

Baltimore

Peer Exchange Panel

November - December 2017

Equitable Economic
Development
Fellowship





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:



SURDNA FOUNDATION
Fostering sustainable communities in the United States

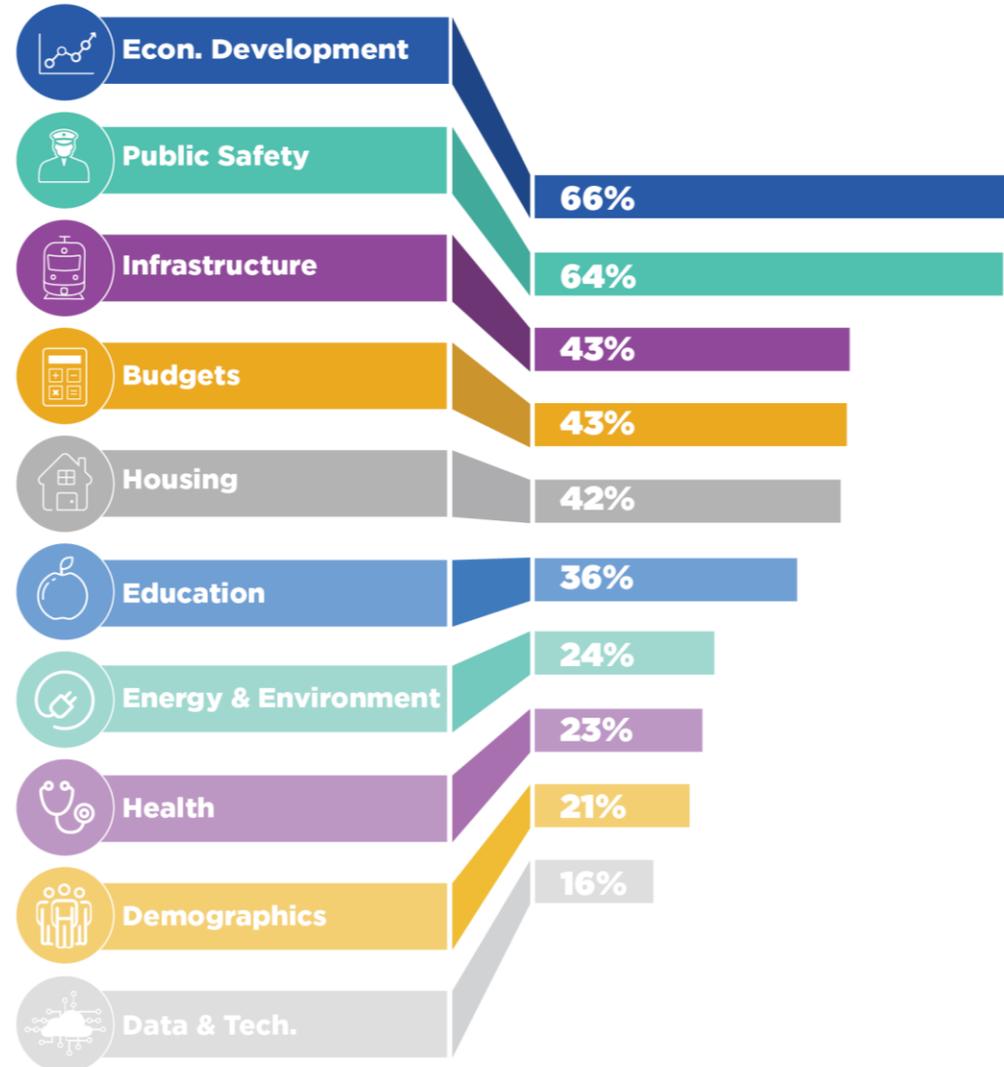
The **Surdna Foundation** seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.



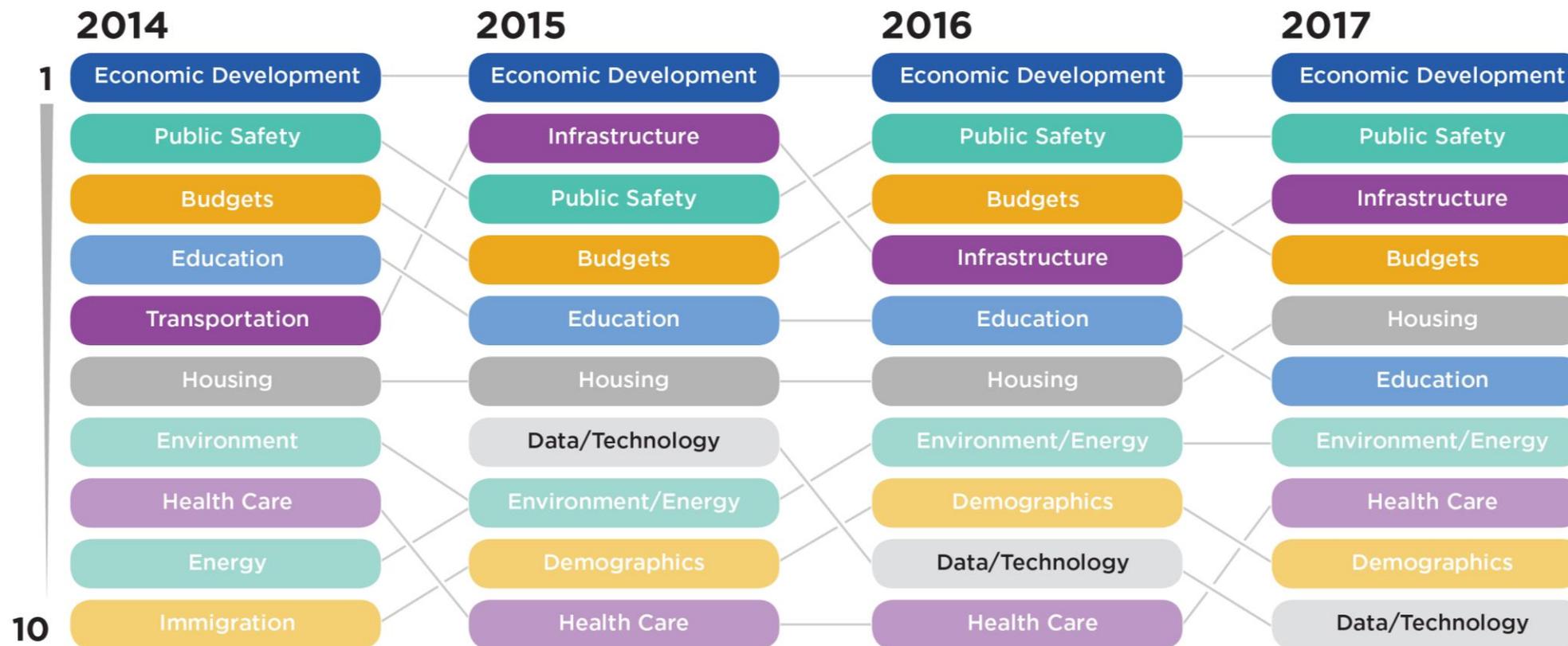
OPEN SOCIETY
FOUNDATIONS

The Open Society Foundations work to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people.

Top TEN ISSUES

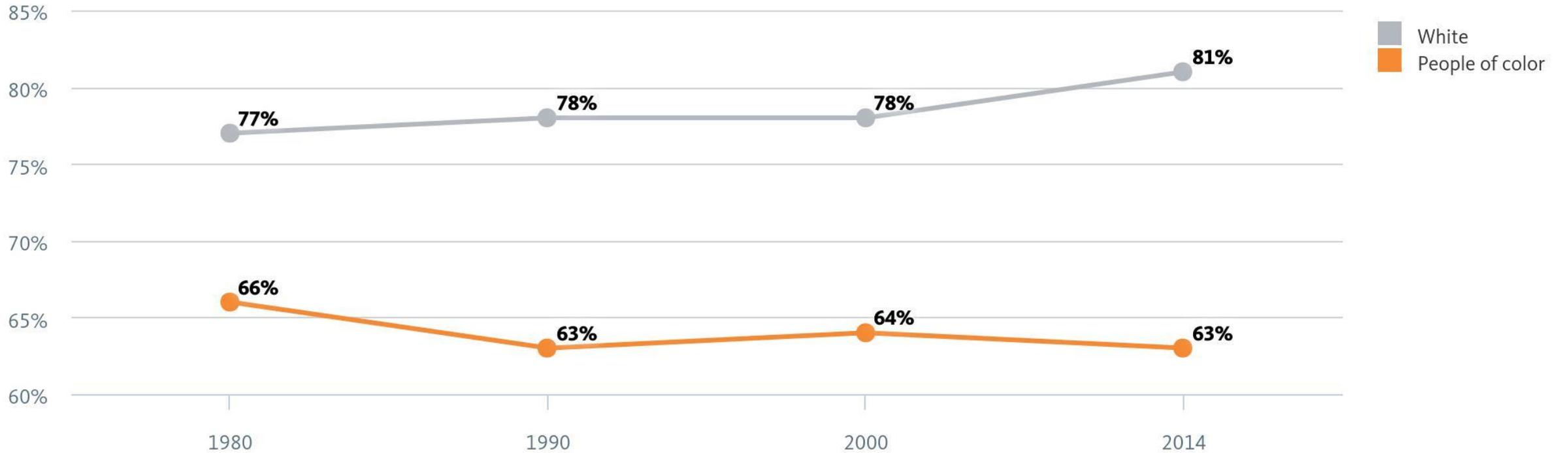


Top 10 issues over the last four years



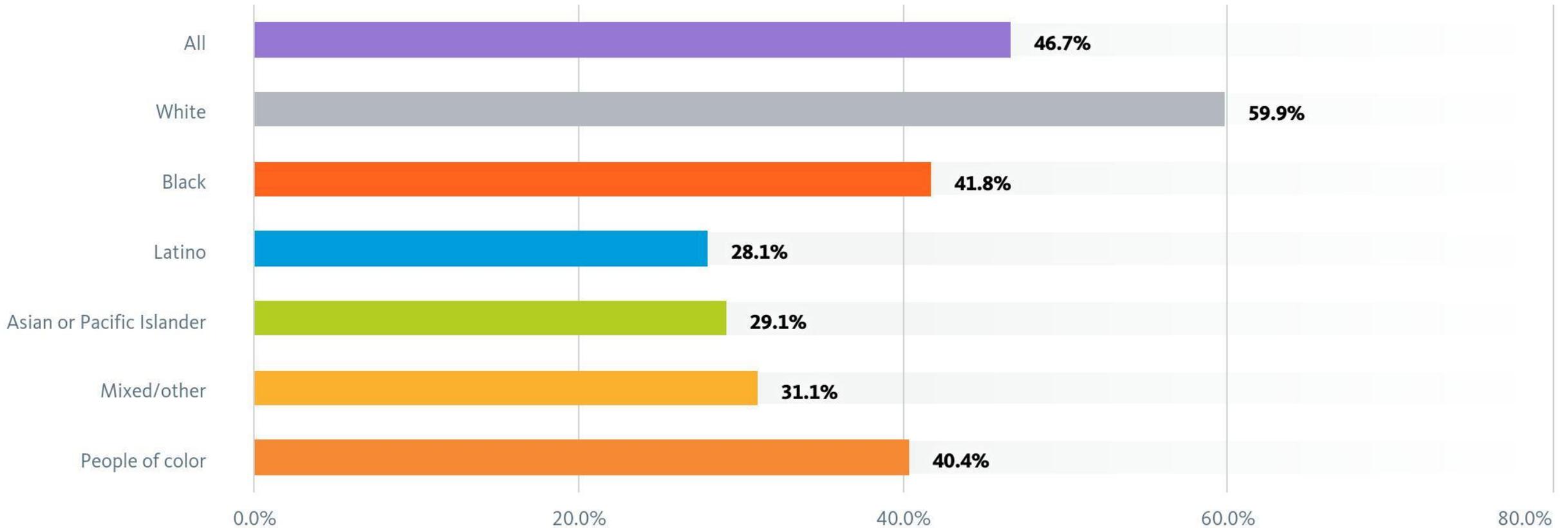
Equitable Economy: The Challenge

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



Equitable Economy: The Challenge

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

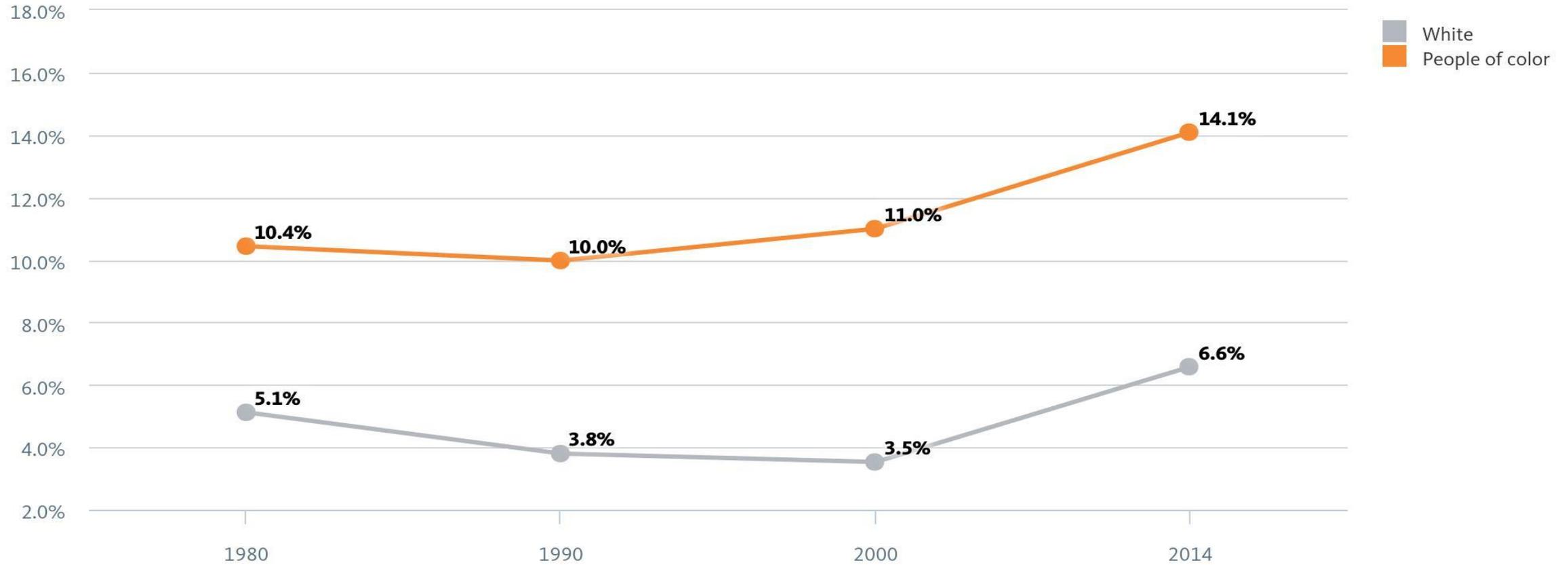


IPUMS

PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Equitable Economy: The Challenge

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





Equality

vs.

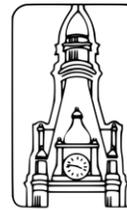
Equity



City of Memphis



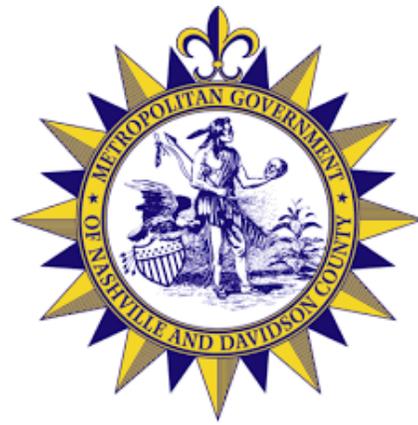
City of Milwaukee



Minneapolis City of Lakes







City of
SACRAMENTO



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.





The Panel

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

The image shows the exterior of a brick building with a blue diagonal overlay. The building has a sign that reads "C. C. JACKSON RECREATION CENTER". There are windows and a door visible. A mural with faces is on the left side of the building.

C. C. JACKSON RECREATION CENTER

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



SUNNY GROCERY

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LIQUOR LICENSE 4623 REISTERSTOWN RD.
AUCTION BROKERS
A Charles Parrish Company
www.auctionbrokers.net
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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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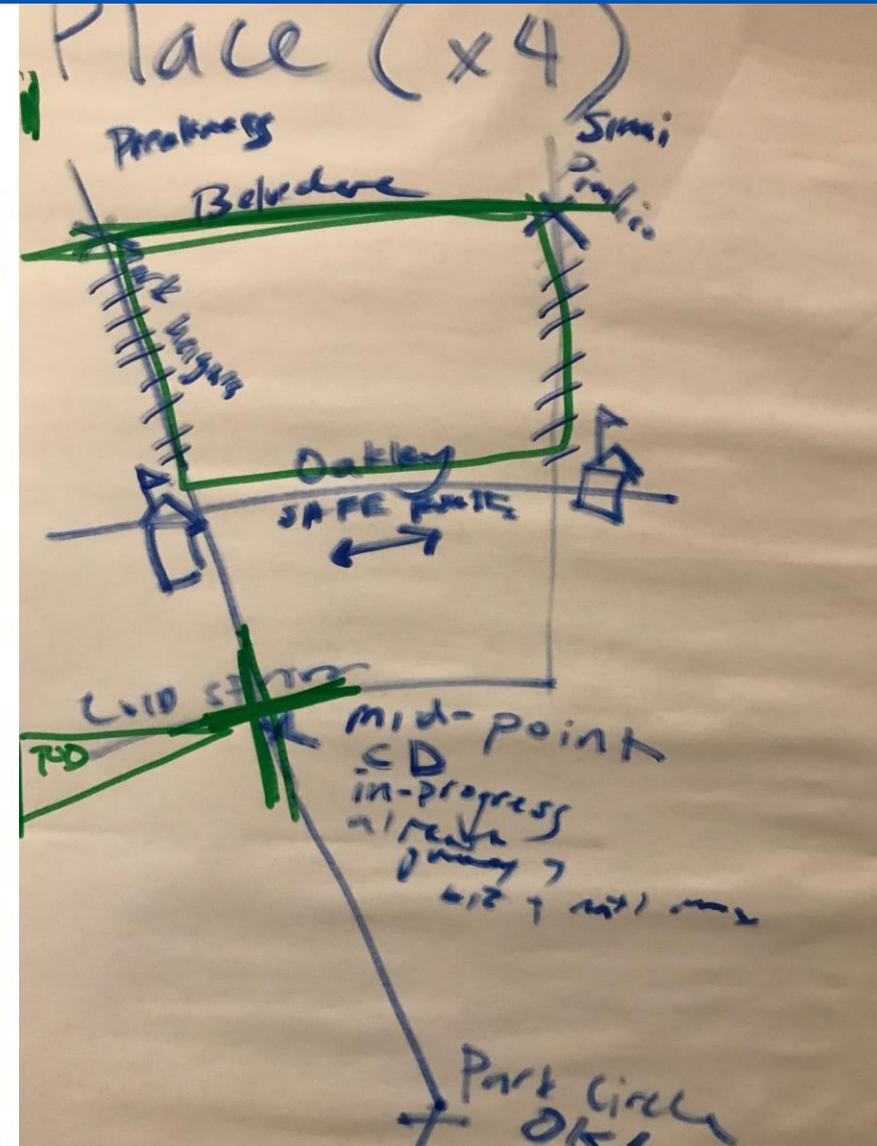
C. C. JACKSON
RECREATION
CENTER

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West Belvedere Corridor: Belvedere/Park Heights to Belvedere/Pimlico

Building **Healthy** Corridors



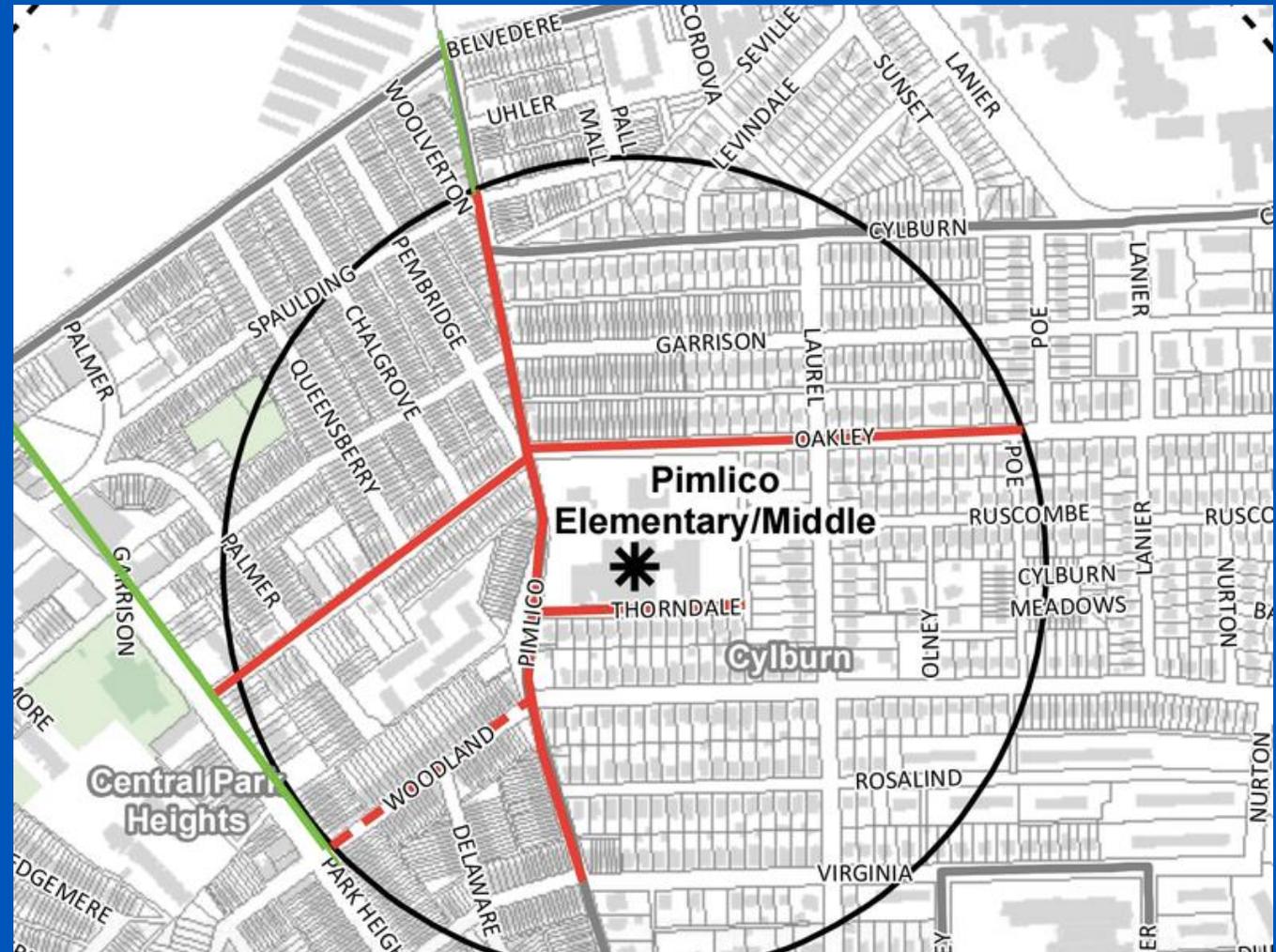
Place Based Focus: Enhancing Equity & Connectivity

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



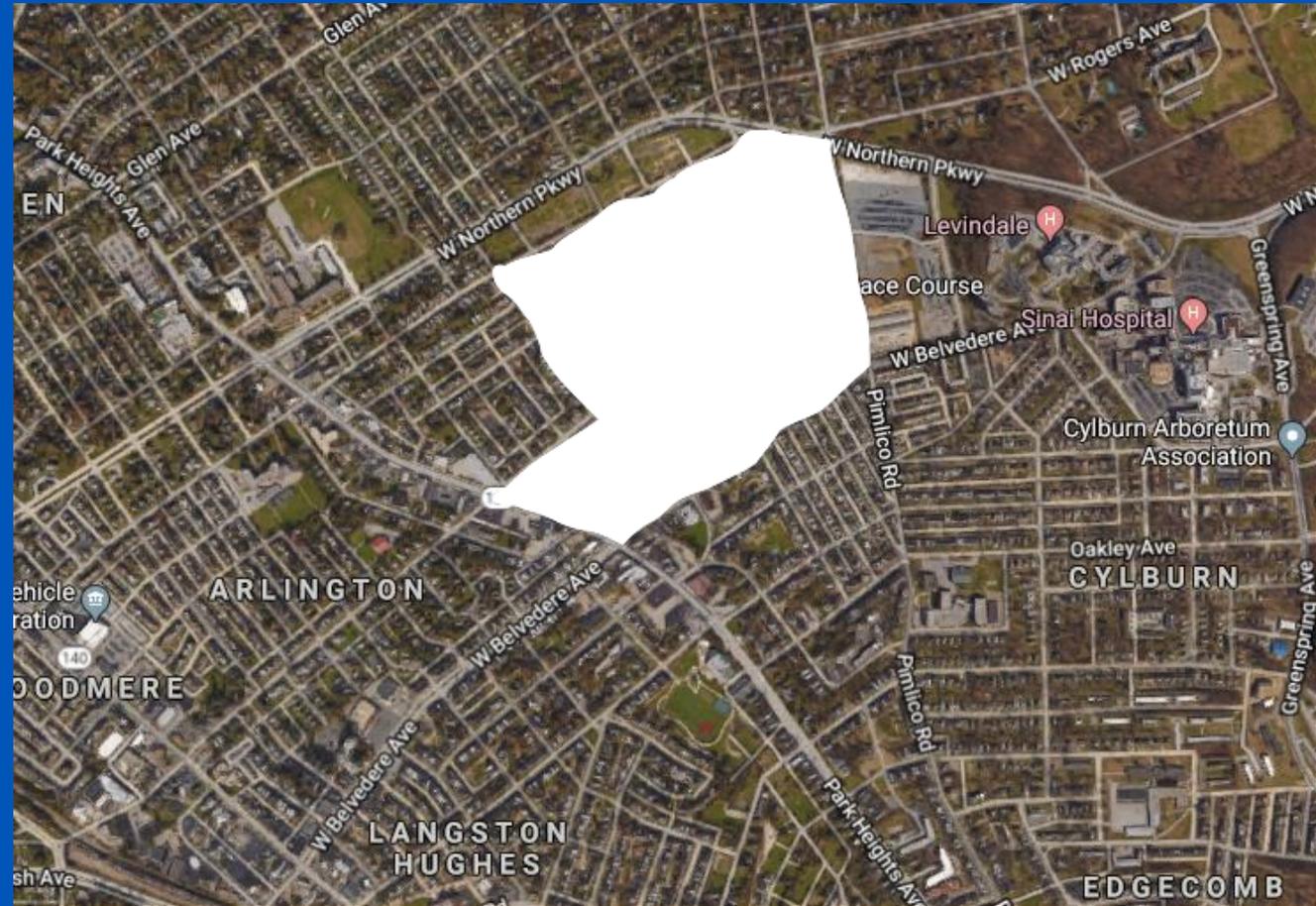
Enhancing Connectivity: Transit

- 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)

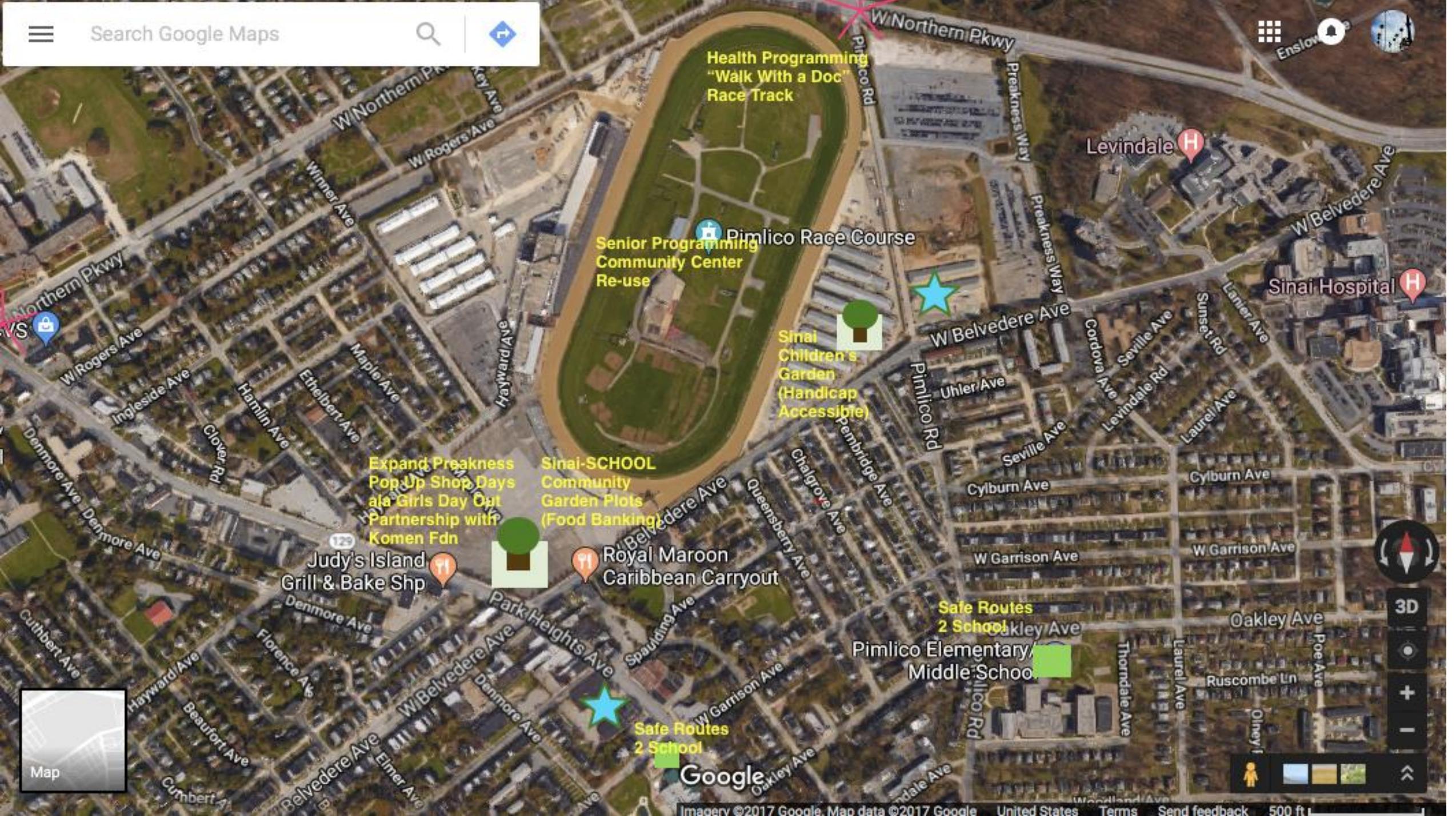
- Existing Partner: Preakness & Komen
- New Partners: LifeBridge / Sinai
- OpenWorks: Moms as Entrepreneurs group
- Other women's orgs and health orgs

Alt Pop-Up Day & Annual Health Fair
Oct 20: Breast Cancer Awareness Day





Search Google Maps



Health Programming
"Walk With a Doc"
Race Track

Senior Programming
Community Center
Re-use

Sinai
Children's
Garden
(Handicap
Accessible)

Expand Preakness
Pop-Up Shop Days
ala Girls Day Out
Partnership with
Komen Fdn

Sinai-SCHOOL
Community
Garden Plots
(Food Banking)

Judy's Island
Grill & Bake Shp

Royal Maroon
Caribbean Carryout

Safe Routes
2 School

Pimlico Elementary/
Middle School

Safe Routes
2 School

Google



3D



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



PARTNERSHIP

Sites

LANDMARK

COMMUNITY BENEFITS



Pittsburgh UNITED

A Great Leap Forward for A Neighborhood Left Behind
How to Achieve Sustainable Development in Pittsburgh

- 1) Hayward and Park Heights Ave
- 2) Sinai site

Tools

- 1) Community Benefits Agreements
- 2) Homebuyer programs (partnerships)

The image shows the exterior of a brick building with a blue diagonal overlay. The building's name is visible in white letters. There are windows and a door visible, along with some artwork on the lower part of the wall.

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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 DISCOUNTS AVAILABLE FOR VETERANS & TEACHERS
CLASS SCHOLARSHIPS AVAILABLE
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)

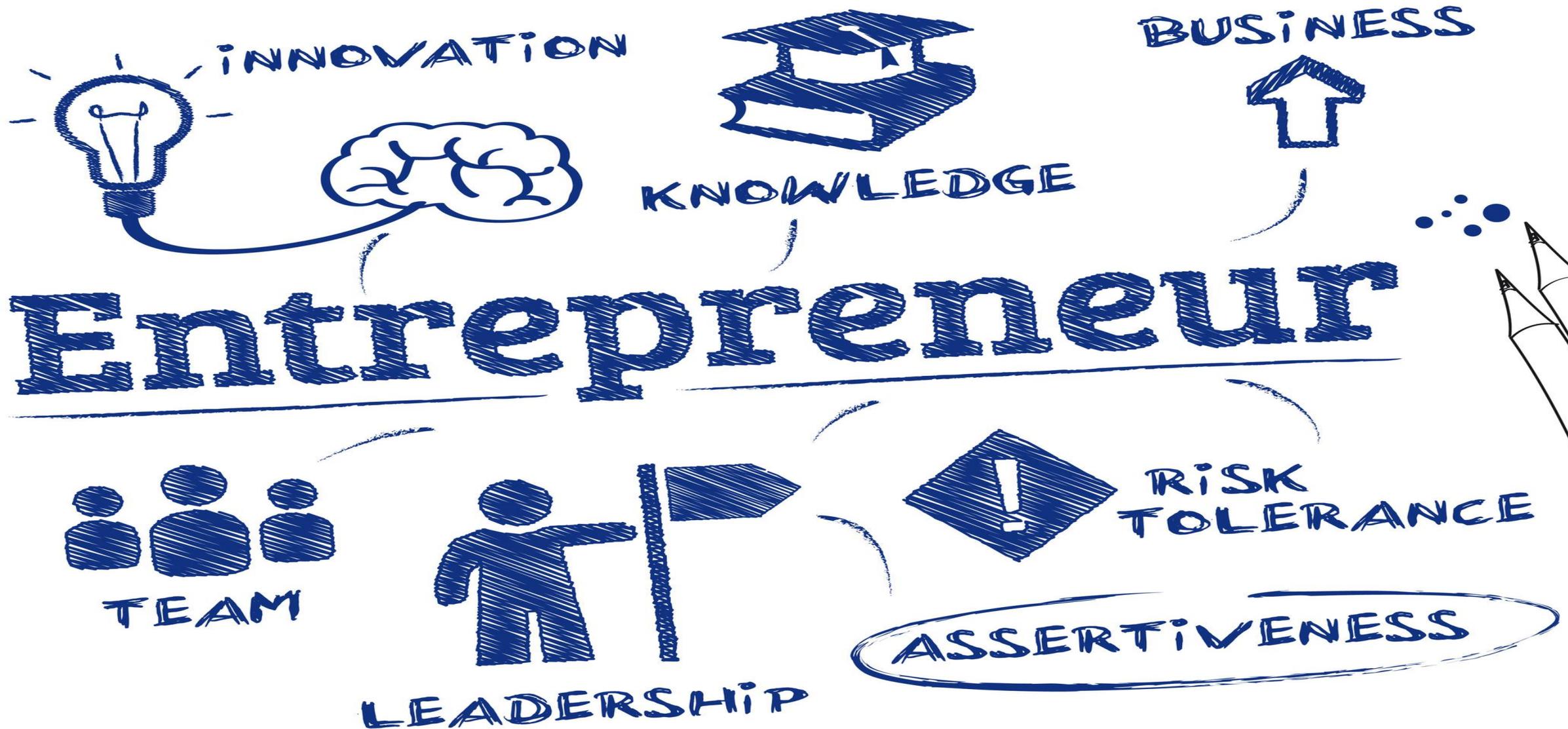
Workforce Development Training



Workforce Development Training



Entrepreneurship



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 through different marketing mediums
 - Create an environment for business to thrive

LEADERSHIP

ASSERTIVENESS

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



THE DAILY RECORD
PUBLIC NOTICES
 Including Baltimore City and County Court sales and otherwise needed programs
 Tuesday, February 26, 2013

Index of First Publications

Trustee's Sale 278 M10 Wylbrook Rd, Baltimore, 21224 - Sale Date: 20130314 - Time: 1:30 pm 10 Harrison Ave, Lutherville Timonium, 21081 - Sale Date: 20130314 - Time: 1:30 pm 302 Annapolis Ter, Baltimore, 21217 - Sale Date: 20130314 - Time: 11:30 am 3034 Oak Trace Way, Randallstown, 21133 - Sale Date: 20130314 - Time: 1:30 pm 1120 South St, Baltimore, 21204 - Sale Date: 20130314 - Time: 11:30 am 780 Appleton St, Baltimore, 21217 - Sale Date: 20130314 - Time: 11:30 am 3019 Hunting Ridge Dr, Chis 3018, Owings Mills, 21117 - Sale Date: 20130314 - Time: 1:30 pm 1230 Glenhaven Rd, Baltimore, 21220 - Sale Date: 20130314 - Time: 9:30 am 6027 Mount Shasta Ct, Perry Hall, 21126 - Sale Date: 20130314 - Time: 1:30 pm 1421 Piedmont Ave, Baltimore, 21210 - Sale Date: 20130314 - Time: 9:30 am 1110 Ethank Ave, Baltimore, 21220 - Sale Date: 20130314 - Time: 11:30 am 2044 E Cold Spring Ln, Baltimore, 21214 - Sale Date: 20130314 - Time: 11:30 am 140 N Clinton St, Baltimore, 21224 - Sale Date: 20130314 - Time: 11:30 am 4317 Mary Ridge Dr, Randallstown, 21133 - Sale Date: 20130314 - Time: 1:30 pm 1030 N Aquatica Ave, Baltimore, 21220 - Sale Date: 20130314 - Time: 11:30 am 1011 E Cold Spring Ln, Baltimore, 21214 - Sale Date: 20130314 - Time: 11:30 am	2845 Harbor Ave, Baltimore, 21210 - Sale Date: 20130314 - Time: 10:41 am 247 S Washington St, Baltimore, 21201 - Sale Date: 20130314 - Time: 11:30 am 1184 Walnut Ave, Baltimore, 21220 - Sale Date: 20130314 - Time: 10:30 am	Estate Notices 30 Wright, Constance Elaine Allison, Clarence Pamphyl, Norma Evelyn Douglas, Berie (Otha) Benjamin, Anne Duffy Maya, Eddie King, Yvonne McConnell, Anthony William Gleditsin, Yvelvet Jones, Eddie Hoffinger, Charles E Jankovic, Stanley Giffels, Frances Layfield, Ruth Gayle Jarrett, Marilyn M Brewer, NINA 424 N Bondville St, Baltimore, MD 21224-6417 1431 Greyson Falls Pkwy Baltimore, MD 21227-2036 4106 Dorchester Rd Gwynn Oak, MD 21207-7024 7118 Park Heights Ave Baltimore, MD 21215-1404 3202 Resdale Ave Parkville, MD 21224-7020 10 N Cutler St Baltimore, MD 21224-4320	Calvert Street entrance, at 10:30 am, Harvey West 4002 Harpersport Avenue, at the Circuit Court for Baltimore City, at the Charles M. Mitchell Court House, Court House Door, Calvert Street entrance, at 10:30 am, Thelma West 1100 Harmon Avenue, at the Circuit Court for Baltimore City, at the Charles M. Mitchell Court House, Court House Door, Calvert Street entrance, at 9:30 am, Alex Cooper 1002 Berrie Road, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 6000 Glenview Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 1010 Boston Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 3002 Froehman Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 2314 E Fairmount Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 47 S Poppleton Street, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 645 Dundarvon Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 633 Glenwood Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West 3013 Revere Avenue, at the front of the Courthouse for the City of Baltimore, 100 N. Calvert Street at 10:30 am, Harvey West
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Upcoming Property Auctions

Image: Baltimore Post Examiner



Less of this...



Image: Smart Growth America



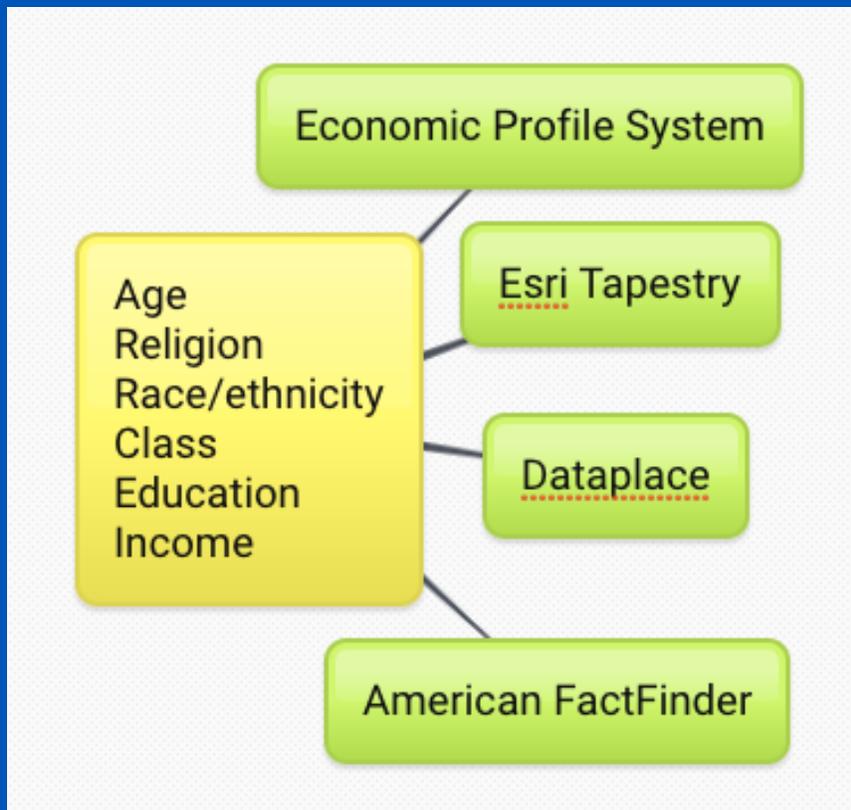


More
of this...



Know Your Demographics

Community Heart & Soul™ Network Analysis Tool



Hard-to-reach populations

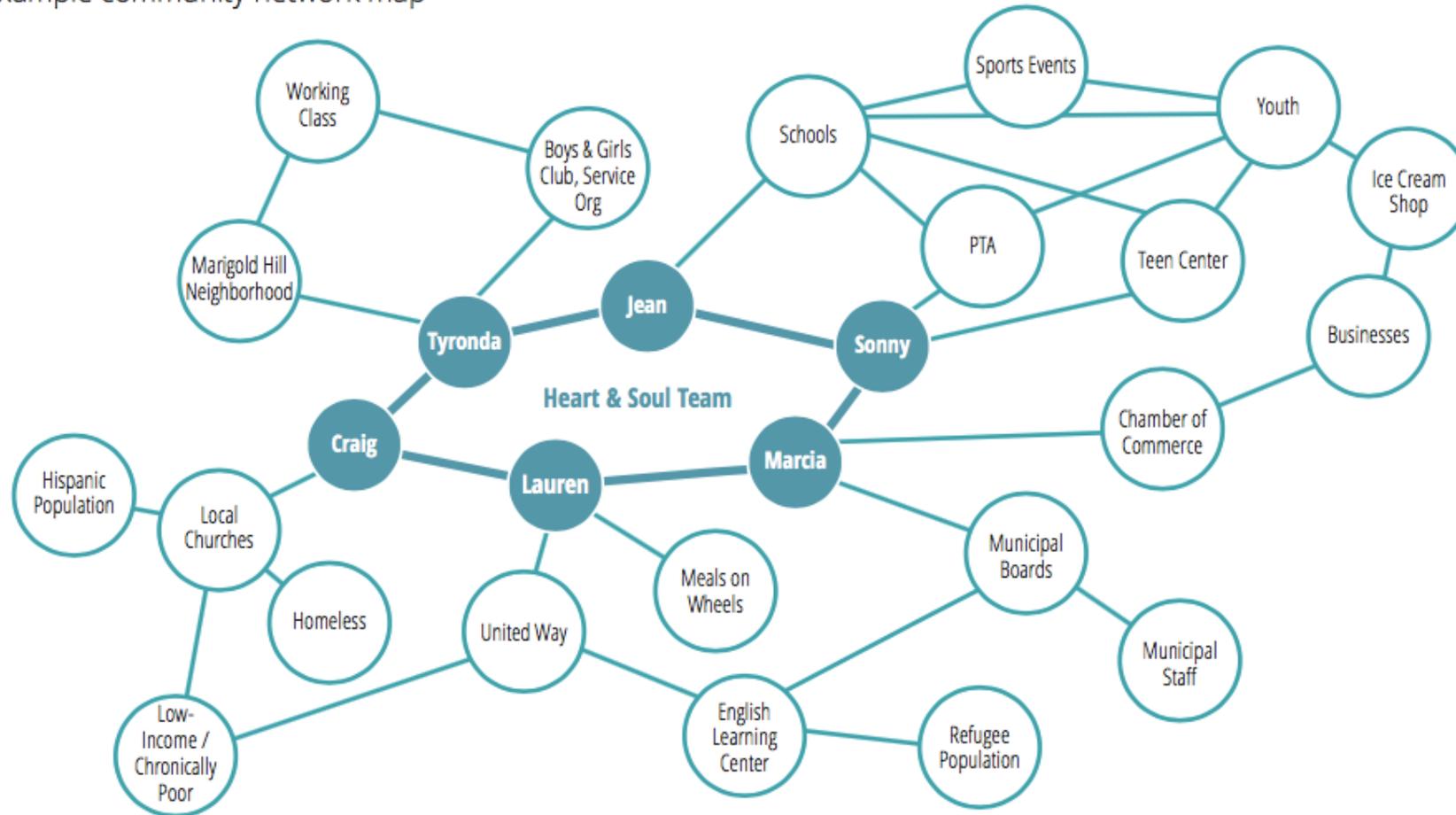
Chronic poverty/
low income
School-aged youth
Military
Seniors
Non-English speaking
Homeless

Community Mapping

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

Identify Community Networks

Example community network map



Meet People Where They Are



Inspired Community Meetings



Remove Barriers



www.removingbarriersgame.co.uk

REMOVING BARRIERS
www.removingbarriersgame.co.uk

COMMUNITY RESOURCES

ATAXIA
Probably the best disabled cartoonist in the world!

Tryals
W onformats
Equality
www.equality.org.uk

Focus GAMES

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 Values Statements

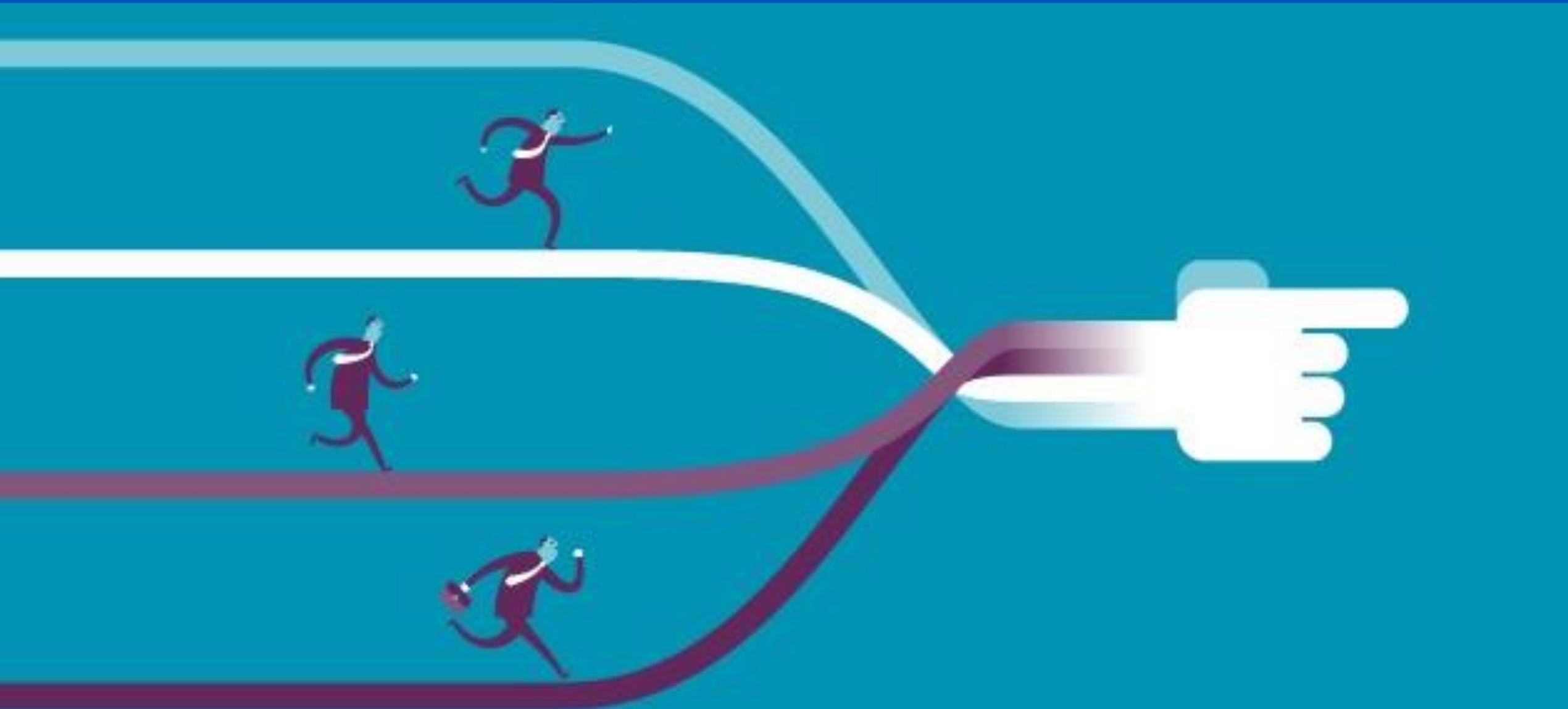


Community Value Statements

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



QUALITY STANDARDS

for Expanded Learning
in Public and Affordable Housing

HOUS|ED
Housing and Education

Building Pathways out of Poverty

- 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



REACH

Racial and Ethnic Approaches to Community Health

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	

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4. Public Engagement and Partnerships
5. **Conclusions & Homework**

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

Equitable Economic Development Fellowship



Thank you to the following people for assisting our panel:

The Honorable Catherine E. Pugh | James Ashford, City of Baltimore | Councilwoman Sharon Middleton | Councilman Isaac Schleifer | Davon Barbour, Downtown Partnership of Baltimore | Michael Braverman, Department of Housing and Community Development | William Beckford, Baltimore Development Corporation | Mary Buettner, City of Baltimore | Laurence Campbell, Wayland Baptist Church Community Development Corporation | Pam Curtis, Park Circle Community Association | Amanda Davis, BNIA | Sean Davis, Morris & Ritchie | Danielle Dunlap, ULI Baltimore | Josh Halbedel, Maryland Land Real Estate Advisor | Will Holman, Open Works | Sister Israel, Pimlico Merchants Association | Chris Kurz, Linden Associates | James “Mac” McComas, Johns Hopkins University 21st Century Cities Initiative | Amin Malik, Pimlico Merchants Association | Marvin McKenstry Jr., Mayor’s Office of Employment Development | Terrye Moore, New Solid Rock Fellowship Church | Martha Nathanson, LifeBridge Health | Russell Neverdon, Maryland Department of Public Safety and Correctional Services | Lisa Norris, ULI Baltimore | Israel Patoka, LifeBridge Health | Mitchell Posner, Comprehensive Housing Assistance Inc. | Wendi Redfern-Curtis, Department of Housing and Community Development | James Roberge, LifeBridge Health | Billie Roberts Spann, Ashburton Association | Catalina Rodriguez, Mayor’s Office of Immigrant Affairs | Kurt Sommer, Association of Baltimore Area Grantmakers | Colin Tarbert, Mayor’s Office | Bryce Turner, BCT Architects | Chaquetta Wallace, Council Assistant, 5th City Council District | David Ware, Church of the Redeemer | Maxine Webb, Glen Neighborhood Improvement Association | Renee West, Baltimore Development Corporation | Tom Yang, Jensen+Partners | Sammy Curreri, Sammy’s Enoteca | Gloria Cinquegrani, The Maryland Jockey Club