sector 1 Anchor Institutions and the City have identified priority action items to achieve the stated goals and objectives.

The City and institutions will work together to measure the progress of the Sector 1 Action Plan and to achieve a more formal and streamlined communication process between the City and the Sector 1 Institutions.

The Action Plan items are not exhaustive, but serve as a framework and provide the first step, working in collaboration, towards coordinated goals. The City of Baltimore and its anchor institutions shall strive in good faith, and in the spirit of cooperation, to further the mutual goals outlined in this document that will benefit the communities surrounding the anchor institutions and the City as a whole.

These goals and action items will be addressed by City and anchor staff and progress will be reported at Inter-Agency quarterly meetings. The Action Plan will be jointly updated once a year along with a summary of progress made and areas of further study.

The Action Plan does not create any legally binding obligations for the City or the Sector 1 anchor institutions but rather represents a plan for working collaboratively to achieve mutually beneficial outcomes for the City and the institutions. This collaboration also recognizes that there are various administrative and financial factors that may influence the process, progress and outcomes.

Mutual Commitments

The Sector 1 Institutions and the City Undertake the Following:

1. Each Anchor Institution will designate as its representative a high level liaison that provides reports to the CEO of Bon Secours Baltimore Health System and the President of Coppin State University to interact with the City on joint economic development initiatives.
2. The City will appoint liaison staff from the Mayor's Office, Mayor's Office of The City will appoint liaison staff from the Mayor's Office, Mayor's Office of Employment Development, the Department of Public Works, Baltimore Housing, the Planning Department, the Department of Recreation and Parks, the Mayor's Office of Neighborhoods, the Baltimore City Police Department, the Mayor's Office of Minority and Women-Owned Business Development, the Baltimore Development Corporation, the Department of Transportation, the Health Department, Baltimore City Public Schools, and the Department of General Services to work collaboratively on the Sector 1 Action Plan.
3. A Sector 1 Inter-Agency workgroup will meet quarterly with agency liaisons, Anchor Institution Sector Coordinator (Baltimore Housing), and Mayor's Office Anchor Liaison to track implementation of established action items, identify new action items, and assist with identifying and securing necessary actions and resources, including funding, required to advance forthcoming initiatives. The Anchor Liaison and Anchor Institution Sector Coordinator will act as a "trouble shooter" for issues that might arise with respect to projects and initiatives.
4. Attend a biannual Anchor Institutions Roundtable with the Mayor to discuss City and Anchor Institution matters and high-level issues affecting all Anchor Institutions.
5. Commit to using its best efforts to implement established action items, including assembling small inter-agency and inter-anchor institution working groups for particular items.
6. The City will continue to work with and support institutions on individual campus and community partnership initiatives.
7. The City and Sector 1 Institutions will continue to study and understand anchor institution best practices to create innovative partnership opportunities and implement new ideas that support the Baltimore City Anchor Plan goals.
8. Identify metrics to capture and measure useful data to inform progress on action items and next steps.
9. The City will explore the creation of a designated source of funds in the City's Capital Improvement Plan (CIP) to advance to goals of the Baltimore City Anchor Institution Plan.
10. The City will explore methods to institutionalize programs and processes, including possible linkages to anchor institutions, and create mentoring and leadership processes to prevent "brain drain" and loss of key staff that serve southwest Baltimore.

Sector 2 Action Plan

The Sector 2 Anchor Institution Action Plan includes Johns Hopkins University, Maryland Institute College of Art, and the University of Baltimore.

The purpose of this Action Plan is to outline the manner in which MICA, UB, and Hopkins intend to work, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development by identifying and implementing actions items in four priority areas:

- 1) Public Safety
- 2) Local Hiring
- 3) Local Purchasing
- 4) Quality of Life

For each priority area, the Sector 2 Anchor Institutions and the City have identified priority action items to achieve the stated goals and objectives.

The City and institutions will work together to measure the progress of the Sector 2 Action Plan and to achieve a more formal and streamlined communication process between the City and the Sector 2 Institutions.

The Action Plan items are not exhaustive, but serve as a framework and provide the first step, working in collaboration, towards coordinated goals. The City of Baltimore and its anchor institutions shall strive in good faith, and in the spirit of cooperation, to further the mutual goals outlined in this document that will benefit the communities surrounding the anchor institutions and the City as a whole.

These goals and action items will be addressed by City and anchor staff and progress will be reported at Inter-Agency quarterly meetings. The Action Plan will be jointly updated once a year along with a summary of progress made and areas of further study.

The Action Plan does not create any legally binding obligations for the City or the Sector 2 anchor institutions but rather represents a plan for working collaboratively to achieve mutually beneficial outcomes for the City and the institutions. This collaboration also recognizes that there are various administrative and financial factors that may influence the process, progress and outcomes.

Mutual Commitments

The Sector 2 Institutions and the City Undertake the Following:

1. Each Anchor Institution will designate as its representative a high level liaison that provides reports to the President of Johns Hopkins University, President of Maryland Institute College of Art, and the President of the University of Baltimore to interact with the City on joint economic development initiatives.
2. The City will appoint liaison staff from the Mayor's Office, Mayor's Office of Employment Development, the Department of Public Works, Baltimore Housing, the Planning Department, the Department of Recreation and Parks, the Mayor's Office of Neighborhoods, the Baltimore City Police Department, the Mayor's Office of Minority and Women-Owned Business Development, the Baltimore Development Corporation, the Department of Transportation, the Health Department, Baltimore City Public Schools, and the Department of General Services to work collaboratively on the Sector 2 Action Plan.
3. A Sector 2 Inter-Agency workgroup will meet quarterly with agency liaisons, Anchor Institution Sector Coordinator (Baltimore Housing), and Mayor's Office Anchor Liaison to track implementation of established action items and identify new action items, and assist with identifying and securing necessary actions and resources, including funding, required to advance forthcoming initiatives. The Anchor Liaison and Anchor Institution Sector Coordinator will act as a "trouble shooter" for issues that might arise with respect to projects and initiatives.
4. Attend a biannual Anchor Institutions Roundtable with the Mayor to discuss City and Anchor Institution matters and high-level issues affecting all anchor institutions.
5. Commit to using its best efforts to implement established Sector 2 action items, including assembling small inter-agency and inter-anchor institution working groups for particular items based on the four priority areas identified in the ction Plan.
6. The City will continue to work with and support institutions on individual campus and community partnership initiatives.
7. The City and Sector 2 Institutions will continue to study and understand anchor institution best practices to create innovative partnership opportunities and implement new ideas that support the Baltimore City Anchor Plan goals.
8. Identify metrics to capture and measure useful data to inform the progress of the City's Anchor Institution Plan on action items and next steps.
9. The City will explore the creation of a designated source of funds in the City's Capital Improvement Plan (CIP) to advance the goals of the Baltimore City Anchor Institution Plan.

Sector 3 Action Plan

The Sector 3 Anchor Institution Action Plan includes Loyola University Maryland, Morgan State University, and Notre Dame of Maryland University.

The purpose of this Action Plan is to outline the manner in which Loyola University Maryland, Morgan State University, and Notre Dame intend to work in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development by identifying and implementing actions items in four priority areas:

- 1) Public Safety
- 3) Local Hiring
- 3) Local Purchasing
- 4) Quality of Life

For each priority area, the Sector 3 Anchor Institutions and the City have identified priority action items to achieve the stated goals and objectives.

The City and institutions will work together to measure the progress of the Sector 3 Action Plan and to achieve a more formal and streamlined communication process between the City and the Sector 3 Institutions.

The Action Plan items are not exhaustive, but serve as a framework and provide the first step, working in collaboration towards coordinated goals. The City of Baltimore and its anchor institutions shall strive in good faith, and in the spirit of cooperation, to further the mutual goals outlined in this document that will benefit the communities surrounding the anchor institutions and the City as a whole.

These goals and action items will be addressed by City and anchor staff and progress will be reported at Inter-Agency quarterly meetings. The Action Plan will be jointly updated once a year along with a summary of progress made and areas of further study.

The Action Plan does not create any legally binding obligations for the City or the Sector 3 anchor institutions but rather represents a clear plan for working collaboratively to achieve mutually beneficial outcomes for the City and the institutions. This collaboration also recognizes that there are various administrative and financial factors that may influence the process, progress and outcomes.

Mutual Commitments

The Sector 3 Institutions and the City Undertake the Following:

1. Each Anchor Institution will designate as its representative a high-level liaison that provides reports to the university's president to interact with the City on joint economic development initiatives.
2. The City will appoint liaison staff from the Mayor's Office, Mayor's Office of Employment Development, the Department of Public Works, Baltimore Housing, the Planning Department, the Department of Recreation and Parks, the Mayor's Office of Neighborhoods, the Baltimore City Police Department, the Mayor's Office of Minority and Women-Owned Business Development, the Baltimore Development Corporation, the Department of Transportation, the Health Department, Baltimore City Public Schools, and the Department of General Services to work collaboratively on the Sector 3 Action Plan.
3. A Sector 3 Inter-Agency workgroup will meet quarterly with agency liaisons, Anchor Institution Sector Coordinator (Baltimore Housing), and Mayor's Office Anchor Liaison to track implementation of established action items and identify new action items. The Anchor Liaison and Anchor Institution Sector Coordinator will act as a "trouble shooter" for issues that might arise with respect to projects and initiatives.
4. Attend a biannual Anchor Institutions Roundtable with the Mayor to discuss City and Anchor institution joint matters and high-level issues affecting all anchor institutions.
5. Commit to using its best efforts to implement established action items, including assembling small inter-agency and inter-anchor institution working groups for particular items.
6. The City will continue to work with and support institutions on individual campus and community partnership initiatives.
7. The City and Sector 3 institutions will continue to study and understand anchor institution best practices to create innovative partnership opportunities and implement new ideas that support the Baltimore City Anchor Plan goals.
8. Identify metrics to capture and measure useful data to inform progress on action items and next steps.
9. The City will explore the creation of a designated source of funds in the City's Capital Improvement Plan (CIP) to advance the goals of the Baltimore City Anchor Institution Plan.

Sector 1 Action Agenda

Below is a set of goals, objectives, short, and long-term action items, partners, and indicators for measuring progress for the four priority areas. The lists are not static and new items can be incorporated or removed with approval and consent by both the City and Anchor Liaisons.

Public Safety Recommendations

Goal: To maintain a safe environment in and around the campuses of anchor institutions.

Objective: To maintain a safe environment and a reduction in incidents of crime, particularly for students, residents, employees, and visitors to those neighborhoods surrounding the institutions.

Action Items: *Immediate*

- Coordinate pedestrian safety education efforts with CSU, Bon Secours, and BCPD.
- Explore creating a joint master calendar of events occurring at all institutions.
- BCPD to offer on-campus training to students regarding “street smarts” and safety.
- Implement a coordinated communication plan between the anchors and DOT to provide on-campus educational opportunities regarding pedestrian safety for students.
- DOT and BPD will work with anchor partners to facilitate other educational opportunities to identify high crash areas and implement a safety plan, including capital improvements.
- Coordinate anchor Institution and BCPD communications, including holding regular meetings to discuss:
 - Crime data;
 - Safety strategies;
 - Implementing text-messaging communications.
- Implement real-time intelligence meetings between BPD and anchor institution campus police, including speaking with officers that have existing partnerships.
- Coordinate BCPD patrols at the borders and, as requested, on campuses to address gaps in surveillance and policing.
- Explore creating a marketing campaign with Baltimore Collegetown Network geared towards universities that combats negative perceptions about safety.
- Discuss strategies or initiatives with anchor institutions and BCPD at Inter-Agency quarterly meetings to ensure that the anchors are involved in activities that may affect them.
- Improve pedestrian and other safety related lighting on sidewalks, public spaces, and private property.
- Deploy Close Circuit Technologies (CCT) and other on-site technologies.
- Identify non-police opportunities and associated resources to improve public safety, such as increasing youth after school and summer access to community centers, providing employment training and employment opportunities, enhancing the quality of City schools, supporting economic development projects that stimulate increased pedestrian activity (e.g., commercial development, reduction of blight, etc.).

Partners to Engage: Bon Secours, CSU, Mayor’s Office, BPD, DOT, and BCRP, DPW, Baltimore Collegetown Network, BOPA, DPOB

Measuring Progress: (May include the following):

- A reduction in overall crime statistics per Sector.
- A reduction in pedestrian and cyclist injuries and incidents per Sector.

Action Items: Mid-term

- Develop and support emergency action plan coordination with City and anchors for responses to violent crimes, crisis interaction or significant emergencies
- Create a cross institution committee with BCPD and MOEM to build upon individual emergency plans for the purpose of studying and designing a joint emergency plan for large-scale crisis scenarios, including natural disasters, malicious attacks and multi-victim incidences.
- Consider installing community engagements and arts projects at strategic crosswalks to raise awareness about pedestrian safety with DOT and BOPA.
- Explore training of Campus Safety officers of anchor institutions with BPD to determine if there are methods to add additional authority.
- Implement real time intelligence meetings between BPD and anchor institution campus police departments.

Partners to Engage: Bon Secours, CSU, Mayor's Office, BCPD, DOT, MOEM, BOPA

Measuring Progress: May include the following

- The number of private security officers at private institutions that have been commissioned as special police.
- The number of art projects installed at crosswalks.
- A reduction in overall crime statistics per Sector.

Local Hiring Recommendations

- Goal: To create new employment opportunities for Baltimore City residents and to link communities with existing job opportunities and training at anchor institutions and anchor institution contractors.
- Objectives: Complete an inventory of available jobs for Baltimore City residents and a workforce plan at anchor institutions.
- Create a pipeline of qualified local residents that are trained and ready to apply for job openings at anchor institutions and at businesses in the surrounding communities.
- Establish a linkage between BCPSS, anchor institutions, and MOED to create career pathways and educational opportunities to Baltimore City students and graduates.

Action Items: Immediate

- MOED to begin sponsoring career fairs at institutions to connect their services and pre-qualified workers to anchor institution job openings.
- Coordinate with MOED and anchor institutions to explore hosting an internship fair on campuses that would include small, minority, and women-owned businesses in the community.
- Create a listserv between anchor institutions, foundations, MOED, and non-profit organizations to share workforce development grant opportunities and current events, which may result in joint workforce development grant applications between anchor institutions.
- Identify business sectors, including food, janitorial, and office supplies to target workforce development opportunities with the Baltimore Integration Partnership (BIP) and MOED and other workforce partners.

- Continue to engage anchor institutions human resources staff to create a skills-building packet that focuses on highly recruited positions at anchor institutions and identify gaps, where present, between job candidates and desired skills.
- Connect career development staff from the anchor institutions with MOED to provide a pipeline of students for Youth Works and Employ Baltimore-Ready to Work for You initiatives.
- Identify jobs with similar requirements and career advancement trajectories among all anchor institutions and a process to share position openings and associated candidates among the institutions and workforce pipeline providers.
- Bon Secours will begin sharing best practices with MOED and other workforce partners to assist job candidates with the expungement processes.

Partners to Engage: Bon Secours, CSU, Mayor's Office, MWBD, MOED, BDC, BCPSS, BIP

Measuring Progress: *May include the following:*

- The number of MOED referrals that meet job qualifications at anchor institutions.
- The number of MOED sponsored career fairs at anchor institutions.
- The number of MOED qualified workers receiving job offers at anchor institutions or anchor contractors.
- The number of internships awarded to BCPSS students and City residents related to anchor institutions.
- The number of workforce development grant awards from foundation or other partners related to employment and job training at anchor institutions.
- The number of college credits received by BCPSS students as a result of Articulated Credit programs.
- The number of BCPSS students with job placements at local universities through YouthWorks.
- Identify a method or means to monitor certain categories of entry-level workers in order to track advancements and promotions within anchor institutions.
- The number of new or retained City residents with employment or educational connections from anchor institutions.

Action Items: *Mid-term*

- Create and host workshops with career center staff at anchor institutions that provide incentives and keep talent in Baltimore, such as linking students and employees with Live Baltimore and Baltimore Housings Office of Homeownership.
- Formalize career pathways for current anchor institution employees, including entry-level workers, to advance inter and intra institutions and track employees to understand pathways to mid and senior level positions by using BIP research.
- Create roundtable with MOED that includes existing employees at anchor institutions to discuss their job requirements and how others might receive skill training to become future job candidates.
- Explore the promotion of entrepreneurship in Baltimore City to create jobs through anchor institution programs and initiatives, such BDC's Emerging Technology Center.

Partners to Engage: Bon Secours, CSU, Mayor's Office, Baltimore Housing, Live Baltimore, MWBD, MOED, BDC, BCPSS, and BIP

Measuring Progress: *May include the following:*

- The number of MOED pre-qualified workers receiving job offers.
- Track advancements and promotions of entry-level workers at anchor institutions.
- The number of Youth Works and Employ Baltimore job placements at anchor institutions.

- New or retained City residents connected to anchor institutions.

Local Purchasing Recommendations

Goal: Increase business opportunities for small, local, minority and women-owned businesses through existing anchor institution spending and procurement.

Objectives:

- Identify local suppliers and vendors that meet the business needs of anchor institutions and familiarize them with the anchors' procurement needs, processes, and staff through coordination with BIP.
- Create a linkage between small business start-ups to incubate and grow small business around anchor institutions.
- Foster the creation of small businesses in micro-enterprise sectors including, where possible, food, janitorial, and office supplies, to encourage small business enterprises that meet the needs of anchor institutions.
- Foster growth of small, minority, and women-owned businesses by creating mentoring opportunities in the niche market/specialty areas where there are no M/WBEs (such as, medical equipment, technology, bio-science, etc.)

Action Items: *Immediate*

- Leadership from purchasing advocacy organizations and anchor institution purchasing directors meet to meet to understand each organization's goals and the parameters within which they operate.
- BDC will assist in the creation of a database of Baltimore City businesses for businesses located in communities adjacent to anchor institutions.
- Explore mentoring opportunities with small, minority, and women-owned businesses such as the Mentor Protégé program with MWBD.
- Identify methods for increasing State MBE certification goals for local Baltimore City businesses with MWBD.
- Explore training for small businesses on local hiring and purchasing with the Small Business Resource Center.
- Review current data sharing methods between anchors and the City to establish procurement baseline with MWBD and BIP.
- Determine existing MBE/WBE guidelines at private institutions with MWBD and BIP.
- Explore micro-lending opportunities, such as Baltimore MICROloan, for small and minority-businesses that meet the business needs of anchor institution with BDC.

Partners to Engage: Bon Secours, CSU, MWBD, SBRC, BIP, BDC

Measuring Progress: May include the following

- An increase in the number of businesses in the Baltimore City business database located in communities near anchor institutions.
- Define "local business" and establish baseline for current spending by anchor institutions.
- An increase in anchor institution spending to local businesses.
- Increase in the number and diversity of small and minority-owned firms within Baltimore City doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor institution spending.
- An increase in the number of City Certified MBE/WBE's conducting work at anchor institutions.

- The amount of Baltimore MICRO loan and other funds issued for small businesses around anchor institutions.

Action Items: Mid-term

- The City will pursue methods for increasing the understanding and resources of City and State MBE certification for local Baltimore City businesses with MWBD.
- Work with non-profit partners and anchor institutions on neighborhood-based small business enterprise projects resulting from research done by BIP.
- Begin identifying procurement budget line items at public opportunities at anchor institutions to target local and small business suppliers and vendors with SBRC, and MWBD.
- Consider recommendations of the Mayor's Advisory Council on-Minority-Owned Business Enterprise on the Small Local Business Enterprise program (SLBE) in relation to anchor institution work with MWBD.
- Conduct MWBD and SBRC outreach to small and minority businesses on local hiring and purchasing concepts.
- Design training program on City and State MBE/WBE certification through MWBD and SBRC in anchor institution geographic area.
- Conduct economic impact analysis of local spending by anchor institutions to determine direct, indirect, and induced benefits of anchor institution spending with BDC and BIP.
- Identify research projects in the area of purchasing and business development with BIP and anchor institutions.
- Conduct and host procurement opportunity fairs and workshops at anchor institutions and coordinate with BIP, SBRC, and MWBD.

Partners to Engage: Bon Secours, CSU, MWBD, SBRC, BIP, BDC,

Measuring Progress: *May include the following:*

- An increase in the number of businesses in the Baltimore City business database located in communities near anchor institutions.
- The number of new businesses and use and occupancy permits in Sector 1.
- An increase in anchor institution spending directed to local businesses.
- An increase in the number and diversity of small and minority-owned firms doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor institution spending.
- An Increase in the number of City Certified MBE/WBE's conducting work at anchor institutions.
- The amount of Baltimore MICRO loan and other loan funds issued for small businesses around anchor institutions.

Quality of Life Recommendations

Goal: To foster and support competitive neighborhoods of choice to live, work, study, shop, play and visit.

Objectives:

- Attract more residents to anchor institution neighborhoods by leveraging City housing incentive programs such as Vacants to Value strategies including the Baltimore City Homeownership Incentive Program (B-HiP) and Live Near Your Work.
- Explore and identify possible joint real estate development and infrastructure projects that can leverage other uses such as housing, retail, and commercial activities between the City and anchor institutions.

- Provide enhanced amenities by supporting joint open space, parkland, and greening projects by the City, anchor institutions, and community organizations.
- Increase coordination around sanitation, recycling and beautification efforts.

Action Items: Immediate

- Bon Secours and Coppin State University will continue to coordinate with the BCPSS Baltimore City 21st Century Buildings Initiative and the Office of Community Partnerships to remain engaged and explore areas of possible sponsorship and support of local schools.
- Promote existing community and economic strategies and programs such as Baltimore Main Streets Program, Vacants to Value, the Baltimore City Homeownership Incentive Program (B-HiP), Live Near Your Work.
- Identify common desired physical characteristics, including streetscaping, landscaping, infrastructure, and land use types through studying existing community plans and visioning exercises with DOP.
- Identify potential community development projects for partnership potential with Baltimore Housing, BDC, anchor institutions, private partners, and BIP.
- BCRP will explore the creation of a walking club in the West Baltimore Health Enterprise Zone.
- DOT and BOPA will explore community art projects to enhance pedestrian and cyclist environment.
- BCRP will explore the use of reciprocal assets between the anchor institutions and BCRP.
- Sector 1 anchor institutions will explore hosting a community open house to discuss all campus amenities available to the public.
- BCRP will continue to coordinate with Coppin State University's Sports Management major to offer internship opportunities.
- DPW and anchor institutions will collaborate on "Community Clean Ups" with student, employee and neighborhood groups including coordinating and streamlining recycling efforts between DPW and anchor institutions.
- DOT, in coordination with DPW, will conduct an inventory of storm drains on bike routes for bicycle pedestrian safety.
- Anchor institutions will begin reporting annual recycling tonnage and information about collection services to DPW.

Partners to Engage: Bon Secours, CSU, Mayor's Office, Baltimore Housing, BCRP, BDC, BIP, DPW, MWBD, SBRC, DPOB, DOP

Measuring Progress:

May include the following:

- The number of total real estate investments in Sector 1.
- The number of new or rehabilitated housing units in Sector 1.
- The amount of public and private dollars contributed towards community development and infrastructure projects.
- Increased visits to Baltimore City parks, walking trails, and recreation centers.
- The number of new recreational activities offered to university students and community members.
- The number of reported security concerns around walking trails on the 311 system or 911 systems.
- The number of bulk trash pick-up requests.
- Obtaining 35% recycling goal from 27% (Drive to 35).

Action Items: Mid-term

- Identify foundation partners to further study and fund homeownership programs or rental programs with Baltimore Housing and BIP.
- Select community development projects and infrastructure projects to improve the physical environment and invest joint resources around anchor institutions with BDC, Baltimore Housing, DOT, DOP, DPW, and BIP.

Partners to Engage: Bon Secours, CSU, Mayor's Office, Baltimore Housing, DOP, BDC, BIP, MWBD, DOT, DPW.

Measuring Progress:

May include the following:

- An increase in funds for funding homeownership and rental programs.
- The number of building permit applications in anchor institution Sectors.

Sector 2 Action Agenda

Below is a set of goals, objectives, short and long-term action items, partners, and indicators for measuring progress for the four priority areas. The lists are not static and new items can be incorporated or removed with approval and consent by both the City and Anchor Liaisons.

Public Safety Recommendations

Goal: To maintain a safe environment in and around the campuses and in the communities of anchor institutions.

Objective: To maintain a safe environment and a reduction in incidents of crime, particularly for students, pedestrians, residents, employees, and visitors to those neighborhoods surrounding the institutions.

Action Items: *Immediate*

- Coordinate pedestrian safety education efforts with UB, MICA, JHU, citizens and BPD.
- Explore the creation of a joint master calendar of events occurring at the all anchor institutions.
- BPD to offer on-campus training to students regarding “street smarts” and safety.
- Implement a coordinated communication plan between the anchors and DOT to provide on-campus educational opportunities regarding pedestrian safety for students.
- DOT and BPD will work with University partners to facilitate other educational opportunities to identify high crash areas and implement a safety plan, including capital improvements.
 - Coordinate anchor institution and BPD communications, including holding regular meetings to discuss:
 - Crime data;
 - Safety strategies;
 - Implementing text-messaging communications.
- Implement real-time intelligence meetings between BPD and anchor institution campus police, including speaking with officers that have existing partnerships.
- Coordinate BPD patrols at the borders and as requested within by the institution of Anchor institution campuses to address gaps in surveillance and policing.
- Universities to explore expanding RAD (Rape Aggression Defense) training to the Sector 2 neighborhoods.
- MICA to host a joint meeting with community groups and Mayor’s Office of Neighborhoods and DOT liaisons to discuss ongoing safety issues.
- Study software to enhance data sharing with DOT and DPW.
- Explore creating a marketing campaign with Baltimore Collegetown Network geared towards universities that combats negative perceptions about public.
- Facilitate a meeting to discuss policing issues and resources around McCullough Homes, Pedestal Gardens, and Bolton Hill with BCPD and Baltimore Housing.
- Discuss strategies or initiatives with anchor institutions with BPD at inter-agency quarterly meetings to ensure that the anchors are properly involved in activities that may affect them.
- Improve pedestrian and other safety related lighting on sidewalks, public spaces, and private property.

- Deploy CCT (Closed Circuit Technology) and other on-site technologies.
- Identify non-police opportunities and associated resources to improve public safety, such as increasing youth after school and summer access to community centers, providing employment training and employment opportunities, enhancing the quality of City schools, supporting economic development projects that stimulate increased pedestrian activity (e.g., commercial development, reduction of blight, etc.).

Partners to Engage: JHU, MICA, UB, Mayor’s Office, BPD, DOT, and BCRP, DPW, Baltimore Collegetown Network, BOPA, CBP, and Charles Village and Midtown Community Benefits Districts

Measuring Progress: *May include the following:*

- A reduction in overall crime statistics per Sector.
- A reduction in pedestrian and cyclist injuries and incidents per Sector.

Action Items: *Mid-term*

- Create a cross institution committee with BPD and MOEM to build upon individual emergency plans for the purpose of studying and designing a joint emergency plan for large-scale crisis scenarios, including natural disasters, malicious attacks and multi-victim incidences.
- Install community engagements and arts projects at strategic crosswalks to raise awareness about pedestrian safety with DOT and BOPA.
- Explore training of Campus Safety officers at anchor institutions with BPD to determine if there are methods to add additional authority.
- Implement real time intelligence meetings between BPD and anchor institution campus police departments.

Partners to Engage: JHU, MICA, UB, Mayor’s Office, BPD, DOT, MOEM, BOPA

Measuring Progress: *May include the following:*

- The number of private security officers at private institutions that have been commissioned as special police.
- A reduction in overall crime statistics per Sector.

Local Hiring Recommendations

Goal: To create new employment opportunities for Baltimore City residents and to link communities with existing job opportunities and training.

Objectives:

- Complete an inventory of available jobs for Baltimore City residents and a workforce plan at anchor institutions.
- Create a pipeline of qualified local residents that are trained and ready to apply for job openings at anchor institutions and at businesses in surrounding communities.
- Establish a linkage between BCPSS, anchor institutions, and MOED to create career pathways and educational opportunities to Baltimore City students and graduates.

Action Items: Immediate

- MOED to begin sponsoring career fairs at institutions to connect their services and pre-qualified workers to anchor institution job openings.
- Coordinate with MOED and anchor institutions to explore hosting an internship fair on campuses that would include small, minority, and women-owned businesses in the community and is open to Baltimore City Public School students and residents.
- Create a listserv between anchor institutions, foundations, MOED, and non-profit organizations to share workforce development grant opportunities and current events, which may result in joint workforce development grant applications between anchor institutions.

- Identify business sectors, including food, janitorial, and office supplies to target workforce development opportunities with BIP and MOED and other workforce partners.
- Anchor institutions to continue to partner with BCPSS and may create new partnerships regarding articulated credit programs.
- Explore methods to begin to track BCPSS students after graduation to determine if they are attending or working at anchor institutions.
- Continue to engage anchor institutions human resources staff to create a skills-building packet that focuses on highly recruited positions at anchor institutions and identify gaps, where present, between job candidates and desired skills.
- Explore the development of a forum for anchor institution and BCPS action-oriented discussions for possible partnership opportunities, including solar energy project, summer and off-hour placements, and additional youth works placements.
- Connect career development staff from the anchor institutions with MOED to provide a pipeline of students for Youth Works and Employ Baltimore-Ready to Work for You initiatives.
- Anchor institutions to coordinate with MOED to discuss techniques to teach interview skills or job training skills through their HR or career offices.
- Identify jobs with similar requirements and career advancement trajectories among MICA, UB, and JHU and a process to share position openings and associated candidates among the three institutions and workforce pipeline providers.

Partners to Engage: JHU, MICA, UB, Mayor's Office, MWBD, MOED, BDC, BCPSS, BIP

Measuring Progress: *May include the following:*

Action Items: Mid-term

- The number of MOED referrals that meet job qualifications at anchor institutions.
- The number of MOED sponsored career fairs at anchor institutions.
- The number of MOED qualified workers receiving job offers at anchor institutions or anchor contractors.
- The number of internships awarded to Baltimore City public school students and City residents at anchor institutions.
- The number of workforce development grant awards from foundation or other partners related to employment and job training at anchor institutions.
- The number of college credits received by BCPSS students as a result of Articulated Credit programs.
- The number of BCPSS students with job placements at local universities through YouthWorks.
- Identify a method or means to monitor certain categories of entry-level workers in order to track advancements and promotions within anchor institutions.
- The number of new or retained City residents with employment or educational connections from anchor institutions.
- Create and host workshops with career center staff at anchor institutions that provide incentives and keep talent in Baltimore, such as linking students and employees with Live Baltimore and Baltimore Housing's Office of Homeownership.
- Formalize career pathways for current anchor institution employees, including entry-level workers, to advance inter and intra institutions and track employees to understand pathways to mid and senior level positions by using BIP research.
- Create roundtable with MOED that includes existing employees at anchor institutions to discuss their job requirements and how others might receive skill training to become future job candidates.

- Explore the promotion of entrepreneurship in Baltimore City to create jobs through anchor Institution programs and initiatives, such as UB's Entrepreneurship Center, and BDC's Emerging Technology Center (ETC).

Partners to Engage: JHU, MICA, UB, Mayor's Office, Baltimore Housing, Live Baltimore, MWBD, MOED, BDC, BCPSS, BIP

Measuring Progress: *May include the following:*

- The number of MOED pre-qualified workers receiving job offers at anchor institutions.
- The number of advancements and promotions of entry-level workers at anchor institutions.
- The number of Youth Works and Employ Baltimore job placements at anchor institutions.
- New or retained City residents employed at anchor institutions.

Local Purchasing Recommendations

Goal: Increase business opportunities for small, local, minority and women-owned businesses through existing anchor institution spending and procurement.

Objectives:

- Identify local suppliers and vendors that meet the business needs of anchor institutions and familiarize them with the anchors' procurement needs, processes, and staff through coordination with BIP.
- Encourage linkages between small business start-ups to incubate and grow small business around anchor institutions.
- Foster the creation of small businesses in micro-enterprise sectors including, where possible, food, janitorial, and office supplies, to encourage small business enterprises that meet the needs of anchor institutions.
- Foster growth of small, minority, and women-owned businesses by creating mentoring opportunities in the niche market/specialty areas where there are no M/WBEs (such as, medical equipment, technology, bio-science, etc.)

Action Items: *Immediate*

- Through BIP, convene leadership from purchasing advocacy organizations and anchor institution purchasing directors to clearly understand each organization's goals and the parameters within which they operate.
- BDC will assist in the creation of a database of Baltimore City businesses for businesses located in communities adjacent to anchor institutions.
- Explore mentoring opportunities with small, minority, and women-owned businesses such as the Mentor Protégé program with MWBD.
- Identify methods for increasing State MBE certification goals for local Baltimore City businesses with MWBD.
- Explore training for small businesses on local hiring and purchasing with the Small Business Resource Center.
- Review current data sharing methods between anchors and the City to establish procurement baseline with MWBD with BIP.
- Determine existing MBE/WBE guidelines at private institutions with MWBD.

- Explore micro-lending opportunities, such as Baltimore MICRO, for small and minority-businesses that meet the business needs of anchor institution with BDC.

Partners to Engage: JHU, MICA, UB, MWBD, SBRC, BIP, BDC

Measuring Progress: Establish baseline statistics per Sector that will track:

- An increase in the number of businesses in the Baltimore City business database located near anchor institutions.
- Define “local business” and establish baseline for current spending by anchor institutions.
- An increase in anchor institution spending to local businesses.
- Increase in the number and diversity of small and minority-owned firms within Baltimore City doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor Institution spending.
- An increase in the number of City Certified MBE/WBE’s conducting work at anchor institutions.
- The amount of Baltimore MICRO loan and other funds issued for small businesses around anchor institutions.

Action Items: *Mid-term*

- The City will pursue methods for increasing the understanding of and resources directed towards City and State MBE certification for local Baltimore City businesses with MWBD.
- Work with non-profit partners and anchor institutions on neighborhood-based small business enterprise projects resulting from research done by BIP.
- Begin identifying procurement budget line items at anchor institutions to target local and small business suppliers and vendors with SBRC, MWBD.
- Consider recommendations of the Mayor’s Advisory Council on Minority-Owned Business Enterprise on the Small Local Business Enterprise program (SLBE) in relation to anchor institution work with MWBD.
- Conduct MWBD and SBRC outreach to small and minority businesses on local hiring and purchasing concepts.
- Design training program on City and State MBE/WBE certification through MWBD and SBRC in anchor institution geographic area.
- Conduct economic impact analysis of local spending by anchor institutions to determine direct, indirect, and induced benefits of anchor institution spending with BDC and BIP.
- Identify research projects in the area of purchasing and business development with BIP and anchor institutions.
- Conduct and host procurement opportunity fairs and workshops at anchor institutions and coordinate with BIP, SBRC, and MWBD with an emphasis on how to respond to formal solicitations such as RFP’s and bids and how to do business with government and/institutional entities.

Partners to Engage: JHU, MICA, UB, MWBD, SBRC, BIP, BDC,

Measuring Progress: *May include the following:*

- An increase in the number of businesses in the Baltimore City business database located near anchor institutions.
- An increase in anchor institution spending directed to local businesses.
- An Increase in the number and diversity of small and minority-owned firms in Baltimore City doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor institution spending.
- An Increase in the number of City Certified MBE/WBE's conducting work at anchor institutions.
- The amount of Baltimore MICRO loan and other loan funds issued for small businesses around anchor institutions.
- The number of new businesses and use and occupancy permits in Sector 2.

Quality of Life Recommendations

Goal: To foster and support competitive neighborhoods of choice to live, work, study, shop, play and visit.

Objectives:

- Attract more residents to anchor institution neighborhoods by leveraging City housing incentive programs such as Vacants to Values strategies including the Baltimore City Homeownership Incentive Program (B-Hip) and Live Near Your Work.
- Explore and identify possible joint real estate development and infrastructure projects that can leverage other uses such as housing, retail, and commercial activities between the City and anchor institutions.
- Provide enhanced amenities by supporting joint open space, parkland, and greening projects by the City, anchor institutions, and community organizations.
- Increase coordination around sanitation, recycling and beautification efforts.

Action Items: Immediate

- Promote existing community and economic strategies and programs such as Baltimore Main Streets Program, Vacants to Values, the Baltimore City Homeownership Program (B-HiP) and Live Near Your Work.
- Identify common desired physical characteristics and activities in communities, including streetscaping, landscaping, infrastructure, and land use types through studying existing community plans and visioning exercises with DOP.
- Identify potential community development projects for partnership potential with Baltimore Housing, BDC, BIP, anchor institutions, and private partners.
- Study “The Varsity” at UB as a potential successful product type to replicate across City.
- Discuss the Charles Street corridor and surrounding areas as places to invest in new housing products and retail uses with BIP, BDC, and Baltimore Housing.
- Convene a discussion to create a vibrant culture that includes nightlife, and arts and cultural activities with DOP.
- Create more well-designed signage that notifies students of the proximity of Druid Hill Park, more connections to the Jones Falls trail, and other recreational resources with BCRP.
- BCRP will explore guided tours of parks geared towards students.
- DOT and BOPA will explore community art projects to enhance pedestrian and cyclist environment.

- Examine programming with BCRP at John Eagar Howard and Mt. Royal Recreation Centers and 29th Street Community Center for possible collaboration with student volunteer activities.
- BCRP will explore programming of additional intramural sports in the parks for reservation by students.
- BCRP will explore increase evening hours at the pools and other areas of reciprocal assets.
- Sector 2 anchor Institutions will explore hosting a community open house to discuss all anchor institution amenities available to the public.
- Anchor institutions and BPD will coordinate efforts to increase security around Wyman Park and Stoney Run walking trail, and area parks located within immediate neighborhoods.
- DPW and anchor Institutions will collaborate on “Community Clean Ups” with student and neighborhood groups.
- Coordinate and streamline recycling efforts between DPW and anchor Institutions.
- DOT, in coordination with DPW, will conduct an inventory of storm drains on bike routes for bicycle pedestrian safety.
- Anchor institutions will begin reporting annual recycling tonnage and information about collection services to DPW.

Partners to Engage: JHU, MICA, UB, Mayor’ Office, Baltimore Housing, BCRP, BDC, BIP, DPW, MWBD, SBRC, DPOB, DOP

Measuring Progress: *May include the following:*

- The dollar amount of total real estate development investment in Sector 2.
- The number of newly-constructed or rehabilitated housing units in Sector 2.
- The amount of public and private dollars contributed towards community development and infrastructure projects.
- An increase in the number of students from area universities visiting districts downtown, as well as area art, entertainment, and recreation districts within the City.
- The number of new wayfaring signs installed in and around recreation areas.
- Increased visits to Baltimore City parks, walking trails, and recreation centers.
- The number of new recreational activities offered to students.
- Increase in number of visitors at City pools.
- The number of community engagement and art project installations per Sector.
- The number of reported security concerns around walking trails on the 311 system or 911 systems.
- The number of bulk trash pick-up requests.
- Percentage reduction in hauling costs per university.
- Obtaining 35% recycling goal from 27% (Drive to 35).
- Percentage of storm drains on bike paths that have bicycle safe grates.

Action Items: Mid-term

- Explore pilot program for expanding homeownership incentive programs to alumni with Baltimore Housing and anchor institutions if funds are available.
- Identify foundation partners to further study and fund homeownership programs or rental programs with Baltimore Housing.
- Select community development projects and infrastructure projects to improve the physical environment and invest joint resources around anchor institutions with BDC, Baltimore Housing, DOT, DOP, DPW, and BIP.

Partners to Engage: JHU, MICA, UB, Mayor's Office, Baltimore Housing, DOP, BDC, BIP, MWBD, DOT, DPW

Measuring Progress: *May include the following:*

- An increase in funds for funding homeownership and rental programs.
- The number of building permit applications in anchor institution Sectors.

Sector 3 Action Agenda

Below is a set of goals, objectives, short and long-term action items, partners, and indicators for measuring progress for the four priority areas. The lists are not static and new items can be incorporated or removed with approval and consent by both the City and Anchor Liaisons.

Public Safety Recommendations

Goal: To maintain a safe environment in and around the campuses of anchor institutions.

Objective:

To maintain a safe environment and a reduction in incidents of crime, particularly for students, residents, employees, and visitors to those neighborhoods surrounding the institutions, as well as foster retail and commercial development.

Action Items: *Immediate*

- Coordinate pedestrian safety education efforts with Notre Dame, Loyola, Morgan, DOT, citizens and BPD.
- Explore creating a joint master calendar of events occurring at all institutions.
- BCPD to offer on-campus training to students regarding “street smarts” and safety.
- Implement a coordinated communication plan between the anchors and DOT to provide on-campus educational opportunities regarding pedestrian safety for students.
- DOT and BPD will work with anchor partners to facilitate other educational opportunities to identify high crash areas and implement a safety plan, including capital improvements.
- Coordinate anchor institution and BCPD communications, including holding regular meetings to discuss:
 - Crime data;
 - Safety strategies;
 - Implementing text-messaging communications.
- Implement real-time intelligence meetings between BPD and anchor Institution campus police, including speaking with officers that have existing partnerships.
- Coordinate BCPD patrols at the borders and, as requested, on campuses to address gaps in surveillance and policing.
- Explore creating a marketing campaign with Baltimore Collegetown Network geared towards universities that combats negative perceptions about safety.
- Discuss strategies or initiatives with anchor institutions with BCPD at Inter-Agency quarterly meetings to ensure that the anchors are properly involved in activities that may affect them.
- Improve pedestrian and other safety related lighting on sidewalks, public spaces, and private property.
- Deploy Close Circuit Technologies (CCT) and other on-site technologies.
- Identify non-police opportunities and associated resources to improve public safety, such as increasing youth after school and summer access to community centers, providing employment training and employment opportunities, enhancing the quality of City schools, supporting economic development projects that stimulate increased pedestrian activity (e.g., commercial development, reduction of blight, etc.).
- Address tree trimming and street lighting in areas bordering campus to enhance visibility.

Partners to Engage: Loyola University, Notre Dame, Morgan, Mayor's Office, BCPD, DOT, and BCRP

Measuring Progress: *May include the following:*

- Establish baseline crime statistics per anchor institution Sector.
- A reduction in overall crime statistics per Sector.
- A reduction in pedestrian and cyclist injuries and incidents per Sector.

Action Items: Mid-term

- Explore the process and installation of pedestrian bridges at Morgan State University at intersections heavily crossed by students.
- Create a cross institution committee with BPD and MOEM to build upon individual emergency plans for the purpose of studying and designing a joint emergency plan for large-scale crisis scenarios, including natural disasters, malicious attacks and multi-victim incidences.
- Develop and support emergency action plan coordination with City and universities for responses to violent crimes, crisis interaction or significant emergencies.

Partners to Engage: Loyola University, Notre Dame, Morgan State, Mayor's Office, BCPD, DOT

Measuring Progress: *May include the following:*

- A reduction in pedestrian and cyclists injuries and incidents per Sector.
- A reduction in overall crime statistics per Sector.

Local Hiring Recommendations

Goal: To create new employment opportunities for Baltimore City residents and to link communities with existing job opportunities and training.

Objectives:

- Complete an inventory of available jobs for Baltimore City residents at anchor institutions and anchor institution contractors.
- Create a pipeline of qualified local residents that are trained and ready to apply for job openings at anchor institutions and at businesses in surrounding communities.
- Establish a linkage between BCPS, anchor institutions, and MOED to create career pathways and educational opportunities to Baltimore City students and graduates.

Action Items: Immediate

- MOED to begin sponsoring career fairs at institutions to connect their services and pre-qualified workers to anchor institution job openings.
- MOED to work with anchor institutions to screen graduating students for a pool of preferred candidates for job opportunities.
- MOED to visit Career Services at anchor institutions to provide presentations or other business services on campuses.
- MOED to reach out to business associations to offer presentations or other business services to groups or individual businesses.
- Explore outreach to the community for employment and contracts for campus-related construction, such as the new Business School building at Morgan.
- Monitor Baltimore City Public Schools 21st Century Building Initiative to engage anchor institution students for employment opportunities related to the design and construction of the new facilities.

Engage: Loyola University, Notre Dame, Morgan, Mayor's Office, MWBD, MOED, BDC, BCPSS, BIP

Measuring Progress: *May include the following:*

- Number of MOED referrals that meet job qualifications.

- Number of MOED qualified workers receiving job offers.
- Identify a method or means to monitor certain categories of entry-level workers in order to track advancements and promotions within anchor institutions.
- New or retained City residents with employment or educational connections from anchor institutions.

Action Items: *Mid-term*

Measuring Progress: *May include the following:*

- Number of MOED pre-qualified workers receiving job offers at anchor institutions.
- Track advancements and promotions of entry-level workers at anchor institutions.
- The number of Youth Works and Employ Baltimore job placements at anchor institutions.
- New or retained City residents with employment or educational connections to anchor institutions.
- Partners to Engage: Mayor's Office, Baltimore Housing, Live Baltimore, MWBD, MOED, BDC, BCPSS, BIP

Local Purchasing Recommendations

Goal: Increase business opportunities for small, local, minority and women-owned businesses through existing anchor institution spending and procurement.

Objectives:

- Identify local suppliers and vendors that meet the business needs of anchor institutions and familiarize them with the anchors' procurement needs, processes, and staff through coordination with BIP.
- Coordinate with Small Business Resource Center to create profiles of small businesses capable of meeting the business needs of anchor institutions.
- Create a linkage between small business start-ups to incubate and grow small business around anchor institutions.
- Foster the creation of small businesses in micro-enterprise sectors including, where possible, food, janitorial, and office supplies, to encourage small business enterprises that meet the needs of anchor institutions.
- Foster growth of small, minority, and women-owned businesses by creating mentoring opportunities in the niche market/specialty areas where there are no M/WBE's (such as, medical equipment, technology, bio-science, etc.)

Action Items: *Immediate*

- BDC will assist in the creation of a database of Baltimore City businesses for businesses located in communities adjacent to anchor institutions
- Explore mentoring opportunities with small, minority, and women-owned businesses such as the Mentor Protégé program with MWBD.
- Identify methods for increasing State MBE certification goals for local Baltimore City businesses with MWBD.
- Explore training for small businesses on local hiring and purchasing with the Small Business Resource Center.
- Review current data sharing methods between anchors and the City to establish procurement baseline with MWBD and BIP.
- Determine existing MBE/WBE guidelines at private institutions with MWBD and BIP.
- Explore micro-lending opportunities, such as Baltimore MICROloan, for small and minority-businesses that meet the business needs of anchor institution with BDC.

Partners to Engage: Loyola University, Notre Dame, Morgan State, MWBD, SBRC, BIP, BDC

Measuring Progress: *May include the following:*

- An increase in the number of businesses in the Baltimore City business database located in communities near anchor institutions.
- Define local business and establish baseline for current spending by anchor institutions.
- An increase in anchor institution spending to local businesses.
- Increase in the number and diversity of small and minority-owned firms within Baltimore City doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor institution spending.
- An increase in the number of City Certified MBE/WBE's conducting work at anchor institutions.
- The amount of loan funds issued for small businesses around anchor institutions.

Action Items:

- The City will pursue methods for increasing the understanding and resources of City and State MBE certification for local Baltimore City businesses with MWBD.
- Work with non-profit partners on sector-based small business enterprise projects resulting from research done by BIP.
- Begin identifying procurement budget line items at public opportunities at anchor institutions to target local and small business suppliers and vendors with SBRC and MWBD.
- Consider recommendations of the Mayor's Advisory Council on Minority-Owned Business Enterprise on the Small Local Business Enterprise program (SLBE) in relation to anchor institution work with MWBD.
- Conduct MWBD and SBRC outreach to small and minority businesses on local hiring and purchasing concepts.
- Design training program on City and State MBE/WBE certification through MWBD and SBRC in anchor institution geographic area.
- Conduct economic impact analysis of local spending by anchor institutions to determine direct, indirect, and induced benefits of anchor institution spending with BDC and BIP.
- Identify research projects in the area of purchasing and business development with BIP and anchor institutions.
- Conduct and host procurement opportunity fairs and workshops at anchor institutions and coordinate with BIP, SBRC, and MWBD.

Partners to Engage: Loyola University, Notre Dame, Morgan, MWBD, SBRC, BIP, BDC

Measuring Progress: *May include the following:*

- An increase in the number of businesses in the Baltimore City business database located near anchor institutions.
- An increase in anchor institution spending directed to local businesses.
- Increase in the number and diversity of small and minority-owned firms in Baltimore City doing business with anchor institutions.
- An increase in the direct, indirect, and induced benefits of anchor institution spending.
- An increase in the number of City-Certified MBE/WBE's conducting work at anchor institutions.

- The amount of Baltimore MICROloan and other revolving loan funds issued for small businesses around anchor institutions.
- The number of new businesses and use and occupancy permits in Sector 3.

Quality of Life Recommendations

Goal: To foster and support competitive neighborhoods of choice to live, work, study, shop, play and visit.

Objectives:

- Attract more residents to anchor institution neighborhoods by leveraging City housing incentive programs such as Vacants to Values strategies including the Baltimore City Homeownership Program (B-HiP) and Live Near Your Work.
- Explore and identify possible joint real estate development and infrastructure projects.
- Identify areas to enhance inclusion of small, minority and women-owned businesses, where anchor institution development activity can leverage other uses such as housing, retail, and commercial activities between the City and anchor institutions.
- Provide enhanced amenities by supporting joint open space, parkland, and greening projects by the City, anchor institutions, and community organizations.
- Increase coordination around sanitation, recycling and beautification efforts.

Action Items: *Immediate*

- Coordinate action items and recommendations of the York Road Strategic Neighborhood Action Plan, York Road Urban Design and Commercial Strategies plan, with the Sector 3 Anchor Institution Plan.
- Explore and coordinate implementation of the ULI York Road Technical Advisory Panel, Urban Design and Commercial Design Strategies recommendations with the Anchor Institution Sector 3 Action Plan, including exploring use of RBDL fees and the creation of a business improvement district entity.
- Promote existing community and economic strategies and programs such as Baltimore Main Streets Program, Vacants to Values, the Baltimore City Homeownership Incentive Program, and Live Near Your Work
- Identify common desired physical characteristics, including streetscaping, landscaping, infrastructure, and land use types through studying existing community plans and visioning exercises with DOP.
- Identify potential community development projects for partnership potential with Baltimore Housing, BDC, anchor institutions, private partners, and BIP.
- Discuss how to create, through zoning, a vibrant culture that includes nightlife, and arts and cultural activities with DOP.
- BCRP will explore programming of additional intramural sports in the parks for reservation by students.
- Identify with BCRP facilities and programs for implementing the use of reciprocal assets between the City and institutions.
- Discuss alternatives for implementing a pilot program for pedestrian recycling to reduce trash in corner cans.
- Research and identify funds to locate Big Belly or solar compactor trashcans along York road and other strategic locations.
- Coordinate and streamline recycling efforts between DPW and anchor institutions.

- Anchor institutions will begin reporting annual recycling tonnage and information about collection services to DPW.
- Prioritize and discuss additional bike lanes along roadways and update Bike Master Plan.
- Identify with Baltimore Housing if funds are available for institutions to consult with an energy advisor to reduce energy costs at institutions and in surrounding communities.
- Create an anti-littering and/or recycling educational campaign with student groups to educate public.
- Monitor Baltimore City Public Schools 21st Century Building Initiative to engage community organizations and institutions in possible projects, including a community asset-mapping exercise.

Partners to Engage: Loyola University, Notre Dame, Morgan, Mayor's Office, Baltimore Housing, DOP, BCRP, BDC, BIP, DPW, MWBD, SBRC, DPW, DPOB, DOP

Measuring Progress: *May include the following:*

- Total real estate development investments in Sector 3.
- The number of new and rehabilitated housing units in Sector 3.
- Public and private dollars contributed towards community development and infrastructure projects.
- Increased visits to Baltimore City parks, walking trails, and recreation centers.
- Number of new recreational activities offered to university students and community members.
- Number of bulk trash pick-up requests.
- Obtaining 35% recycling goal from 27% (Drive to 35).

Action Items: *Mid-term*

- Select community development projects and infrastructure projects to improve the physical environment and invest joint resources around anchor institutions with BDC, Baltimore Housing, DOT, DOP, DPW, and BIP.
- Implement pilot program on pedestrian recycling along York Road.
- Implement anti-littering and recycling marketing campaign.

Partners to Engage: Loyola University, Notre Dame, Morgan, Mayor's Office, Baltimore Housing, DOP, BDC, BIP, MWBD, DOT, DPW.

Measuring Progress: *May include the following:*

- An increase in funds for funding homeownership and rental programs.
- Number of building permit applications in anchor institution Sectors.
- Obtaining 35% recycling goal from 27% (Drive to 35).
- The number of art projects installed at cross walks.

Bon Secours Baltimore Health System and the City of Baltimore

Anchor Institution Plan

Bon Secours Baltimore Health System will undertake the following:

1. Continue to work in collaboration with the City and the communities it serves to facilitate neighborhood revitalization, economic development and the development of healthier communities.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Designate a high-level liaison to interact with the City on major economic development initiatives.
5. Pursue policies and practices that increase the utilization of local, minority, and women-owned businesses in purchasing and construction contracting and that advance employment opportunities for local, minority, and women jobseekers in concert with the hospital's purchasing and hiring needs.
6. Participate in scheduled meetings established by the Mayor's Office.
7. Undertake actions that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating housing stability programs, and collaborating to improve public transit.

The City will undertake the following:

1. Intends to support Bon Secours Baltimore Health System by establishing City procedures and dedicating associated resources, including capital that will facilitate implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University neighborhood investments.
2. Appoint a City Liaison to Bon Secours Baltimore Health System.
3. Commit to collaborate with and promote the development of adjacent communities surrounding the Health System.
4. Continue to advance and support approved neighborhood plans including the Southwest Partnership community planning effort underway and the Operation Reach Out Southwest Plan.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters, and engagement of associated support.
6. Explore the implementation Vacants to Values strategies throughout Sector 1.
7. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various City departments, members of the City Council, and City Boards and Commissions.

Coppin State University and the City of Baltimore

Anchor Institution Plan

Coppin State University will undertake the following:

1. Designate a high-level liaison to interact with the City on major economic development initiatives.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Explore minority, women and local economic inclusion policies covering purchasing, and hiring that enhance economic and community development goals and objectives as a Baltimore City anchor institution.
5. Continue to participate in scheduled meetings established by the Mayor's Office.
6. Continue to contribute to the holistic development of the neighborhoods surrounding Coppin State University by participating in a range of initiatives in specified areas including K-12 educational, homeownership and collaborating on public transit, sanitation and public safety.

The City will undertake the following:

1. Support Coppin State University by establishing City procedures that will facilitate implementation of recommendations of the Sector 1 Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement Coppin State University neighborhood investments.
2. Appoint a City Liaison to work with joint Coppin State/City of Baltimore engagement efforts and committees.
3. Continue to advance and support approved neighborhood plans including the Greater Rosemont and Mondawmin (GRAMA) Master Plan.
4. Commits to collaborate with and promote the development of adjacent communities surrounding Coppin State University.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support with consultation from Coppin State University.
6. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various departments, members of the City Council, and City Boards and Commissions.
7. Advocate before MTA to make desirable improvements (e.g. Routing, scheduling, shelters, maintenance at facilities).
8. Continue to support Coppin Heights Community Development Corporation (CDC) development and acquisition efforts as they relate to community improvement and revitalization, when appropriate.
9. Continue to support DOT and Coppin State University's efforts during the West North Avenue Streetscape Plan process.
10. Continue to identify methods to partner with the Coppin Heights Community Development Corporation to rehabilitate the historic Hebrew Orphan Asylum into the Center for Health Care and Healthy Living in order to stabilize and preserve a key historic resource and maintain the historic character of the neighborhood,

provide a neighborhood health facility to the Greater Rosemont Neighborhood which will serve as a dental clinic, pharmacy and provide 40 new jobs for the neighborhood.

11. Continue to partner with the Coppin Heights Community Development Corporation to promote the expansion of Coppin State University in a way that fosters community-wide revitalization in order to transform the former Lutheran Hospital site from a vacant lot into a temporary urban farm asset that provides social and environmental benefits while assisting the CHCDC as it acts as the lead community organization to ensure and sustain the involvement of a wide array of West Baltimore organizations and stakeholders in the transformation of the site which could provide local jobs and training through site development.

Johns Hopkins University and the City of Baltimore

Anchor Institution Plan

Johns Hopkins University will undertake the following:

1. Intends to continue to work jointly, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Designate a high-level liaison to interact with the City on major economic development initiatives.
5. Pursue policies and practices that increase the utilization of local, minority, and women-owned businesses in purchasing and construction contracting and that advance employment opportunities for local, minority, and women jobseekers in concert with the university's purchasing and hiring needs.
6. Participate in scheduled meetings established by the Mayor's Office.
7. Undertake actions that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating housing stability programs, and collaborating to improve public transit.
8. Act as a convener, collaborator, advocate, partner, and investor to implement the recommendations in the HCPI report.

The City will undertake the following:

1. Intends to support HCPI and Johns Hopkins University by establishing City procedures and dedicating associated resources, including capital that will facilitate implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University neighborhood investments.
2. Maintain City Liaison to the HCPI Task Force.
3. Commit to collaborate with and promote the development of adjacent communities surrounding the University.
4. Continue to advance and support formally adopted community plans such as the Greenmount West Master Plan and the Barclay-Midway-Old Goucher Master Plan and other planning documents such as the Charles North Vision Plan, Remington Master Plan and Waverly Main Street Master Plan.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters, and engagement of associated support.
6. Explore the continued implementation of Vacants to Values strategies in HCPI.
7. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various City departments, members of the City Council, and City Boards and Commissions.
8. Advocate MTA to make desirable improvements (eg. routing, scheduling, shelters, maintenance at facilities).
9. Continue to support the relocation of Probation and Parole from Guilford Avenue.
10. Maintain City representation at the Central Baltimore Partnership's Steering Committee and General Partnership meetings and correspond with the Executive Director of CBP related to advancing the agenda of HCPI.

11. Continue to advocate for improvements to Penn Station via the Mayor's Penn Station Advisory Committee.
12. Continue support for Community Legacy and NEA funding, and Arts District designation.
13. Maintain participation by the City on the HCPI Development Fund Board of Directors and consider investing in the highly leveraged gap development fund seeded by Johns Hopkins University.
14. Consider allowing funding of public uses beyond the project boundaries from the anticipated TIF for the St. Paul Street project.
15. Consider the recommendations presented in the Homewood Community Partners Initiative to provide added value to MICA, UB, and JHU's related actions and plans.

Maryland Institute College of Art and the City of Baltimore

Anchor Institution Plan

MICA will undertake the following:

1. The City intends to support MICA by establishing City procedures that will facilitate implementation of recommendations of the Sector 2 Action Plan, and work collaboratively with MICA and the community on other initiatives, and support improvements that complement MICA's neighborhood investments.
2. Continue to facilitate access to economic opportunities for local, minority- and women-owned businesses and Baltimore City residents.
3. Adopt goals that include expansive new minority, women, and local economic inclusion policies covering construction contracting, purchasing, and hiring.
4. Collaborate with the City on mutually-beneficial strategic initiatives.
5. Streamline communication with City officials and community partners.
6. Designate a high-level liaison to interact with the City on major economic development initiatives.
7. Participate in scheduled meetings established by the Mayor's Office.
8. Support a range of initiatives that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating homeownership programs, and collaborating to improve public transit, sanitation and public safety.
9. Act as a convener, collaborator, advocate, partner, and investor to implement the recommendations in the HCPI Report.

The City will undertake the following:

1. Continue and otherwise advance and support approved neighborhood plans including Greenmount West, Barclay, Charles North Vision Plan, Remington, and Waverly Main Street.
2. Commit to the collaboration and promotion of the development of communities surrounding MICA.
3. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support.
4. The City recognizes the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various departments, members of the City Council, and City Boards and Commissions.
5. Advocating before MTA to make desirable improvements (eg. routing, scheduling, shelters, and maintenance at facilities).
6. Continue to support the relocation of Probation and Parole from Guilford Avenue.
7. Continue to advocate for improvements to Penn Station via the Mayor's Penn Station Advisory Committee.
8. Continue support for Community Legacy and NEA funding, and Arts District designation.
9. Explore, implement, and support Emergency Action Plan Response training and evaluation for better preparedness in the event of a crisis.

University of Baltimore and the City of Baltimore

Anchor Institution Plan

University of Baltimore will undertake the following:

1. Designate a high-level liaison from the Office of Government and Community Relations to interact with the City on major economic and community development initiatives.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline UB communication with City officials and community partners.
4. Explore minority, women and local economic inclusion policies covering purchasing, and hiring that enhance economic and community development goals and objectives as a Baltimore City anchor institution.
5. Continue to participate in scheduled meetings established by the Mayor's Office.
6. Continue to contribute to the holistic development of the neighborhoods surrounding the University of Baltimore by participating in a range of initiatives in specified areas including K-12 educational, homeownership and collaborating to public transit, sanitation and public safety.

The City will undertake the following:

1. Support the University of Baltimore by establishing City procedures that will facilitate implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University of Baltimore neighborhood investments.
2. Appoint a City Liaison to work with University of Baltimore anchor/City engagement efforts and committees.
3. Continue and otherwise advance and support approved neighborhood plans including the Charles North Vision Plan and the Mount Vernon Master Plan.
4. Commits to collaborate with and promote the development of adjacent communities surrounding the University of Baltimore.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support with consultation from the University of Baltimore.
6. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various departments, members of the City Council, and City Boards and Commissions.
7. Advocate before MTA to make desirable improvements (eg. routing, scheduling, shelters, maintenance at facilities).
8. Continue to advocate for improvements to Penn Station via the Mayor's Penn Station Advisory Committee.
9. Continue support for Community Legacy and NEA funding, and Arts District designation.
10. Continue to support University of Baltimore development and acquisition efforts as they relate to community improvement and Midtown revitalization, when appropriate.
11. Continue to support, with DOT and BPD, University of Baltimore's efforts to make the areas surrounding its campus pedestrian-friendly through the project review processes.

Loyola University Maryland and the City of Baltimore

Anchor Institution Plan

Loyola University Maryland will undertake the following:

1. Intends to continue to work jointly, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Designate a high-level liaison to interact with the City on major economic development initiatives.
5. Explore expansive new minority, women and local economic inclusion policies covering construction contracting, purchasing, and hiring.
6. Participate in scheduled meetings established by the Mayor's Office.
7. Support a range of initiatives that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating housing stability programs, and collaborating to improve public transit.

The City will undertake the following:

1. Facilitating implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University neighborhood investments.
2. Appoint a City Liaison to the York Road Partnership.
3. Commit to collaborate with and promote the development of adjacent communities surrounding the University.
4. Continue to advance and support approved neighborhood plans and participate in the York Road Urban Design and Commercial Strategies study. ULI Technical Advisory Panel study.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support.
6. Recognizes the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various City departments, members of the City Council, and City Boards and Commissions.
7. Advocate MTA to make desirable improvements (eg. routing, scheduling, shelters, maintenance at facilities).

Morgan State University and the City of Baltimore

Anchor Institution Plan

Morgan State University will undertake the following:

1. Intends to continue to work jointly, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Designate a high-level liaison to interact with the City on major economic development initiatives.
5. Explore expansive new minority, women and local economic inclusion policies covering construction contracting, purchasing, and hiring.
6. Participate in scheduled meetings established by the Mayor's Office.
7. Support a range of initiatives that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating housing stability programs, and collaborating to improve public transit.

The City will undertake the following:

1. Facilitating implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University neighborhood investments.
2. Appoint a City Liaison to the Morgan Community Mile.
3. Commit to collaborate with and promote the development of adjacent communities surrounding the University.
4. Continue to advance and support approved neighborhood plans and efforts of the Morgan Community Mile.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support.
6. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various City departments, members of the City Council, and City Boards and Commissions. Advocate MTA to make desirable improvements (eg. routing, scheduling, shelters, maintenance at facilities).

Notre Dame of Maryland University and the City of Baltimore

Anchor Institution Plan

Notre Dame of Maryland University will undertake the following:

1. Intends to continue to work jointly, and in collaboration with the City and communities, to facilitate neighborhood revitalization and economic development.
2. Collaborate with the City on mutually-beneficial strategic initiatives.
3. Streamline communication with City officials and community partners.
4. Designate a high-level liaison to interact with the City on major economic development initiatives.
5. Explore expansive new minority, women and local economic inclusion policies covering construction contracting, purchasing, and hiring.
6. Participate in scheduled meetings established by the Mayor's Office.
7. Support a range of initiatives that contribute to the holistic development of the surrounding neighborhoods including supporting K-12 educational options, facilitating housing stability programs, and collaborating to improve public transit.

The City will undertake the following:

1. Facilitating implementation of recommendations of the Sector Action Plan, work collaboratively with the University and the community on other initiatives, and support improvements that complement University neighborhood investments.
2. Appoint a City Liaison to the York Road Partnership.
3. Commit to collaborate with and promote the development of adjacent communities surrounding the University.
4. Continue to advance and support approved neighborhood plans and participate in the York Road Urban Design and Commercial Strategies study.
5. Continue strategic deployment of code and other enforcement tools, especially related to quality of life factors and real property matters and engagement of associated support.
6. Recognize the importance of coordinating the many parties involved in City planning and development agencies, including but not limited to various City departments, members of the City Council, and City Boards and Commissions.
7. Advocate MTA to make desirable improvements (eg. routing, scheduling, shelters, maintenance facilities).

Moving Forward

Ongoing planning and coordination among the partners outlined in this Action Plan is required in order to re-energize Baltimore's economy and strengthen the neighborhoods adjacent to anchor institutions. The next phase of implementation and execution of the action items will be carried out by the Inter-Agency workgroup and involves:

- Prioritizing the implementation the action items by each Sector.
- Defining the implementation plan and timetable as it relates to each action item.
- Determining the best implementation methods (e.g. legislation, administrative reforms, management initiatives, and executive orders).
- Performing analysis of costs and determining resources and the associated sources required to successfully implement the action items.
- Demonstrating an ongoing commitment to and accountability of City and anchor institution leadership and all stakeholders outlined in this report through participation in an Inter-Agency workgroup, biannual Mayor's Roundtable, as well as working in good faith to fulfill the action items outlined in the Action Plan.

Progress Report

During the creation of this action plan the City, Baltimore City anchor institutions, and other partners have collaborated on a number of activities. Below are some exciting updates that have occurred in support of the Baltimore City Anchor Plan since its inception.

- The creation of the new Neighborhood Liaison and Anchor Institution Coordinator position at Baltimore Housing to coordinate City and anchor institution action items.
- MICA hosted a BIP-sponsored lunch for area-wide anchor institutions human resources professionals to discuss workforce and local hiring topics and the Live Near Your Work program.
- The creation of a Local Economic Inclusion/Diversity Liaison position at Johns Hopkins University.
- With the Mayor's support, the Maryland State Capital budget included \$3 million in FY14 and \$1.5 million for FY15 for the Central Baltimore Partnership to fund the programs outlined in the Homewood Community Partners Initiative. Johns Hopkins University has committed \$10 million to leverage private and public investment in the HCPI communities.

- The City of Baltimore, its partners at the Baltimore City Public School system, and the State of Maryland secured \$1.1 billion in school construction funding over 10 years.
- Baltimore Integration Partnership (BIP) continues to advance an agenda that aligns foundations, anchor institutions, and City government on important initiatives focused on workforce development, local purchasing, and microenterprise. This has led to important research activities resulting in the Karp Food Procurement Study and the Job Opportunities Task Force report.
- Mayor Rawlings-Blake established a Penn Station Advisory Committee to address concerns raised by university presidents and business leaders about the condition of Penn Station. The results include \$850,000 of immediate capital improvements by Amtrak, \$400,000 of Amtrak funds for a strategic plan, and \$400,000 from MDOT/City for a State of Good Repair study.
- The Mayor's office, in coordination with Amtrak, Parking Authority, and the Station North Arts and Entertainment District, Inc., secured a \$27,000 grant to improve the Penn Station Plaza with seating, umbrellas, new landscaping, and Wi-Fi. New public events have been held in the plaza.
- MTA launched the Bus Network Improvement Project (BNIP), a focused, 8-month project to develop a plan for updating and improving MTA's bus service downtown and throughout the Baltimore area.
- In cooperation between UB and DOT, a new "streetprint" has been installed at the intersection of Mount Royal and Charles Street in Mount Vernon, adjacent to the new Angelos Law Center building.
- The Department of Public Works began allowing students to utilize Citizen Drop-Off Centers for solid-waste removal, resulting in cleaner communities.
- The Notre Dame of Maryland women's softball team began using Druid Hill Park softball fields for practices. The team had previously been traveling to neighboring jurisdictions to practice.

Strategic Partnerships

Baltimore Integration Partnership

The Baltimore Integration Partnership (BIP) is a collaborative group of anchor institutions, funders including Living Cities, Surdna Foundation, Annie E. Casey Foundation, Goldseker Foundation, Associated Black Charities, The Baltimore Workforce Funders Collaborative, and the Association of Baltimore Area Grantmakers non-profits and public organizations focused on establishing and implementing economic inclusion as the business culture norm in the Baltimore region.

The Partnership has established three key goals:

- Connect local, small and minority-owned businesses to anchor procurement opportunities in Baltimore and the region.
- Make intentional local investments in real estate and small businesses to foster and support broader community benefit.
- Insure equitable opportunity connecting low-income residents to jobs within anchors and anchor-supporting businesses in Baltimore and the region.

BIP Partner anchor institutions include:

- Bon Secours Baltimore Health System
- Coppin State University
- Johns Hopkins University
- Johns Hopkins Medical Institutions
- Loyola University of Maryland
- Maryland Institute College of Art
- Morgan State University
- Notre Dame of Maryland University
- University of Baltimore
- University of Maryland, Baltimore



Baltimore Collegetown Network

The Baltimore Collegetown Network (BCN) brings fourteen area colleges and universities together with government, business and community leaders to develop and market Baltimore as a vibrant place to live and learn. Through partnerships, marketing initiatives and advocacy, BCN works to change perceptions about the City, support cultural offerings, improve transportation systems and expand services in the region. Baltimore Collegetown Network is dedicated to strengthening the links among the City's educational, cultural and community institutions to take full advantage of the creative energy they represent.



About Anchor Institutions

“The Anchor Dashboard: Aligning Institutional Practice to Meet Low-Income Community Needs” The Democracy Collaborative

<http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/AnchorDashboardCompositeFinal.pdf>

“Anchor Institution Task Force 2013 Literature Review”, Marga, Inc.

http://www.margainc.com/files_images/general/Literature_Review_2013.pdf

“Redefining Economic Assets: Anchor Institutions as Engines of Growth”

Federal Reserve Bank of Richmond

http://www.richmondfed.org/conferences_and_events/community_development/2012/redefining_capital_20121108.cfm

“Anchor Institution Toolkit: A Guide for Neighborhood Revitalization”

https://www.nettercenter.upenn.edu/anchortoolkit/sites/www.nettercenter.upenn.edu.anchortoolkit/files/pdf/Anchor_Toolkit6_09.pdf

“The Anchor Mission: Leveraging the Power of Anchor Institutions to Build Community Wealth”

The Democracy Collaborative

<http://community-wealth.org/content/anchor-mission-leveraging-power-anchor-institutions-build-community-wealth>

“Baltimore and Beyond: How Anchor Institutions are Shaping Cities”

Bmore Media

<http://www.bmoremedia.com/features/anchorinstitutions032613.aspx>

“Johns Hopkins University to Create “small campus” in Station North”

Bmore Media

<http://www.bmoremedia.com/features/hopkinshomewood032613.aspx>

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Mayor's Office

Kaliope Parthemos, Chief of Staff

Colin Tarbert, Deputy Mayor, Economic and Neighborhood Development

Baltimore Housing

Paul Graziano, Commissioner

Peter Engel, Deputy Commissioner Project Finance & Development

Sector 1

George Kleb, Bon Secours Baltimore Health System

Erika McClammy, Bon Secours Baltimore Health System

Chris Holmes, Bon Secours Baltimore Healthy System

Dr. Gary Rodwell, Coppin State University

Sector 2

Andrew Frank, Johns Hopkins University

Salem Reiner, Johns Hopkins University

Jennifer Mielke, Johns Hopkins University

Suzanne Tabor, University of Baltimore

Anita Thomas, University of Baltimore

Jennifer Quigley, University of Baltimore

Jeff LaNoue, University of Baltimore

Mike Molla, Maryland Institute College of Art

Sector 3

Joan Flynn, Loyola University Maryland

Erin O'Keefe, Loyola University Maryland

Dr. Candace Caraco, Notre Dame of Maryland University

Ellis Brown, Morgan State University

Dr. Maryanne Akers, Morgan State University

Agency Representatives

- Mayor's Office of Economic and Neighborhood Development
- Department of Transportation
- Baltimore City Police Department
- Baltimore Development Corporation
- Department of Housing and Community Development
- Mayor's Office of Employment Development
- Department of Planning
- Department of Health
- Mayor's Office of Minority and Women-Owned Business Development
- Department of Public Works
- Baltimore City Public Schools
- Department of General Services
- Department of Recreation and Parks
- Mayor's Office of Neighborhoods and Constituent Services

Baltimore Integration Partnership

Kurt Sommer, Director, Baltimore Integration Partnership
Celeste Amato, President, Baltimore Area Association of Grantmakers

Baltimore Collegetown Network

Kristen McGuire, Executive Director

The Democracy Collaborative

Ted Howard, Executive Director
Steve Dubb, Research Director



STEPHANIE
RAWLINGS-BLAKE
MAYOR

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