The **National League of Cities (NLC)** is dedicated to helping city leaders build stronger, equitable, sustainable and inclusive communities.

**PolicyLink** connects the work of people on the ground to the creation of sustainable communities of opportunity that allow everyone to participate and prosper.

The **Urban Land Institute (ULI)** has a mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
The EED Fellowship is made possible with support from:

The Surdna Foundation seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

The Open Society Foundations work to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people.
Top 10 issues over the last four years:

- **2014**
  1. Economic Development
  2. Public Safety
  3. Budgets
  4. Education
  5. Transportation
  6. Housing
  7. Environment
  8. Health Care
  9. Energy
  10. Immigration

- **2015**
  1. Economic Development
  2. Infrastructure
  3. Public Safety
  4. Budgets
  5. Education
  6. Housing
  7. Data/Technology
  8. Environment/Energy
  9. Demographics
  10. Health Care

- **2016**
  1. Economic Development
  2. Public Safety
  3. Budgets
  4. Infrastructure
  5. Education
  6. Housing
  7. Environment/Energy
  8. Demographics
  9. Data/Technology
  10. Health Care

- **2017**
  1. Economic Development
  2. Public Safety
  3. Budgets
  4. Infrastructure
  5. Housing
  6. Education
  7. Environment/Energy
  8. Demographics
  9. Health Care
  10. Data/Technology
Equitable Economy: The Challenge

Share of workers earning at least $15/hour by race/ethnicity: Baltimore City, MD, 1980-2014

[Graph showing the percentage of workers earning at least $15/hour by race/ethnicity from 1980 to 2014, with a steady increase in the overall percentage and a slight decrease for people of color.]
Equitable Economy: The Challenge

Percent owner-occupied households by race/ethnicity: Baltimore City, MD, 2014

- All: 46.7%
- White: 59.9%
- Black: 41.8%
- Latino: 28.1%
- Asian or Pacific Islander: 29.1%
- Mixed/other: 31.1%
- People of color: 40.4%

IPUMS
Equitable Economy: The Challenge

Unemployment rate by race/ethnicity: Baltimore City, MD, 1980-2014

IPUMS
Equality vs. Equity
What is Equitable Economic Development?

- Unlocks the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of color.
- Through accountable public action and investment, it grows quality jobs and increases entrepreneurship, ownership, and wealth.
- The result is a stronger, more competitive city.

Definition developed by: the EED Fellows in 2016
Problem Statement
Problem Statement

How can the City leverage public resources, anchor institutions and engage the community to achieve equitable economic development in Central Park Heights by supporting local businesses and entrepreneurs, encouraging needed neighborhood retail and services, and providing workforce development in the neighborhood.
appropriate to the audience. This will keep it formatted correctly.
The Panel

- **Carlton Brown**, Principal, Direct Invest Development LLC, New York, NY
- **Patrick Combs**, Executive Director, Nashville Career Advancement Center, City of Nashville, TN
- **Leslie Fritzsche**, Economic Investment Manager, City of Sacramento, CA
- **Sandra Hoffman**, Assistant Director, Department of Planning & Development, City of Phoenix, AZ
- **Anna Kim**, Assistant Professor, Georgia Tech School of City and Regional Planning, Atlanta, GA
- **Scott Love**, Economic Development Manager, Louisville Forward, City of Louisville, KY
- **Kim Morque**, President, Spinnaker Real Estate Partners, LLC, South Norwalk, CT
- **Bayé Muhammad**, Commissioner, Neighborhood & Business Development, City of Rochester, NY
- **Ellen Shepard**, CEO, Community Allies, Chicago, IL
- **Craig Watters**, Executive Director, Riata Center for Entrepreneurship, Oklahoma State University, Stillwater, OK
Presentation Outline

1. General Observations
2. Place-Based Strategy and Equitable Reuse of Land
3. Workforce Development and Entrepreneurship
4. Public Engagement and Partnerships
5. Conclusions & Homework
General Observations
General Observations

• The City of Baltimore continues to attract investment and jobs downtown, but Northwest Baltimore is challenged with social problems and disinvestment.

• There is a transition in leadership at partner organizations.

• Since the Park Heights neighborhood plan was adopted, implementation has focused on stabilization of the built environment, resulting in many demolitions of abandoned properties.

• Pimlico Race Course is underutilized and suffers from disinvestment; Stronach Group has proposed moving the Preakness Stakes and would require hundreds of millions of dollars in upgrades to the facility according to studies.

• Pimlico is not an economic generator for the neighborhood today.
Challenges
Challenges

• Weak market in the neighborhood; Baltimore suburbs attract more growth than the city in general and have a more favorable tax climate.
• Park Heights continues to struggle with high crime rates, it’s poorly perceived by other Baltimoreans and outsiders, has lower educational attainment levels, and structural barriers to economic mobility.
• Residents are physically disconnected from economic opportunity in the region and city due to lack of quality public transit.
• Future of Pimlico is uncertain.
• There is only one major employer in the vicinity of Park Heights.
• Neighborhood is poorly served by local retail options (food desert, only one sit-down restaurant, too many liquor stores).
• City’s small business development tools are not effectively reaching this neighborhood today.
• Public engagement process is not reaching a cross-section of the community (who is missing?)
Strengths and Opportunities
Strengths and Opportunities

- City and its partners have largely implemented the physical stabilization goals of the Park Heights neighborhood plan
- Park Heights has been a focus for City anti-violent crime efforts
- Sinai Hospital and LifeBridge are committed to the neighborhood and seeking to expand their facilities into the neighborhood over the long term
- Mayor Pugh is making neighborhood economic development in Park Heights a key priority
- Neighborhood is receiving two new public school facilities in Sept. 2018
- Park Heights receives gaming revenue from the legalization of slot machines in Maryland
- Park Heights has a publicly controlled 62-acre redevelopment area and additional redevelopment sites
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West Belvedere Corridor:
Belvedere/Park Heights to Belvedere/Pimlico

Building Healthy Corridors
Connectivity:
By and Between Anchors

1) Schools are an anchor
2) Sinai is an anchor
3) CC Jackson Rec Center is an anchor
4) Pimlico is an asset

Connections should activate the corridor, but also create destination points.
Enhancing Connectivity: Transit
Enhancing Connectivity: Transit

- MTA Line 31 serves Belvedere Avenue
- Consider re-routing transit lines to decrease number of transit connections for Park Heights residents, i.e. one route that travels along Park Heights Road and Belvedere Avenue to Sinai Hospital
- Consolidate Hospital shuttle routes with local Park Heights routes
- Example: Cleveland Health Bus Rapid Transit Line
Activating Pimlico: Short-term Uses

1) Indoor and Outdoor (fill the hole)
2) Internal (neighborhood facing) and External (change the perception)
3) Health and Fitness (as industry & community practice)
Local Best Practice: Integrating Public Health with Community Health, the Western Maryland Health System

- Operates 5 community gardens
- One children’s garden with fruit trees and play area
- Local equipment provider / firm
- Local gardeners ($10 buy-in for the year)
- Hospital operated plots (2) are donated to food bank
- City pays water fees for all gardens
Black Eyed Susan Day (May 19)

- Existing Partner: Preakness & Komen
- New Partners: LifeBridge / Sinai
- OpenWorks: Moms as Entrepreneurs group
- Other women’s orgs and health orgs

Alt Pop-Up Day & Annual Health Fair
Oct 20: Breast Cancer Awareness Day
Activating Pimlico: Long-term Uses & Tools

LANDMARK COMMUNITY BENEFITS

A Great Leap Forward for A Neighborhood Left Behind
How One Hill Charted the Path Toward Equitable Development in Pittsburgh
Activating Pimlico: Long-term Uses & Tools

Sites

1) Hayward and Park Heights Ave
2) Sinai site

Tools

1) Community Benefits Agreements
2) Homebuyer programs (partnerships)
Presentation Outline

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Workforce Development Training

WELCOME TO OPEN WORKS!
WE’RE HERE TO MAKE TOOLS, TECHNOLOGY, & THE KNOWLEDGE TO USE THEM ACCESSIBLE TO ALL. WE OFFER MEMBERSHIP, STUDIOS, & CLASSES.

MEMBERSHIP
MAKER: $70/MO./UPSTAIRS
BUILDER: $90/MO./DOWNSTAIRS
PRO: $125/MO./ALL ACCESS
STUDIOS: $125/MO.+ MEMBERSHIP
CLASSES: VARIES; SEE SCHEDULE
Workforce Development Training

Park Heights Partnership for Jobs

Strengthen the current workforce providers located in Park Heights

• MOED should establish dedicated career counseling at CC Jackson Recreation Center

• No wrong doors, filtering in approach
  Meet people where they are

• Safety net/2nd chance program for people with criminal backgrounds
  • Identify and convene second-chance employers

• City needs to establish targets for job placement goals for Park Heights residents
Workforce Development Training

Sector Based Pathways

• Medical Training Program
  • City engages all healthcare & related employers in Park Heights
  • Regular training/hiring fairs

• Light Manufacturing Training Program
  • KMCC-Kentucky Manufacturing Career Center
  • YAMTEP-Young Adult Manufacturing Training Employment Program (Rochester)

• Explore potential culinary training/food incubator utilizing kitchens in Pimlico (e.g., Hot Bread Kitchen in NY, Chef’s Space in Louisville)

• Could include other local businesses (e.g., auto repair)
Workforce Development Training
Workforce Development Training
Entrepreneurship

• Business Resource Center
  • Expand footprint into Park Heights from Baltimore downtown
  • Include wrap around services for existing and potential entrepreneurs
• City support for local business located in Park Heights though different marketing mediums
  • Create an environment for business to thrive
Entrepreneurship

- Engage other partners:
  - Local Independent Business Alliance
  - PH Merchant Assoc.
  - BDC
  - SBA
  - Coppin State, Baltimore City Community College
  - Financial Institutions
- Leakage/feasibility study
- Create Park Heights business directory by industry to encourage business to business and retail
Local Procurement
Local Procurement

• City mapping and assessment of how small-scale businesses in Park Heights can be positioned to provide services to LifeBridge Health facilities
• Educating local business on how to do business with the City
• Example: Evergreen worker-owned cooperative in Cleveland
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INVOLVE EVERYONE
Know Your Demographics

Community Heart & Soul™ Network Analysis Tool

Hard-to-reach populations

- Chronic poverty/
  low income
- School-aged youth
- Military
- Seniors
- Non-English speaking
- Homeless

www.orton.org
Populations

* Homeowners
  * Renters
* Homeless - streets
  * Chronic poverty
  * Illiterate
  * Undocumented
* Small business owners
* Works in civic park
* New immigrants
  * Syrian
  * Somali
* Gay/Lesbian/Trans
  * Other non-English speaking

Spanish - only speaking

Tran, Sudan
* Esl Center
<table>
<thead>
<tr>
<th>Group</th>
<th>Outreach</th>
<th>Connector</th>
<th>Communication</th>
<th>Venue</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless</td>
<td>Faith orgs</td>
<td>Sam at soup kitchen</td>
<td>Email flyers to Sam and ask for word of mouth follow up</td>
<td>Church basement</td>
<td>Story recording</td>
</tr>
<tr>
<td>School-age youth</td>
<td>Elementary, middle, and high schools</td>
<td>Principals, teachers, counselors, student council</td>
<td>Email and phone to connectors. Direct to students via Facebook, school newsletter</td>
<td>Carnival, skate park, corner store, youth governance council</td>
<td>Art show, video stories, youth governance council</td>
</tr>
<tr>
<td>Seniors in senior housing</td>
<td>Senior housing buildings</td>
<td>Building manager, activity coordinator</td>
<td>Deliver flyers, ask for word of mouth</td>
<td>Senior housing activity rooms</td>
<td>Interviews by youth</td>
</tr>
</tbody>
</table>
Identify Community Networks

Example community network map

Community Heart & Soul™ Resource | Community Network Analysis Tool, 2nd Edition
© 2015 Orton Family Foundation
Meet People Where They Are
Inspired Community Meetings
Remove Barriers

www.removingbarriersgame.co.uk
Remove Barriers

• Provide child care
• Provide food
• Vary times
• Don’t rely solely on digital promotion or sign-up. Not everyone is online.
• Transportation
• Provide language interpreters
• Make your meeting fun
• Locate the meeting in a place that is welcoming, safe, and neutral
Community Value Statements

1. Friendly People; Accepting, Supportive Community
2. Importance of Place
3. Small Town Feel / Home Family and Church Family
4. Library, Parks and Recreation Center, and Community Activities
5. Diversity and Cultural Heritage
6. Education
7. Business
8. Agriculture
Streamline the access points to city/public agencies
Streamline the access points to city/public agencies

• Establish physical presence in neighborhood
• Collaborate between city (subcabinet & planners) and Park Heights Renaissance (PHR), with city satellite offices in Park Heights
• Considerations for new role for PHR
  • Coordinate activities between different players in Park Heights
  • Conduct school outreach, safe streets, community and human services
  • Coordinate economic development dialogue, but city and BDC implement physical development. PHR focuses on human capital.
  • Develop community engagement plan in partnership with PHR and BDC, with PHR taking lead in implementation
Potential Roles for Baltimore Public Schools
Potential Roles for Baltimore Public Schools

• Health education for kids in school (in partnership with Sinai)
• Evening remedial education for adults--especially in job skills and ESL
• Entrepreneurship education (in partnership with Small Business Network)
Examples

- **San Francisco HousEd program** – affordable housing developer has partnered with local schools to close the education achievement gap.
- **Boston REACH** partnership Public Housing and Health Departments engaged in a 4 year collaboration to improve access to healthy food and links between community health services for people of color.
Effective Use of Public Financial Capital
Effective Use of Public Financial Capital

“Don’t Fritter Away Cash—Leverage Cash to Maximize Community Impact”

Annual Revenue Share from Slots: $6,000,000
Remaining Years of Revenue: 14 years
Tax Exempt bond rate with City guarantee: 3%
Present value: $68,000,000
Leverage with Private investment: 4:1
Available cash for targeted Investment: $272,000,000

Bottom Line: Opportunity to leverage additional $250,000,000 from LifeBridge Health
Presentation Outline

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Conclusions & Recommendations

• Park Heights is at an inflection point: leadership is coming into place, city has financial capacity, key anchor institutional partners are emerging, and residents are poised for change.

• City should plan for activating Pimlico regardless of whether the Preakness stays.

• Strategies for reuse of land have to be people and place-focused.

• Refine the process for identifying jobs and entrepreneurial opportunities for Park Heights residents.

• Strengthen the leadership and capacity of Park Heights Renaissance to ensure it has real representation and engages the community.

• Leverage the slot money.

• “Change happens only at the speed of trust.”
Homework – Next Steps

• Develop an initial community map that identifies the full breadth of Park Heights and how to reach the missing voices
• Identify potential satellite locations and partners for locating a business resource center in Park Heights
• Propose job placement and training targets exclusively for Park Heights residents
• Mayor and LifeBridge Health CEO should meet to set up an ongoing process for engagement and collaborative planning
• Define Park Heights Renaissance mission and identify leadership that includes community voices

Next Check-in:
Fellowship Mid-Term Retreat: Los Angeles | January 24-26, 2018
Thank you to the following people for assisting our panel: