



# SOUTH BALTIMORE 7 UNITED COMMUNITIES

## Organizational Assessment & Strategic Planning Report

**South Baltimore 7  
Coalition:  
JULY 2018  
FINAL REPORT**

**Prepared For:**  
SB7 Coalition  
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*Signing of the South Baltimore 7 Coalition agreement (formerly SB6).*

## Executive Summary

The SB7 organization entered into a three-month strategic planning process; reviewing existing member neighborhood plans; undertaking organizational assessments for all signatory neighborhood associations; identifying priority projects, technical assistance needs, and funding resources; and developing a draft work plan for the next year.

Key priority projects identified include: create of an inter-neighborhood bus connector; consolidate infrastructure needs into a regional master plan; attract and build a quality regional grocery store; promote investment in local small businesses along commercial corridors; support regional community land trust efforts, leveraging community needs assessment findings by MedStar Harbor Hospital; transition all schools to community-based model; increase participation of growing Latino population in neighborhood association activities; and create adult learning opportunities with a focus on homeownership training.

Organizational structure recommendations common to most neighborhood associations range from creating operational infrastructure, developing a communications network for all neighborhood organizations, using the assessment to identify skill gaps in current board composition to recruit new board members, and using evaluations for programs and projects to determine changes in direction. Leadership development for succession planning is critical to all organizations.

SB7 infrastructure recommendations focused on creating a system for developing advocacy platforms and coordinating among member organizations to amplify collective needs with local, state and federal agencies.

While this plan includes an implementation guide to operationalize recommendations and begin priority projects, some questions remain unresolved regarding the role of SB7 in relation to its member organizations. The SB7 leadership should decide whether the main task is grant maker, convener, direct service/program delivery organization, or some combination of each. The needs of the priority programming and growing member organization regional efforts and partnerships may provide a framework for resolving SB7's role.

We would like to acknowledge and thank SB7 board members; staff of Plank Industries; Weller Development; the City Department of Planning; the Office of the Mayor; Delegates Lierman, Clippinger, and Lewis; Senator Ferguson; City Councilman Reisinger; Meredith Chaiken; Blue Water Baltimore; South Baltimore Gateway Partnership; Morgan State University; and Strong City Baltimore for their work in SB7 member neighborhoods and cooperation in preparing this report.



On May 23, 2017 the South Baltimore Six (SB6) communities of Brooklyn, Cherry Hill, Curtis Bay, Lakeland, Mt. Winans, and Westport held a signing ceremony to formally create the SB7 Coalition Inc. From left, James Alston, Vice President of SB7; Michael Middleton, President of SB7; Alicia Wilson, SVP of Impact Investments and Senior Legal Counsel of the Port Covington Development Team.

## South Baltimore Communities



Baltimore Raven, Brandon Carr, volunteered at the SB7 Thanksgiving dinner in Brooklyn.



Community mural at the Cherry Hill Town Center.



Rodette Jones and Kathy Jean Distefano at Filbert Street Garden in Curtis Bay.



The Lakeland Community & STEAM Center was opened in 2018.



Mercy Chefs Community Dinner in Mt. Winans (2017).



Westport community members worked diligently during the SB7 Strategic Planning Summit (2018).



The second annual Flags Up Raceway featured teams from South, West, and East Baltimore. Each team of students built gas-powered go karts during this six-week STEM education experience.



Principal Melody Locke (Westport Academy) and Principal Tracey Garrett (Cherry Hill Elementary/Middle) at the TARGET 180 Basketball Tournament.



SB7 students enjoyed being celebrated during Success Fest at the Port Covington Field.



New Era Academy students volunteered at West Covington Park after an environmental lesson.



Benjamin Franklin High School students designed their ideal neighborhood during the "Your Baltimore Project."



New Era Academy students volunteered at West Covington Park after an environmental lesson.



*SB7 community leaders and Port Covington Development Team members traveled to Atlanta to visit Purpose Built Communities.*

*Community members worked diligently during the SB7 Strategic Planning Summit (2018).*



## Background

The SB7 Coalition was formed as the result of a nearly peerless partnership between six community organizations located in South Baltimore and the private development entity that sought to build a 26-acre site across Middle Branch, Port Covington. Through two years of intensive negotiating, fact-finding, and examination of best practices across the country, representatives from the communities of Brooklyn, Cherry Hill, Curtis Bay, Lakeland, Mount Winans, and Westport, along with representatives from the Port Covington Development Team, agreed to a framework for funding community priority projects and working together to advance an ongoing partnership. The resulting Community Benefits Agreement encompasses the six neighborhoods as represented by their community organizations:

1. Concerned Citizens for a Better Brooklyn
2. Cherry Hill Community Coalition
3. Community of Curtis Bay Association
4. Lakeland Community Association Partnership
5. Mt. Winans Community Association
6. Westport Neighborhood Association

In the months following the execution of the Community Benefits Agreement, it became clear that a more formal corporate structure was needed to manage the flow of funds, joint program and funding efforts as well as support the member organizations. SB7 incorporated in May of 2017 as a non-profit corporation, with 501(c)(3) approval requested. The Board composition reflects the desire to be inclusive and create a structure where the neighborhood association's will cannot be overruled by the corporate partner.

### Executive Board Members:

<b>Community</b>	<b>Chair</b>	<b>Alternate</b>
Brooklyn	Diane Ingram (Executive Board Treasurer)	Andrea Mayer
Cherry Hill	Michael Middleton (Executive Board President)	Cleoda Walker
Curtis Bay	Andrew Dize	Charles Johnson
Lakeland	Pamela Oliver	Veronica Purcell
Mt. Winans	Sharon Johnson	Frances Taylor
Westport	James Alston (Executive Board Vice President)	Keisha Allen
Sagamore Development Company	Alicia Wilson	
Sagamore Appointee	Alexandra Mills (Executive Board Secretary)	
Sagamore Appointee	Danielle Bennings	
Sagamore Appointee	Rodney Nesbitt	
Sagamore Appointee	Jimmy Little	

## Strategic Planning Process

The charge of this effort was to take existing information and resources, update where necessary, and amplify areas of overlap that are common to all members, ultimately formulating a strategic plan. In addition, each member organization worked to benchmark their current capacity and identify where they needed to improve, which areas to prioritize, and how to assess progress. To accomplish these tasks, our team reviewed all area and neighborhood plans, inventoried current initiatives, and researched proposed plans. While each neighborhood had some participation in an existing plan or plans, SB7 articulated the need for a consolidated document which included neighborhood and region-wide priority projects and programs, laying the foundation for the group's work in its early years. Analysis of the existing plans, review of those plans, and the development of a strategic planning matrix for each neighborhood was completed to focus on those projects and programs that were the most critical to its residents. The priority projects were refined during SB7 executive committee meetings, general body meetings, and in a regional summit held in April 2018.

To further verify priorities, interviews were conducted with leaders of the SB7 Coalition, stakeholders, City partners, and organizations and businesses operating in the region. Members of the Port Covington Development Team who are regularly engaged with SB7 in the areas of operations, education, and workforce development were also interviewed.

## Findings and Recommendations

### A. SB7 Coalition Findings & Recommendations

Provided below are some general, administrative, and capacity-building findings, as well as suggested recommendations for the SB7 Coalition. Once implemented, these will lead to improved capacity and function of the Coalition, empowered board members who are more effective and accountable, and improved transparency fostering mutual respect.

#### **FINDING:**

The SB7 Coalition has made great progress since transitioning from SB6 with an executed Community Benefits Agreement to SB7 in May of 2017. The SB7 Coalition was incorporated, and the 501(c)(3) nonprofit application has been filed. The Executive Board and bylaws were created, and the board is meeting regularly. The Executive Board meets every other month, with intermittent business conducted via email or conference call. However, to fully achieve its mission, the SB7 Coalition will need to increase organizational capacity as a whole.

#### **RECOMMENDATIONS:**

1. Enhance Executive Board function
  - a. Seek technical assistance on Board 101 training—incorporate skills and concept training in SB7 executive board meetings. For example, have a guest speaker for 15 minutes each meeting
  - b. Host training on why evaluation is important in determining strategic plan progress
  - c. Seek advice on Officers and Directors Liability Insurance
  - d. Incorporate legal team report at least semi-annually to maintain and update bylaws, review contractual obligations, and ensure corporate compliance

2. Empower SB7 Board Members with equal and timely access to information
  - a. Create file-sharing platform to provide access to SB7 Coalition files, reports, membership lists, meeting information, and calendars with password protection as necessary (i.e. G Suite by Google Cloud provides access to shared calendars, video and voice conferencing, secure team messaging; file storage and security)
  - b. Provide training to Executive Board members on selected tools/platform
  - c. Update and share Membership Directory and email listservs
  - d. Improve efficiency by providing ability to host chats and/or virtual meetings, conference calls and execution of legal documents electronically (i.e. DocuSign, Google Hangouts, Skype)
3. Provide co-working space for community leaders
4. Employ neutral facilitator to drive Executive Board meetings and process, assist leaders, and accomplish goals quarterly and annually
5. Create meeting summaries for Executive Board meetings noting action items, and subsequent progress on action items
6. Share meeting summaries electronically with board members no more than two weeks after each meeting
7. Allow committee reports at board meetings (i.e. Youth/Education committee would receive a copy of SB7 School Report drafted by Lexx Mills along with a summary presentation) to educate members and drive strategic progress

**FINDING:**

SB7 Executive Board members are long-time community leaders, however there is a need to engage younger leaders. The voices of the next generation should be included in the SB7 process, as they will be the beneficiaries of SB7 success.

**RECOMMENDATIONS:**

1. Identify potential new younger leaders
2. Intentionally engage and mentor young leaders
3. Create a way for young adults to engage more deeply in the SB7 process
4. Connect with area high schools to identify students who need community service hours
5. Solicit youth involvement via social media

**FINDING:**

SB7 General membership has bi-monthly meetings with robust participation, however the meetings could be more focused to drive progress towards strategic goals.

**RECOMMENDATIONS:**

1. Drive attendance to SB7 general meetings
  - a. Share meeting date, location and time three weeks prior to meeting
  - b. Explore use of new communication tools (Low-tech and high-tech solutions) to reach all audiences
  - c. Share information in English and Spanish
2. Provide regular progress updates at general meetings
  - a. Structure agenda by strategic priority theme
  - b. Have committee chairs provide status updates for guided discussion on strategic themes
  - c. Have Port Covington Development update twice a year

3. Develop a plan to address demographics (older population vs. younger)
  - a. Engage younger population
  - b. Provide opportunity for young adult/student participation
4. Employ neutral facilitator to drive meetings and process, assist leaders, and accomplish goals quarterly and annually
5. Create meeting summaries for general meetings noting action items, and subsequent progress on action items
6. Share meeting summaries electronically with full membership no more than two weeks after each meeting
7. Allow committee reports at general meetings (i.e. Youth/Education committee would receive a copy of SB7 School Report drafted by Lexx Mills along with a summary presentation)

### **FINDING:**

The SB7 mission and vision have been agreed upon by the general membership, and strategic goals and priorities have been identified.

**Vision:** SB7 strives to harness the power of partnership to implement sustainable actions to achieve the fullest potential of our communities and future generations, preventing displacement while attracting new residents.

**Values:** We recognize and value the diversity in our communities and will operate with mutual respect, transparency, trust, and mutual accountability.

**Mission:** To inspire, enlighten, motivate, and empower our communities to maintain their greatness; to create a strong coalition to advocate and revitalize communities; To enhance quality of life through improvement of education, housing, public health, public safety and economic development.

### **RECOMMENDATIONS:**

1. Finalize strategic priorities and joint approach to achieving the SB7 vision (Note: many of the SB7 strategic priorities align with those of the South Baltimore Gateway Partnership).
2. Identify short-term and long-term goals as identified in the implementation plan
3. Share the SB7 vision, goals, structure and plan with full membership and to external partners

### **FINDING:**

SB7 has three committees outlined in the bylaws, but could benefit from additional committees focused on SB7 initiatives (i.e. Youth/Education, Workforce, Communications).

*Section 1. Executive Committee. The Executive Committee shall exercise all powers of the Board of Directors between meetings of the Board. All proceedings of the Executive Committee shall be presented to the Board at its next meeting for inclusion in the official minutes of the Board.*

*Section 2. Finance Committee. The Finance Committee is responsible for monitoring and reporting on the financial status of the Corporation, and developing and reviewing fiscal procedures, fundraising plans, and budgets with staff and other board members. The Finance Committee shall prepare and present a financial report at each Board Meeting, shall prepare and revise an annual budget for adoption by the full Board of Directors, and shall monitor compliance with the annual budget.*

*Section 3. Nominating Committee. The Nominating Committee, in accordance with these Bylaws, shall notify the Community Organizations and Developer of any vacancies on the Board of Directors to be filled, solicit nominations for Directors, evaluate the qualifications of nominees, and make nominations to the full Board of Directors for approval.*

**RECOMMENDATIONS:**

1. Review current committee structure and update membership as needed
2. Operate within the guidelines outlined in the bylaws for each committee
3. Develop additional committees so that all SB7 initiatives are attached to committee (i.e. Youth/Education, Workforce, Communications)
4. Amend bylaws to include new committees
5. Define role of each new committee, skills necessary to participate, and expected level of commitment
6. Recruit committee members
7. Appoint a committee chairperson for each committee
8. Designate a Port Covington Development Team staff member for each committee (i.e. Lexx Mills for Youth/Education; Kirsten Allen for Workforce Development)
9. Use committee structure to facilitate closer coordination with Port Covington Development Team staff (for example Workforce Development Committee would coordinate with Kirsten Allen and be aware of her work and help create linkages in SB7 communities)
10. Develop work plan for each committee based on regional priorities
11. Have each committee report on progress quarterly to Executive Board and general membership

*Decision Point* - Does SB7 want to connect regional initiatives to a committee?

**FINDING:**

Internal and external communication should be improved to facilitate intentional collaboration, promote transparency and share progress.

**RECOMMENDATIONS:**

1. Distribute bi-monthly newsletter highlighting SB7 successes and a calendar of upcoming events
2. Create and disseminate SB7 Annual Report on SB7 progress and progress at New Port Covington with financial and programmatic summary
3. Encourage quarterly update by Port Covington Development team staff on Port Covington development progress during Executive Board meetings and at least bi-annually at general meetings
4. Allow round-table discussion period during Executive Board meetings for reports by board members re. partnerships, programs, lobbyist usage, initiatives researched, findings, etc.
5. Utilize Facebook SB7 page to post events and news
  - a. Identify who is responsible for SB7 social media posts
  - b. Coordinate with marketing team on content
  - c. Board members provide content monthly

**FINDING:**

Coordination of Port Covington Development Team staff members tasked with SB7-related work with the Executive Board would be strategic and lead to improved outcomes. Additionally, there is a need for clarity on the level of support provided by Port Covington Development Team staff members to the SB7 Coalition.

## **RECOMMENDATIONS:**

1. Identify Port Covington Development Team staff members working on SB7 Initiatives
2. Learn about their current and planned work
3. Align staff work with SB7 strategic priorities as appropriate
4. Maintain regular communication between staff members and the SB7 Executive Board
5. Coordinate on initiatives as appropriate
6. Outline expected level of and type of staff support necessary for SB7 operations
7. Agree on expected level of responsiveness and transparency from Port Covington Development Team staff members

## **FINDING:**

There is confusion related to general finances and accounting procedures for SB7 and a need to improve financial transparency.

## **RECOMMENDATIONS:**

1. Allow SB7 treasurer access to financial data
2. Ascertain status of 501(c)(3) nonprofit application
3. Activate Finance Committee for:
  - a. monitoring and reporting on the financial status of SB7
  - b. developing and reviewing fiscal procedures and fundraising plans
  - c. coordination on budgets with staff and other board members
4. Prepare financial report and distribute to Executive Board prior to each meeting
5. Review financial report at each Executive Board meeting
6. Monitor compliance with budgets
7. Share basic financial reporting with general membership bi-annually

## **FINDING:**

Two rounds of Community Enhancement Grants have been distributed and a third round is underway as of this report writing. There are discrepancies in reporting and evaluation and a need to assess the impact of the funds and the future of this type of funding program. It is to monitor these investments and initiatives to gauge their effectiveness and results.

## **RECOMMENDATIONS:**

1. Draft clear funding guidelines for applicants
2. Track grant expenditures
3. Monitor grantee progress with clear reporting guidelines
4. Share programmatic and financial data with Executive Board members
5. Report annually on grant metrics (number of events funded, organizations awarded, participants impacted, dollars spent, etc.) and impact
6. Determine future of the SB7 Community Enhancement Grant Program.

**Decision Point** - Does SB7 want to continue the Community Enhancement Grant Program, and/or move towards focusing funding on executing the strategic priorities of the SB7 Coalition? Should the SB7 Coalition continue its role as a grant-maker?

## **FINDING:**

Community leaders are collaborating on a more intentional basis through regional partnerships. Currently, three regional partnerships exist in the SB7 region, and have overlapping goals with the SB7 Coalition. They are:

- A. South Baltimore Gateway Partnership (SBGP) which geographically encompasses four of the six SB7 neighborhoods: Cherry Hill, Lakeland, Westport, and Mt. Winans
- B. Greater BayBrook Alliance (GBA) which geographically encompasses Brooklyn and Curtis Bay (as well as Brooklyn Park in Anne Arundel County)
- C. Harbor West which includes Lakeland, Westport, Mt. Winans, and St. Paul

## **RECOMMENDATIONS:**

1. Support regional partnerships through funding & prioritizing projects in the SB7 work plan
2. Coordinate with regional partnerships on messaging, communications strategy, and advocacy through an intentional system connecting newsletters, and social media
3. Maintain and update inventory of existing initiatives/programs in SB7 region (see Appendix 3)

*Decision Point* - Does a semi-annual or quarterly meeting with City-elected officials to communicate the SB7 platform work to amplify a regional voice?

## **FINDING:**

There is a need to assess how to best accomplish the SB7 priorities and implement projects. In order to execute on the strategic plans, there is a need for dedicated staff with capacity to implement projects, who are responsible and accountable. Whether there is a centralized or decentralized approach, capacity and staffing will need to be increased.

## **RECOMMENDATIONS:**

1. Clearly define the roles and responsibilities of SB7 member organizations
2. Clearly define the roles and responsibilities of Port Covington Development Team staff
3. Explore options and create a decision document on the future role of the SB7 Coalition
4. Analyze the benefits of each approach
5. Identify strengths and weakness of the SB7 Coalition
6. Determine role of SB7 Coalition and create plan to operate in that role

*Decision Point* - What role should the SB7 Coalition play to best achieve its strategic goals? Should SB7 build internal capacity to implement projects and deliver programs and/or should it support the regional partnerships and community/neighborhood organizations to build capacity to implement projects, or should it be a joint approach?

## **FINDING:**

SB7 leaders have learned of other successful community development projects around the country and toured some of those models in Atlanta and West Dallas. These models are learning experiences to broaden community leader's understanding. It is expected that each community will assess the feasibility and applicability of each model to their community.

## **RECOMMENDATIONS:**

1. Share lessons learned from model programs with all Executive Board Members
2. Draft summary of findings to share with all Board Members and the general membership
3. Consider applicability to SB7 region and/or individual neighborhoods
4. Identify models that come with funding attached
5. Explore additional funding options

*Decision Point* - Does SB7 want to pursue transferring one or more of these models to the SB7 region, and if so, which model works best with each community?

## **FINDING:**

The Port Covington Development Team has retained the service of a lobbyist to advocate for SB7 priorities, projects and initiatives. Using a lobbyist is a new concept to many Executive Board members. They need to grow in comfort with the resource to best leverage their collective voice.

## **RECOMMENDATIONS:**

1. Conduct training on how lobbyists work and how to leverage the resource
2. Learn about lobbyist's current work and upcoming opportunities
3. Identify cohesive plan with lobbyist and grow in comfort with the resource in order to leverage it fully

## **B. Neighborhood Organizations Findings & Recommendations**

In order to benchmark the organizational capacity of each member of SB7, the leadership was led through the Organizational Capacity Assessment Tool created by the Marguerite Casey Foundation. This instrument helps nonprofit organizations identify capacity strengths and challenges and establishes capacity building goals. As such, it was used as a diagnostic tool that allowed consistent assessment of the organizations to determine areas where the six neighborhood organizations can use assistance, resources, and/or training.

Each organization was rated on a variety of capacity elements clustered into four dimensions of nonprofit organizational capacity:

1. Leadership: the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate
2. Adaptive: the capacity of a nonprofit organization to monitor, assess, and respond to internal and external changes
3. Management: the capacity of a nonprofit organization to ensure the effective and efficient use of organizational resources
4. Operational: the capacity of a nonprofit organization to implement key organizational and programmatic functions

## **General Findings:**

Some neighborhood organizations are long-standing with robust leadership, others are newly formed and just getting organized. However, each neighborhood organization could benefit from building additional capacity. Capacity-building improves an entity's ability to achieve its mission, and generally includes increasing organizational capacity, physical and communication infrastructure, and individuals' knowledge and skills. Increased capacity can lead to improved ability of a person or organization to meet its objectives and perform better. Subsequently, increased capacity of each neighborhood association will increase the strength and success of the SB7 Coalition as a whole. Sustained capacity will make the individual members and neighborhood organizations more competent, thus increasing the likelihood of sustained success of the SB7 Coalition. Building capacity of the individual organizations will multiply positive effects and SB7 benefits, thus adding value to outcomes.

## **General Recommendations on nonprofit organizational capacity:**

### 1. Leadership

Neighborhood association board development and succession planning should be ongoing. Many groups are comprised of long-time leaders. The groups would benefit from engaging younger residents and prepare for transition planning. This constituent involvement should be intentional and increased. Targeted outreach to specific audiences (for example younger, Hispanic) would benefit some groups. It will be strategic to recruit board members with community organizing and financing experience. Recruiting board members with necessary experience (for example, real estate and legal skills for organizations interested in the community land trust (CLT) model). Once recruitment is complete, mobilizing constituents is also important. People often join a neighborhood organization as a result of one issue, but these organizations can leverage that interest to develop community organizing capacity.

### 2. Adaptive Capacity

All six neighborhood associations have a strong ability to assess community needs and policy trends but have not focused on strategic planning for their organization or evaluation. These are necessary steps toward success and can often be used to build support and awareness of the group. Evaluation of programs can be used to improve performance and benchmark progress. With the formation of SB7, all six neighborhood associations are building relationships and collaborating with each other. Some have formed partnerships with each other and among themselves. For example, the Greater BayBrook Alliance (GBA) includes Brooklyn and Curtis Bay. Harbor West is in the beginning stages of partnership and includes Westport, Lakeland, Mt. Winans and St Paul. These umbrella groups may offer advantages for project implementation.

### 3. Management Capacity

Management capacity is a focus area for most neighborhood organizations. They are all staffed by residents who volunteer their time, many who have other full-time or part-time careers and family commitments. Some organizations need to begin with building basic organizational structures, while others have existing frameworks. Writing down policies and procedures can contribute to organizational stability and can also help establish and transfer institutional knowledge. Financial planning and budgeting is an important part of management, and clear policies should be outlined. If staff increases in the neighborhood organizations, recruitment and human resource policies will need to be developed and well as volunteer management procedures.

#### 4. Operational Capacity

Obtaining and building organizational capacity can increase partners' abilities to accomplish their goals. For example, developing operating norms and procedures that promote mutual respect, appreciation for differences, and opportunities for universal participation can facilitate effective partnerships. In addition, nurturing human resources can lead to greater retention of staff and an increase in interest, motivation, and creativity among partners. Operational capacity of the neighborhood associations could be improved through shared physical and communication infrastructure. Physical infrastructure is the basic equipment and building space needed for operations (i.e. office space, database/software). Communication infrastructure is the underlying base for an organization's data, voice, and video systems (i.e. WIFI service, listservs, and website platform).

#### **Concerned Citizens for a Better Brooklyn (CCBB)**

CCBB is a certified non-profit 501(c)(3) organization and was created to promote and protect the common interests of the residents of the Brooklyn community. CCBB was formed by concerned members of the community who have the common goals of improving their neighborhood and addressing concerns together. All the efforts of the CCBB are supported through grants, membership dues, donations, fundraising events, and the hard work of volunteers.

CCBB has a committed membership, which has been instrumental in supporting the many activities and initiatives, but the membership is limited. It is important that the membership of CCBB continues to grow and include all residents of Brooklyn no matter their age, native language, and/or economic situation to further improve the community. A marketing, promotion, and printing budget would allow CCBB to promote specific events and meetings, thereby creating interest in and hopefully increasing membership of CCBB. Funding for promotion and translation services will allow CCBB to engage the local Hispanic community and begin a partnership with TAYR Church of God congregation, which meets at the Pathway Church of God in Brooklyn. The Hispanic population in this area has been growing over the last few years, and the percentage of Hispanic residents is now more than twice that of Baltimore City overall. It will also allow for inclusion of younger members and all residents (homeowners, renters and those in public housing). Addressing basic administrative needs will allow CCBB to implement projects to improve the neighborhood and build awareness of CCBB. CCBB is working to build capacity, enhance operations, and implement on the ground tangible projects in Brooklyn. Supplies, insurance and accounting services will strengthen CCBB's organizational capacity. Community leaders are collaborating, and CCBB is part of the regional partnerships and the Greater BayBrook Alliance (GBA). However, challenges exist related to prioritization of goals and community identity.

#### **Cherry Hill Coalition**

The Cherry Hill Coalition is an umbrella organization comprised of all neighborhood, community, school, recreational, social action, and businesses located in or operating a program in Cherry Hill. The leadership leans on the infrastructure of the Cherry Hill Community Development Corporation to execute on community engagement and operations. Areas for growth include board recruitment, governance, use of data to support program planning and advocacy, new program development, and evaluating programs.

The Coalition is strong in its communications network and ability to mobilize their constituents. The leadership also has very strong ability to access elected officials and advocate for their priorities. The Coalition has a firm grasp of the needs of the community and is the respected

voice of the community. Sharing their techniques across the region would help strengthen other SB7 member organizations.

As long as the leadership of the Cherry Hill Coalition overlaps with the Cherry Hill Community Development Corporation, the shared operational infrastructure will work. There should, however, be some planning to account for a time where there is no overlap in leadership. This planning would include either executing a memorandum of understanding between the two organizations formalizing the use of shared resources, or working towards standing up an independent coalition.

### **Community of Curtis Bay Association (CCBA)**

The Community of Curtis Bay Association is a not-for-profit volunteer neighborhood organization for those who live, work, or play within Curtis Bay, per the newly designed website. CCBA is a long standing neighborhood organization whose mission is “committed to promoting and protecting the beauty, safety, stability, cleanliness, and social and economic viability of the neighborhood by fostering alliances with the local residents, merchants, and government officials.” It has an effective leadership that has been active for many years, and in recent years has an influx of new younger members, who are active, some assuming leadership positions. There is a need for continued transition planning as the current leadership may transition in the coming years.

CCBA has a robust general membership and meetings and event are well attended. They have a newly designed website, regularly distributed newsletter, active social media profile and actively participate in the Greater BayBrook Alliance. They are successful in acquiring grant funding, implementing small scale projects, and hosting community events. They have expressed interest in strengthening their overarching strategy in a way that is actionable, linked to their overall mission, and will consistently help drive day-to-day behavior at all levels of the organization. CCBA would also like to strengthen new program development by assessing gaps in the ability of existing programs to meet recipient needs and effectively create new, innovative programs to meet needs in local area. It would also like to improve the skills, abilities, and commitment of volunteers resulting in an extremely capable set of individuals that bring complementary skills to CCBA and are culturally competent, reliable, loyal, and highly committed to CCBA's success.

### **Lakeland Coalition**

The mission of the Lakeland Coalition is to build a stronger community in the Lakeland area by having a group that gathers monthly to plan community cookouts, block clean-ups, trips, and other events. They hope to have group meetings as a fun time to socialize and to make the neighborhood stronger. They are building the organization and gaining a stronger membership. Unfortunately, most of the work falls to a few people whose time is stretched by other commitments. Lakeland has a small membership, which has been instrumental in supporting the ongoing activities and initiatives, but the membership is limited. Lakeland has expressed an interest in improving their leadership capacity by improving their overarching goals. Their vision is not explicitly translated into a set of concrete goals, though there may be general (but inconsistent and imprecise) knowledge within the organization identifying overarching goals and what it aims to achieve. They would also like to develop a coherent strategy that is both actionable and linked to an overall mission, consistently helping to drive the day-to-day behavior of Lakeland Partnership members.

The Lakeland Coalition is exploring joining the regional Harbor West partnership to build capacity and have a more collective impact. Lakeland has expressed reservations about joining a collective largely because of time constraints and stretched resources, and because most of the work is left to a few individuals. Lakeland also falls within the South Baltimore Gateway Partnership (SBGP) area.

A large concentration of Spanish-speaking residents live in Lakeland, and the neighborhood organization would benefit from funding for and promotion of translation services, which will allow them to engage the local Hispanic community. There is a need to address basic administrative needs which will in turn allow Lakeland to begin implementing local projects to improve the neighborhood and build awareness of the neighborhood association.

### **Mt. Winans Community Association**

The Mt. Winans Community Association has experienced a change in leadership in the past year and has used the opportunity to broaden engagement in decision-making. Board recruitment, new program development, and evaluation are areas for growth where their initial focus should be in the coming months. There are many areas where operational infrastructure has been informal, and the development of the Harbor West Collaborative should serve to improve access to data, office space, communications tools, and community engagement strategies. The Association will need to strengthen its ability to mobilize constituents.

### **Westport Neighborhood Association**

The Westport Neighborhood Association has begun work on assessment findings even as the strategic plan was being drafted. The Association has recruited new board members, strengthened its internal financial controls, and operationalized a Community Land Trust.

Providing the organizational infrastructure for the regional Harbor West Collaborative will require additional funding, office, communications, and partner capabilities. They have started the effort to address these pending needs and should prioritize this as foundational moving forward. Leveraging regional relationships to assign specific tasks to collaborative members, such as searching for available commercial sites for regional community center, drafting regional communications content, and fundraising can serve to share the workload.

### **General Recommendations for all SB7 member organizations:**

1. Address basic administrative needs annually
  - a. Consider providing SB7 funds to each neighborhood organization on an as-needed basis to address these needs (use grant process similar to mini-grants). Example needs include laptops, software, paper, meeting supplies, rental fees, insurance, marketing budget, etc.)
  - b. Collaborate and share services where possible, i.e., co-work space, shared meeting space, shared office equipment, insurance, administrative support, etc.
  - c. Provide training and assistance with general administrative duties: scheduling, organization of files and central information depository, record keeping, printing, etc.
2. Improve communications in communities
  - a. Neighborhood Organizations can work to become more effective communicators during monthly meetings and, outside of them, use additional methods and tools in English and Spanish where applicable
3. Management and Operational Capacity infrastructure
  - a. Share lessons learned among the six neighborhood organizations through web tools and shared work platform

- b. Regional collaborative infrastructure can support operations, communications and project or program management
- 4. Training/Technical Assistance:
  - a. How to Build/Recruit/Retain a Good Board
  - b. Strengthening Membership: recruitment and retention of members
  - c. Communications and Marketing Training - website creation and design; use of social media
  - d. Grant Writing and Fundraising
  - e. Basic Computer Skills (as needed)

**FINDING:**

Consideration should also be given to including tenant councils in SB7 in an explicit way. The tenant councils in the SB7 region were not directly assessed as part of this exercise.

**RECOMMENDATIONS:**

1. Identify all tenant councils and their leadership in SB7 region
2. Inform tenant councils on SB7 Coalition and assess level of interest in the Coalition
3. Conduct capacity assessment for all identified tenant councils
4. Offer training and technical assistance as needed
5. Encourage tenant councils' participation in neighborhood associations
6. Create plan of direct engagement with tenant councils

## Strategic Planning

In late 2017, the SB7 Executive Board committed to developing an area-wide strategic plan to guide the organizational direction of the SB7 Coalition. In early 2018, a strategic planning process began to set priorities, focus energy and future resources, strengthen operations, and ensure that all members, Port Covington Development Team staff, and other stakeholders were working toward common goals.

This process included engagement with community leaders and stakeholders in each community, as well as city staff, Port Covington Development Team members, and other key partners. Port Covington Development Team members' strategy is to follow, assist, and implement priorities articulated by the SB7 neighborhood organizations. They aim to amplify the community agenda. They recognize that the ability to convene is powerful, noting that the SB7 is uniquely positioned to articulate a regional agenda as opposed to the member community organizations which are neighborhood specific.

### Port Covington Development Team Priorities

Port Covington Development Team staff outlined their priorities for SB7 to include:

- Enhance role as connector, facilitator, amplify community agenda
- Drive capital to SB7 priority projects
- Assist SB7 member organizations find models, technical assistance, and funds to execute projects with those organizations taking a leadership role
- Leverage advocacy resources in response to SB6 organizations

Port Covington Development Team members noted their connector role is difficult without being able to credibly say there is a clear agenda articulated by the neighborhood organizations. The philanthropic community needs a strategic agenda in order to participate in funding and provide technical assistance. This was another driver for undertaking the SB7 strategic planning process outlined below.

Our charge was to take existing plans related to the SB6 neighborhoods and review and collate the goals and priorities. As part of this process, strategic planning matrices were created and prioritized for each of the six neighborhoods (See Appendix 2). Stakeholders worked to ensure the individual neighborhood strategic plans were complete and confirmed neighborhood priorities. These were then discussed and reviewed in a larger group meeting in late April to confirm priorities based on each neighborhood's strategic plan.

SB7 regional priorities that are shared by each neighborhood were identified. They are areas of common ground in each neighborhood. Although each neighborhood does have specific needs, many are overlapping. Each community wants to improve transit, protect their equity, build wealth, repurpose their assets, eliminate crime and make a positive impact on their communities.

These SB7 regional priorities are cross-cutting issues of mutual interest that support the SB7 mission:

*To create a strong coalition to advocate and revitalize communities;  
To enhance quality of life through improvement of education, housing, public health, public safety and economic development.*

## **SB7 Regional Priorities**

There were nine strategic themes developed, which are adapted from the South Baltimore Gateway Master Plan. Below are goals with strategies that were identified as common to all six or most SB7 neighborhoods. Specific strategies by neighborhood are included in Appendix 2.

### **1. Transportation Goal:**

#### *Increase and improve multi-modal transportation connections, access, safety, and mobility*

All six neighborhoods have transportation challenges. Residents feel current public transportation is not reliable or efficient. This problem must be addressed as new development takes place. Each community has specific suggestions for improvement, but all agree on the need to expand local transit service and reliability to improve connectivity. All neighborhood organizations support a strategy to explore the feasibility of starting a shuttle bus system.

**Strategy:** Explore feasibility of starting a shuttle bus system that connects the SB7 region to each other and downtown.

Some neighborhoods support improving pedestrian and bicycling networks. Walking or bicycling is difficult or unsafe in many neighborhoods. However, increasing the use of bicycles as transportation (along with road safety training) provides a reliable, economically sustainable, and physically active mode of transportation, allowing more people to access. Combined with a local bike shop, potentially housed in a school, it could give youth opportunities to learn bicycle mechanics and earn bikes of their own.

**Strategy:** Create a community-based bicycle education/ownership/repair program to promote cycling as a primary means of safe, enjoyable, accessible, inexpensive, healthy, and sustainable transportation (with a dual-component program of mechanics workshop) based on Cycles of Change model in CA.

Truck and rail traffic are concerns in many neighborhoods that have industrial zones or are located adjacent to industrial zones. There is a need to improve freight-related accessibility and safety due to the large number of rail cars and trucks moving through the SB7 area. These causes noise and congestion and creates safety issues.

**Strategy:** Evaluate possible rail crossing/sound barriers improvements and roadway improvements for truck routes; enforce local truck traffic designations.

Consideration should be given to existing plans and paths underway in New Port Covington and the Gwynns Falls trail as well as Complete Streets Plans with the South Baltimore Gateway Partnership. Physical linkages could be made to existing trails (connecting the Gwynns Falls Trail, Waterfront Promenade and Jones Falls Trail) and a coalition of support may speed implementation of Complete Street Plans and/or other pedestrian-access initiatives, like access to the Masonville Cove Environmental Education Center.

### **2. Infrastructure Goal:**

#### *Maintain and expand public infrastructure networks by promoting efficiency, resilience and safety*

**Strategy:** Infrastructure improvements (specific maintenance/repair projects by neighborhood)

### **3. Environmental Sustainability Goal:**

*Create a clean and healthy environment with expanded outdoor recreational opportunities and incorporate best practices in environmental sustainability*

All neighborhood organizations would like to improve their green spaces and recreation opportunities in them. Some green areas are recently improved and well-used and maintained. Others need attention and dedicated funding. The South Baltimore Gateway Partnership envisions “a world-class waterfront park system that offers engaging programs and provides access to high-quality open space and ecologically rich habitat areas with clean water in the Middle Branch allowing for swimming and fishing at local beaches.” To achieve this vision, parks need to be upgraded and better maintained. Programming in the parks is inadequate and underutilized. Consideration should be given to existing efforts such as the Middle Branch Master Plan process underway currently, the Baltimore Greenway Trails Coalition, and the Baltimore Green Network Plan recently created by the Baltimore City Office of Sustainability.

**Strategy:** Increase usability of parks/green spaces by coordinating programs and funding sources to improve access to and programming in the parks.

**Strategy:** A Community Benefits District or other non-profit organization to oversee and manage programs that support local neighborhoods with events, sanitation, and security services. This could include a neighborhood-managed community anti-litter campaign as identified in the Amended and Restated Consolidated Memorandum of Understanding between Sagamore Development Company and the City of Baltimore.

The Middle Branch is an enormous asset, but its poor water quality and trash problems prevent it from becoming a world-class recreational site. Cleaning up the Middle Branch emerged as a clear need and priority of SB7 communities.

**Strategy:** Support Sagamore Development Company’s commitment to clean up the Middle Branch as identified in the Amended and Restated Consolidated Memorandum of Understanding between Sagamore Development Company and the City of Baltimore via a Letter Agreement. SB7 members should be fully engaged in the planning process.

**Strategy:** Partner with Waterfront Partnership to support installation of additional Trash Wheel(s) to prevent additional trash flowing into the Middle Branch during rain events.

### **4. Safety Goal:**

*Promote public safety through enhanced crime prevention efforts and improved emergency response*

Crime remains a major concern for residents, and crime prevention via security improvements is a top priority in all SB7 neighborhoods. A stable community and successful economic development is difficult or impossible with active daylight and evening crime (including drug deals and prostitution) in communities. One SB7 community, Brooklyn, has absorbed the prostitution problem, and the other associated issues (drug abuse and physical abuse of women) that go along with it. SB7 should create a regional approach to crime prevention.

**Strategy:** Create a SB7 region-wide camera system to collect evidence and discourage behavior of those soliciting and conducting illegal acts in the SB7 region.

**Strategy:** Fund a community liaison to interface with the city and state authorities on how to curb crime and prostitution in the SB7 region.

**Strategy:** Develop and seek funding for a Community Benefits District with additional security.

**Strategy:** Create a lighting plan to address maintenance and additional lighting needs in the SB7 region. Advocate collectively addressing needs in the SB7 region and employing use of lobbyist as needed.

**Strategy:** Assist homeowners to install automatic LED porch lights on dark streets in the SB7 region.

**Strategy:** Lobby the city and Maryland State Legislature to fund the expansion of the Safe Streets program to all SB7 neighborhoods, beyond Cherry Hill, to reduce violence.

**Strategy:** Partner with court system for the purposes of fully using Safe Streets as an intervention tool for criminals, use MedStar mental health services to connect offenders who need professional help, and connect those who face barriers to employment with MOED Bush Street.

## **5. Community Development & Revitalization Goal:**

*Improve the quality of neighborhoods to increase marketability of properties and promote investment*

**Strategy:** Support Community Land Trusts as a vehicle to increase homeownership, stabilize blocks plagued with vacant housing units, and provide long term affordability.

**Strategy:** Complete construction of regional community center to serve Mt. Winans, Westport, Lakeland

**Strategy:** Develop mixed income housing opportunities on Housing Authority of Baltimore City owned land.

**Strategy:** Develop revolving loan fund for existing homeowners to fund home improvements. Pattern after the CHAI model, a loan for up to \$10,000 for existing homeowners to fund roof, porch, structural repairs and energy efficiency upgrades helps to stabilize housing stock. The program should include a list of approved contractors, architects, and engineers who provide baseline business information and agree to a code of conduct. Resource: [www.chaibaltimore.org](http://www.chaibaltimore.org)

**Strategy:** Improve marketing to potential home buyers and developers

## **6. Economic Growth Goal:**

*Improve and expand economic activity throughout the SB7 area with support for businesses, workforce development, and job creation*

**Strategy:** Workforce development and opportunities for youth

**Strategy:** Promote economic development along traditional commercial corridors and Main Streets

**Strategy:** Provide low-cost commercial and retail space for local and small businesses.

## 7. Education Goal:

*Ensure that all people in the SB7 region have equitable access to high-quality education*

**Strategy:** Transition all schools to community-school model

**Strategy:** Host GED programs for adults

**Strategy:** Provide programming on paths to homeownership

## 8. Quality of Life Goal:

*Support recreational and cultural initiatives that improve the lives of residents, workers and visitors*

Civic engagement, although a lower priority than security and workforce development, is necessary for residents to take ownership and have pride in their community. Civic engagement can be encouraged by raising awareness of the six neighborhood organizations and promoting and hosting block-level events. Efforts should be increased to include participation from Hispanic population and tenant councils where appropriate. Community and art programs and projects should be encouraged and expanded in the SB7 region.

**Strategy:** Create more community engagement opportunities

**Strategy:** Increase participation in neighborhood organizations, targeting Hispanic population and tenant councils

**Strategy:** Host community building events

## 9. Health and Wellness Goal:

*Ensure that all people in the SB7 region have equitable opportunities to lead healthy lives*

**Strategy:** Connect SB7 member organizations to programming at The Well to support community-based wellness.

**Strategy:** Improve access to recreational activities and programming at the existing recreation centers, Boathouse, and walking clubs.

**Strategy:** Engage regional healthcare institutions and partners in advocacy for a quality regional grocery store.

**Strategy:** Improve community engagement in Medstar Harbor Hospital's Community Health Needs Assessment and strengthen role in implementing intervention strategies to address needs.

Every two years, Medstar Harbor Hospital is required to conduct a Community Health Needs Assessment for their service area guided by an Advisory Task Force. The report contains valuable information about the state of the region's health, access to care, and identifies the hospital's community health engagement priorities. The most recent published report identified three

social determinant of health priorities: housing, transportation and access to fresh food. The chronic disease prevention and management priorities target heart disease, diabetes, obesity and cancer. SB7 leadership and residents should participate in the data gathering and prioritization of the disease prevention and management activities as well as partner with Medstar in addressing the social determinants of health priorities.



*Word art generated by community members during the SB7 Strategic Planning Summit.*

## **SB7 Regional Priorities Implementation Plans**

Planning is an essential aspect of any successful project. Implementation planning can reduce chance of failure by helping turn goals into action. Implementation plans have been developed for SB7 Regional Priorities for top priority projects outlined during this strategic planning process and can be found in Appendix 5. These plans take SB7 regional priority projects from concept to implementation with ways to measure progress over time. They outline the resources, assumptions, short- and long-term outcomes, roles and responsibilities.

The following are key components and questions that drive a successful implementation plan:

1. Articulate the scope of the project, services, or program with a dedicated committee or staff person to oversee progress and be accountable.
2. Timeframe/milestones by project, service, or program
3. ID current resources, initiatives, and best practices
4. ID potential partners and their capacity to help implement
5. ID project champions and project manager
6. Catalog current resources and funding opportunities (one informs the other)

Prior to any new work, consideration should be given to existing models or programs that are succeeding locally or in other parts of the city, or county. Please see Appendix 6 for the Strategic Planning Implementation Guide Year One Work Plan.

## **Conclusions and Future Actions**

With the executed Community Benefits Agreement, SB7 has a unique opportunity to transform the lives of residents in six south Baltimore neighborhoods. The implementation guide should serve as a pathway to strategic use of resources and partnerships for transformative sustainable programs. SB7 leaders have traveled to other urban communities and learned from models of success. Applying these models and lessons learned, along with customized initiatives (some outlined here), can have lasting positive effects in these neighborhoods.

SB7 also provides a unique platform to unify the voices of these communities to amplify their message and needs, resulting in stronger advocacy and hopefully much-needed additional resources. For example, each neighborhood has outlined specific infrastructure improvements. These maintenance and repair projects are located throughout the six neighborhoods, but joint advocacy may elevate them to elicit a quicker and more effective response from city and state agencies. The group can also use the service of their lobbyist to call attention to their needs.

The SB7 Coalition can serve as a platform to make significant progress on the regional, cross-cutting issues that all neighborhood face. SB7 will need to identify what role it will take in this process. If SB7 wants to go beyond an advisory role, it will need to identify tools they have for next steps, such as implementation of projects. This work is beyond the scope of a volunteer position. Successful program and project implementation and management requires qualified and dedicated staff. Some projects could be completed by working with existing regional infrastructure (i.e. GBA or a neighborhood association) or SB7 can create their own infrastructure to do so. If the later approach is chosen, this infrastructure could operate within the SB7 Coalition, or the

Port Covington Development Team. There would need to be an analysis of the benefits of each approach for informed decision making.

Some SB7 regional priorities may only require enhanced services. As such, SB7 could direct funding and resources to supplement the services already provided by the City or other partners. They could take the form of ongoing programs, maintenance, or capital investments. For example, SB7 has determined that housing code enforcement is a significant challenge. SB7 could direct funds to supplement city staff to enforce housing code in a more timely manner specifically in the SB7 region.

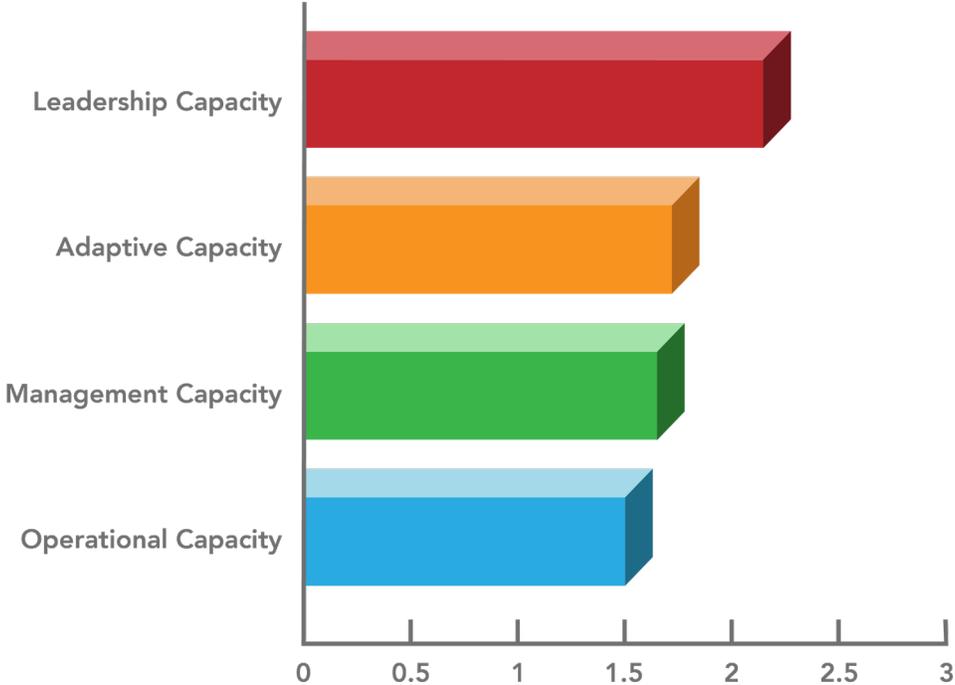
## **Future Actions**

As SB7 Leaders consume these recommendations, they should consider the various ideas and options presented. There should be robust, facilitated dialogue around the Decision Points noted in this report. A timeline for decision making should be created and adhered to. Long term and short term priorities should be identified. Priority projects should be aligned with organizations that have the most capacity to successfully implement them. Detailed implementation plans should be created for each project, and the necessary funds and potential funders should be identified. Proposals and boilerplate language for proposal should be drafted, and training needs should be addressed.

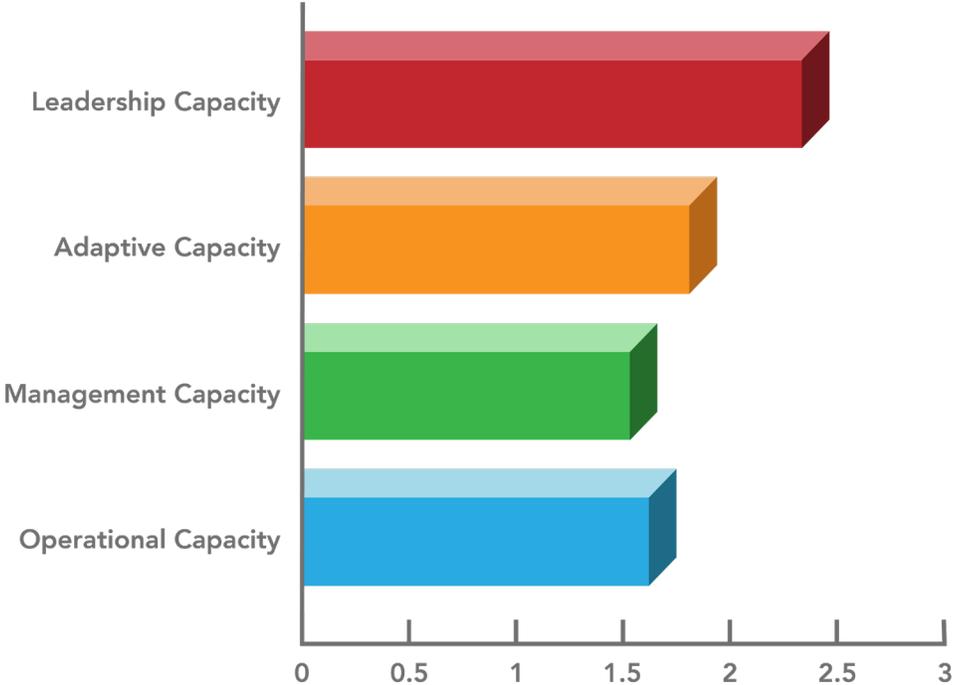
New, unforeseen issues may also arise as New Port Covington is developed and the SB7 Coalition develops. This reality requires SB7 and the community to review and update plans periodically to ensure that the goals, objectives, and recommendations meet the community's needs. Every 3-5 years, SB7 should review the recommendations to identify the priorities for the subsequent years, which may generate new recommendations.

# Appendix 1 - Organizational Capacity Assessment Summary Charts

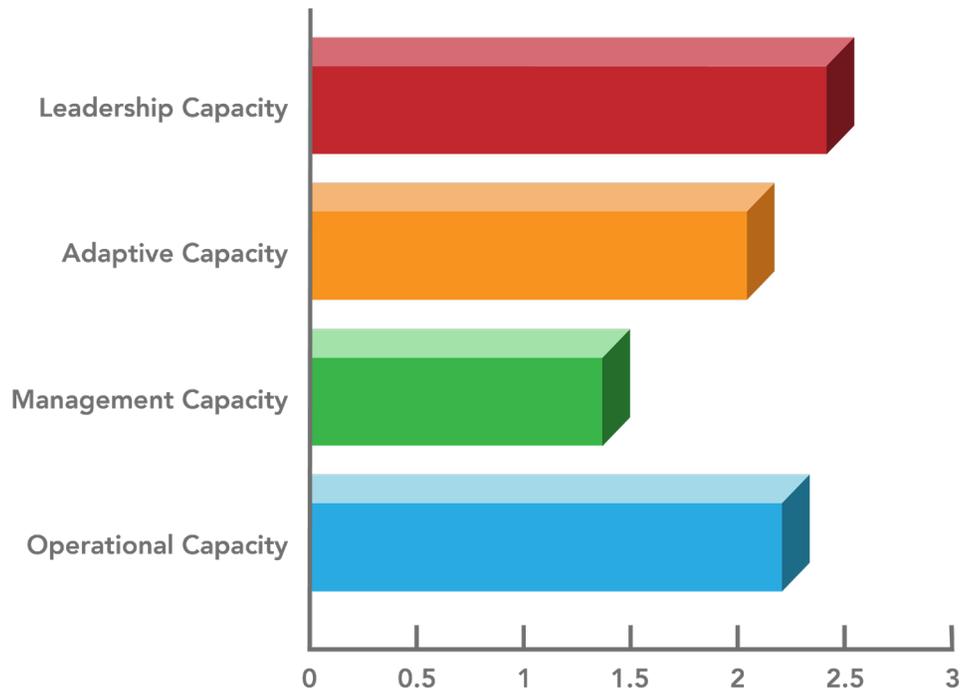
Marguerite Casey Foundation Organizational Capacity Assessment Summary  
Concerned Citizens for a Better Brooklyn



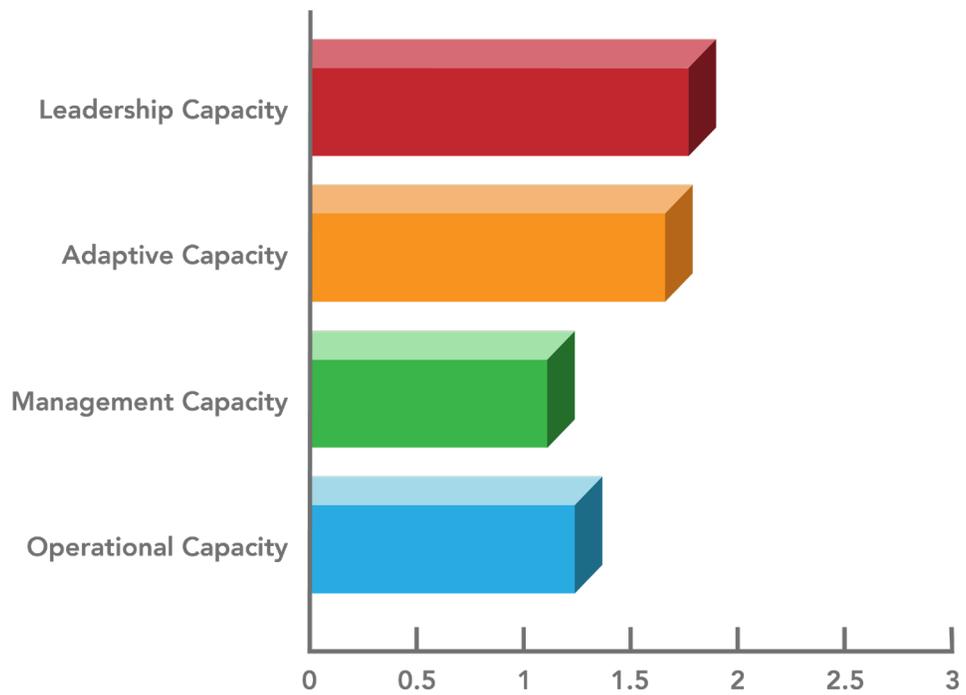
Cherry Hill Coalition Organizational Capacity Assessment Summary



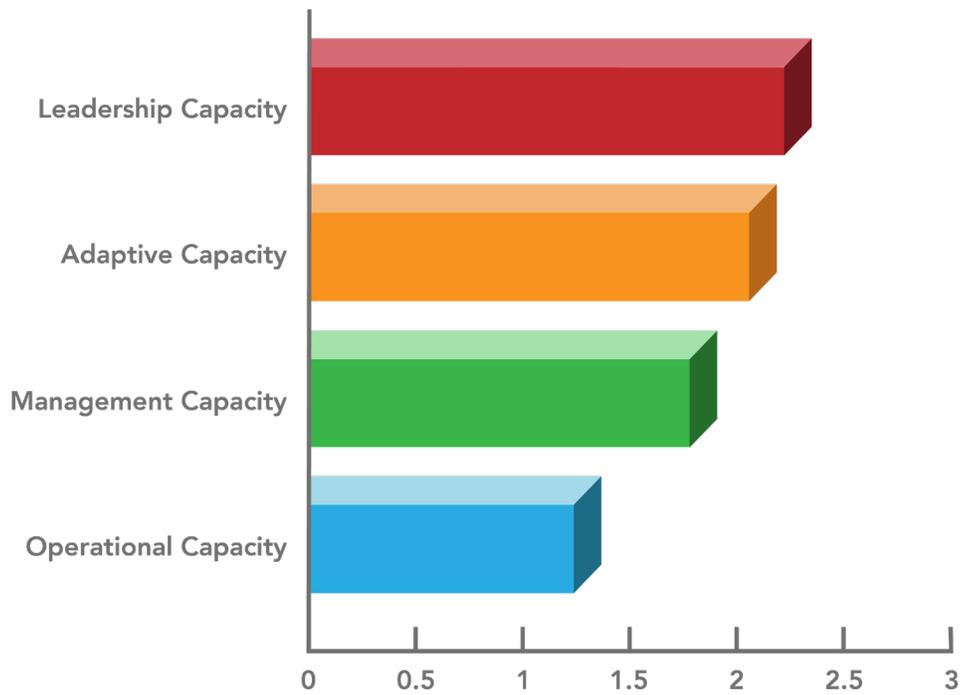
**Marguerite Casey Foundation Organizational Capacity Assessment Summary  
Comm Association of Curtis Bay**



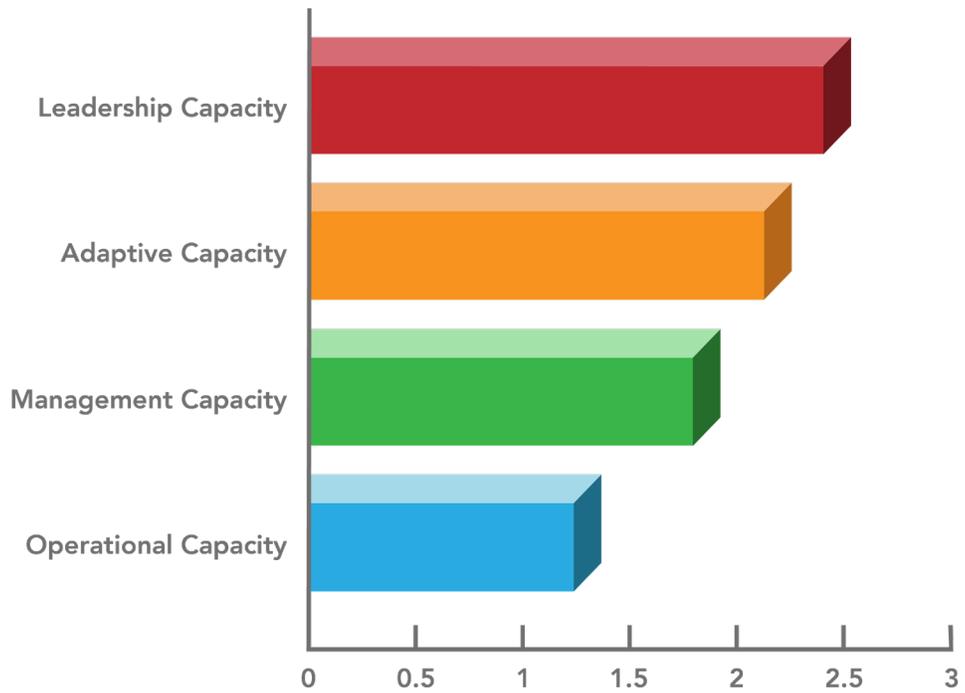
**Marguerite Casey Foundation Organizational Capacity Assessment Summary  
Lakeland Coalition**



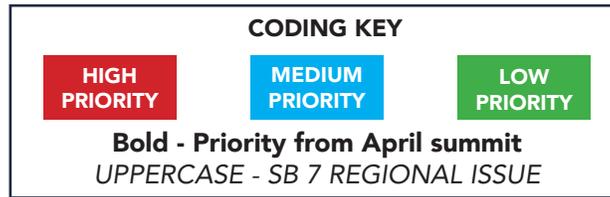
**Marguerite Casey Foundation Organizational Capacity Assessment Summary  
Mt. Wians Community Association**



**Marguerite Casey Foundation Organizational Capacity Assessment Summary  
Westport**



## Appendix 2 - Neighborhood Strategic Plan Summaries



### BROOKLYN

#### Transportation/Infrastructure

- **IMPROVE LOCAL TRANSPORTATION** Options:
  - Advocate for new local bus routes from the City of Baltimore
  - Provide express bus to downtown/inner harbor and/or use smaller busses to shuttle people closer to downtown busses on a more frequent basis
  - Expanded transit to access key sites such as Masonville Cove and the Patapsco Light Rail stop
- Repave critical roads, including Frankfurst, Patapsco and Hanover
- Study the Potee and Hanover splits to better align truck traffic and local development and secure funding to implement proposed modifications
- Make major arteries more pedestrian and bike friendly, including traffic-calming and streetscape.
- Increasing the peninsula's connections to regional bike routes
- Use state and local funding to beautify the CSX bridges on Hanover and Patapsco Avenues
- Enforce local truck traffic designations on roads

#### Environmental Sustainability

- Increase usability and programming in Farring-Baybrook Park (enhance youth activities)
- **INCREASE USABILITY** and programming in Garrett Park for recreational purposes only
- Fund Garrett Park improvement recommendations

#### Safety

- **INCREASE SECURITY MEASURES to reduce criminal/drug activity, loitering, and prostitution.**
- **INSTALL LOCAL CAMERAS** to record gang and criminal activity to be used in future court cases
- **Increase homeownership** with people that have less tendency to cause crime
- **Create a public safety task force to address sex worker and drug activity concerns**
- Work with Legislators from District 46 to stiffen criminal sentences and avoid recidivism
- Meet with judges to ensure they know how fed-up the residents are with light sentences

#### Community Development & Revitalization

- Create an Enhanced **Code Enforcement** District to increase **housing code enforcement**
  - Remove derelict homes or take over from owner with City's help on foreclosure process
  - Supplement city staff with funding/personnel to enforce housing code
- Create an improved rental market that better supports the rental population and strengthens blocks
- **INCREASE HOMEOWNERSHIP** (find sources of low income mortgage money for ownership)
- **ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS**
- Create new opportunities for community- based groups to acquire and develop stable housing
  - Direct control, through a **COMMUNITY LAND TRUST** and other means, will initially allow renters to receive higher quality property management and provide a counterpoint for absentee landlords
  - Stabilize housing opportunities for current residents by providing new programs for community acquisition and rehabilitation of previously problem properties



- IMPROVE MARKETING THE AREA TO POTENTIAL HOMEBUYERS AND DEVELOPERS
- Reduce number of rental units
- Introduce credit and wealth building programs for residents

#### Economic Growth

- **INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES FOR YOUTH AND ADULTS**
- **Increase access to employment centers and job training**
- Promote **ECONOMIC DEVELOPMENT ALONG THE TRADITIONAL MAIN STREETS** of Brooklyn and organize local businesses into a local association; support and promote local business
- Increase funding for facade improvements along key commercial nodes

#### Education

- Secure funding to transition all schools to the **COMMUNITY SCHOOL MODEL** including on-site community school coordinators who identify, deliver, coordinate, and monitor needed programs and services that promote academic and non-academic success, help families support their children, and enhance the quality of life
- **INCREASE PROGRAMMING ON HOMEOWNERSHIP**

#### Quality of Life/Health and Wellness

- Solve trash issues, clean up alleys
- Increase participation in community association
- Unearth a new generation of community leaders
- Partner with nonprofits to offer food education programming that encourages healthy food choices
- Expand and educate residents on Family Health Centers program and services
- **HOST** block-level **COMMUNITY BUILDING EVENTS**

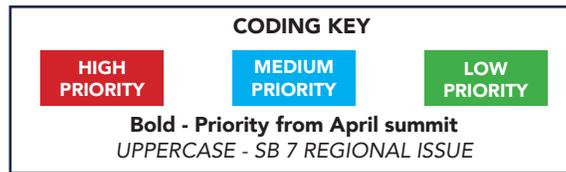
## Cherry Hill

#### Transportation/Infrastructure

- Have Access to **RELIABLE TRANSPORTATION AND EXPAND TRANSPORTATION SERVICES** in and around Cherry Hill:
  - Advocate for new local bus routes from the City of Baltimore
  - Provide express bus to downtown/inner harbor and/or use smaller busses to shuttle people closer to downtown busses on a more frequent basis
  - Create Shuttle bus system in SB7 neighborhoods and to job centers in Fairfield, Masonville and Glen Burnie
- Improve Seagull to Round St.
- Make major arteries more pedestrian and bike friendly, including traffic-calming and streetscape.
- Enforce local truck traffic designations on roads

#### Environmental Sustainability

- Upgrade, enhance, maintain, and promote park use, recreation, and public open space
- Create an ongoing sanitation, beautification and maintenance program for all of Cherry Hill
- Transform key streets to become neighborhood greenways
- Improve walkability with tree planting, sidewalk and paving improvements, and improve crosswalks (Complete Streets Plan 2016 & Master Plan)



- Improve waterfront parks to be better programmed and designed for community use
- Improve and enhance recycle program - more bins, increase collection frequency, education effort
- Improve connection from neighborhood to the parks
- Build intersection from Seamon to Waterview Avenue
- Update and improve Reedbird Park
- Tree planting along Cherry Hill Road, Cherrydale Apartments, and Cherryland (Deep Blue Implementation Matrix)
- Hardscape removal: Reedbird, Bethune, and Sethlow (Deep Blue Implementation Matrix)
- Conservation landscaping at Harbor Hospital
- Stormwater BMP at selected sites (Deep Blue Implementation Matrix)
- Improve bicycle infrastructure at Light Rail station (Complete Streets Plan 2016)
- Connect trail bicycle facilities from Cherry Hill to the recreation centers and parks fronting Middle Branch

### Safety

- Increase *SECURITY MEASURES*/police presence/private security to reduce criminal activity
- Install *SECURITY CAMERAS*
- Install *NEW ENHANCED STREET LIGHTS* throughout the neighborhood and at light rail station
- Citizen patrol training
- Establish a walking school bus

### Community Development & Revitalization

- Develop comprehensive housing plan for Cherry Hill to include mixed income housing
- *INCREASE HOMEOWNERSHIP* (find sources of low income mortgage money for ownership)
- Develop a *community land trust*
- Regional aquatic center development
- Redevelop/reposition the town center
- Develop a regional grocery store
- *ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS*
- Leverage 21st Century Schools investment
- Develop/reposition Carter G. Woodson School once it closes

### Economic Growth

- Grocery store development
- Develop small businesses
- *INCREASE WORKFORCE DEVELOPMENT/TRAINING OPPORTUNITIES FOR YOUTH AND ADULTS*

### Education

- *SUPPORT COMMUNITY SCHOOLS* at Arundel and Cherry Hill Elementary schools
- Implement Night School and *GED PROGRAMS* for adults to enhance career model

### Quality of Life/Health and Wellness

- Connect to services/needs identified in Medstar/Harbor Hospital community needs assessment
- Support walking club
- *PROGRAMMING* at the town center, waterfront, Reedbird park, and the public housing community spaces
- *YOUTH ART AND CULTURE ACTIVITY SUPPORT*



## CURTIS BAY

### Transportation/Infrastructure

- *IMPROVE LOCAL TRANSPORTATION OPTIONS:*
  - Advocate for new local bus routes from the City of Baltimore
  - Provide express bus to downtown/inner harbor and/or use smaller busses to shuttle people closer to downtown busses on a more frequent basis
  - Provide a bus link from Curtis Bay to Route 2
- Secure funding to implement proposed modifications to traffic flow on Curtis and Pennington (trucks rerouted to eliminate through truck traffic).
- Speed calming devices needed (Speed humps and Speed cameras)
- Improve responsiveness to road repairs and water main breaks
- Make major arteries more pedestrian and bike friendly, including traffic-calming and streetscape.
- Increasing the peninsula's connections to regional bike routes

### Environmental Sustainability

- Expand educational programming and production at Filbert St. Garden; secure community ownership
- *INCREASE USABILITY AND PROGRAMMING* in Farring-Baybrook Park
- Partner with local stakeholders to increase tree canopy coverage

### Safety

- *INCREASE SECURITY MEASURES* to reduce criminal/drug activity, loitering, and prostitution.
- *INSTALL LOCAL CAMERAS* to record gang and criminal activity to be used in future court cases
- **INCREASE HOMEOWNERSHIP** with people that have less tendency to cause crime
- Create a **public safety task force to address sex worker** and drug activity concerns
- *Work with Legislators from District 46 to stiffen criminal sentences and avoid recidivism*
- *Meet with judges to ensure they know how fed-up the residents are with light sentences*

### Community Development & Revitalization

- Create an Enhanced **Code Enforcement** District to increase housing code enforcement
  - Remove derelict homes or take over from owner with City's help on foreclosure process
  - Supplement city staff with funding/personnel to enforce housing code in Curtis Bay
- *ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS*
- Create an improved rental market that better supports the rental population and strengthens blocks
- Create new opportunities for community- based groups to acquire and develop stable housing
  - Direct control, through a *COMMUNITY LAND TRUST* and other means, will initially allow renters to receive higher quality property management and provide a counterpoint for absentee landlords
  - Stabilize housing opportunities for current residents by providing new programs for community acquisition and rehabilitation of previously problem properties
  - Address the 10 homes on Hazel St in the heart of Curtis Bay devastated by fire in July 2017
- **INCREASE HOMEOWNERSHIP** (find sources of low income mortgage money for ownership)
- *IMPROVE MARKETING THE AREA TO POTENTIAL HOMEBUYERS AND DEVELOPERS*
- Reduce number of rental units
- Introduce credit and wealth building programs for residents



### Economic Growth

- **INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES FOR YOUTH**
- **PROMOTE ECONOMIC DEVELOPMENT ALONG THE TRADITIONAL MAIN STREETS** of Curtis Bay and organize local businesses into a local association; support and promote local business
- Increase funding for facade improvements along key commercial nodes

### Education

- Secure funding to transition all schools that have already been designated as appropriate sites with requisite community buy-in to the **COMMUNITY SCHOOL MODEL** including on-site community school coordinators who identify, deliver, coordinate, and monitor needed programs and services that promote academic and non-academic success, help families support their children, and enhance the quality of life
- **Utilize the Chesapeake Arts Center as a hub for youth programming**
- **INCREASE PROGRAMMING ON HOMEOWNERSHIP**

### Quality of Life/Health and Wellness

- Increase resources to support local residents suffering from drug addiction
- Fully invest in marketing and support for the BaltiMarket virtual grocery store
- **HOST BLOCK-LEVEL COMMUNITY BUILDING EVENTS**
- Build up community members to be independent and self-sustaining
- Unearth a new generation of community leaders
- Expand and educate residents on Family Health Centers program and services
- Partner with nonprofits to offer food education programming that encourages healthy food choices

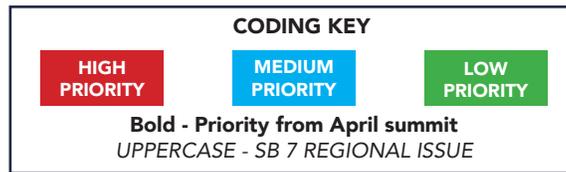
## LAKELAND

### Transportation/Infrastructure

- Have **ACCESS TO RELIABLE TRANSPORTATION AND EXPAND TRANSPORTATION SERVICES** in and around Lakeland:
  - Advocate for new local bus routes from the City of Baltimore
  - Provide express bus to downtown/inner harbor and/or use smaller busses to shuttle people closer to downtown busses on a more frequent basis
  - Create Shuttle bus system
- Improve critical roads, including Annapolis Rd.
- **Traffic Calming Measures** at the end of Mallview Rd to Patapsco Ave
- **Install traffic light** at Hollins Ferry & Marbourne
- Make major arteries more pedestrian and bike friendly, including traffic-calming and streetscape.
- Enforce local truck traffic designations on roads
- Install crosswalk at Norland & Stranden

### Environmental Sustainability

- Install concrete trash cans and undertake other efforts to keep community and personal property clean
- Improve and enhance recycle program - more bins, increase collection frequency, education effort
- **Address odors in neighborhood**
- Increase management and programming in community garden at Lakeland School
- **IMPROVE USE OF GREEN SPACES**



### Safety

- *INCREASE SECURITY MEASURES*/police presence/private security to reduce criminal activity
- Install security cameras
- Increase Lighting in the Community - Process to inform the city of areas that need lighting; need additional poles and replace old lights with newer ones that are brighter; better maintenance
- Participate in National Night Out
- Address train safety concerns

### Community Development & Revitalization

- *INCREASE THE MARKETABILITY* of the Lakeland Community to increase affordable housing
- *INCREASE HOMEOWNERSHIP* (find sources of low income mortgage money for ownership)
- Maintain social connectedness among residents and businesses
- ***ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS***
- **Signage and branding for neighborhood**
- Beautify Vacant Homes
- *IMPROVE MARKETING THE AREA TO POTENTIAL HOMEBUYERS AND DEVELOPERS*
- Create and distribute Lakeland Newsletter
- **Receive/Solicit Support from Businesses in Lakeland**

### Economic Growth

- Supermarket in Centralized Area
- Businesses in the community hire from the neighborhood
- **Job Hub to TRAIN YOUTH & ADULTS FOR 21ST CENTURY JOBS**; Increase workforce development opportunities for youth
- Facilitate relationship with City Garage
- *PROMOTE ECONOMIC DEVELOPMENT ALONG THE TRADITIONAL MAIN STREETS* and organize local businesses into a local association; support and promote local business
- **Introduce credit and wealth building programs for residents**

### Education

- Secure funding to transition all schools that have already been designated as appropriate sites with requisite community buy-in to the **COMMUNITY SCHOOL MODEL** including on-site community school coordinators who identify, deliver, coordinate, and monitor needed programs and services that promote academic and non-academic success, help families support their children, and enhance the quality of life
- Implement Night School and *GED PROGRAMS FOR ADULTS* to enhance career model
- Build Community Center and library (with computer center) to house above programs
- Renovate Lakeland School and library (with computer center) and expand footprint
- Offer ESL Program & Language Immersion Classes
- Mentoring Program for Re-Entry (Kerry Kares Foundation)
- Increase programming on homeownership
- Increase grants and scholarships for students
- Create Head start program

### Quality of Life/Health and Wellness

- **Build Health Clinic**
- *CREATE MORE COMMUNITY ENGAGEMENT OPPORTUNITIES*
- Increase participation in community association targeting Hispanic population
- Increase access to drug and alcohol treatment facilities



- Host Annual Lakeland Day
- Enhance park with a Tot Lot
- Solve trash issues, clean up alleys
- Offer Let's Walk Together programs
- Support Recreation Center Programs
- Offer Youth Development Programming
- Implement Seniors Programming
- Drug Free Zone & No Shooting Zone
- *HOST BLOCK-LEVEL COMMUNITY BUILDING EVENTS*

## MT. WINANS

### Transportation/Infrastructure

- Have access to *RELIABLE TRANSPORTATION AND EXPAND TRANSPORTATION SERVICES* in and around Mt. Winans, between all SB7 neighborhoods prefer a circulator service and to connect to the City.
- Install Railroad sound buffers along S. Paca St.
- Placemaking signage at neighborhood entrances
- Pedestrian and bike friendly complete streets improvements, including traffic-calming 2400 block through 2600 block of S.Paca, Ridgely and Huron Streets and streetscape.
- Pedestrian lighting on S. Paca Street Park and B&O park
- Fence upgrade at Hollins Ferry and B & O park

### Environmental Sustainability

- Develop community garden on Atlantic Avenue & S. Paca St.
- Stormwater management best practices for street drainage
- *IMPROVE USE OF GREEN SPACES*
- Tree planting on S. Paca St.
- Railroad crossing upgrade Severn and Forester St.
- Greenway connection Paca St. Park to Hollins Ferry Rd to Maisel St. pedestrian bridge

### Safety

- *INCREASE SECURITY MEASURES*/police presence/private security to reduce criminal activity
- *INSTALL SECURITY CAMERAS* at Pierpont & Harman, Ridgely & Harman, S. Paca & Atlantic, Paca & Winder. Additional cameras needed to deter dumping & illegal activities
- *INSTALL NEW ENHANCED STREET LIGHTS*
- Four-way stop sign at Harman & Huron and Harman & Ridgely
- Participate in National Night Out

### Community Development & Revitalization

- Complete housing development on School #156 site
- *INCREASE HOMEOWNERSHIP* (find sources of low income mortgage money for ownership)
- Develop senior housing
- Upgrade existing basketball court, tennis court, and playground
- Regional collaborative effort to execute on community development projects
- *ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS*
- *IMPROVE MARKETING THE AREA TO POTENTIAL HOMEBUYERS AND DEVELOPERS*



### Economic Growth

- *EMPLOYMENT SKILLS TRAINING PROGRAM FOR YOUTH, YOUNG ADULTS*

### Education

- Job training, computer literacy classes, financial literacy classes, and *GED PROGRAMS FOR ADULTS* to enhance career model
- Complete Community Center
- Bookmobile
- Request additional "Little Library" book houses from Habitat

### Quality of Life/Health and Wellness

- Develop walking and bike path along 2600 block of S. Paca St.
- Health and Wellness classes
- Programming to expose youth to cultural events
- *INCREASE COMMUNITY RELATED EVENTS*

## WESTPORT

### Transportation/Infrastructure

- Have Access to *RELIABLE TRANSPORTATION AND EXPAND TRANSPORTATION SERVICES* in and around Westport, between all SB7 neighborhoods prefer a circulator service and to connect to the City.
- Install Railroad sound buffers
- The Gwynns Falls Trail should be completed and potentially expanded
- Improve water taxi access
- Replace Maisel St. footbridge
- Resurface Annapolis Rd/295 corridor
- Enhance atmosphere at transit stops with new shelters, walkways, lighting
- Backup solar powered street lights, having signals that are better-timed in high-traffic areas, trimming overgrown vegetation that inhibits views of signals or obstructs street lights, utility lines and safety cameras
- Pedestrian bridges across railroad tracks
- Automated speed enforcement and streetscape improvements such as sidewalks, signal stops
- Focus code enforcement and traffic calming efforts on the Russell Street gateway to Westport; repair and enhance median strip. (p. 40 WMLMP)

### Environmental Sustainability

- Develop community garden on Atlantic Avenue & S. Paca St.
- Phase in zero waste practices to address pollution
- Stormwater management best practices for street drainage
- *IMPROVE USE OF GREEN SPACES*
- Tree planting on S. Paca St.
- Railroad crossing upgrade Severn and Forester St.
- Greenway connection Paca St. Park to Hollins Ferry Rd to Maisel St. pedestrian bridge

### Safety

- *INCREASE SECURITY MEASURES*/police presence/private security to reduce criminal activity
- *INSTALL SECURITY CAMERAS* at high crime intersections, industrial sites, commercial sites
- *INSTALL NEW ENHANCED STREET LIGHTS*



- Four-way stop sign at Harman & Huron and Harman & Ridgely
- Build crime prevention programs

### Community Development & Revitalization

- Expand special event rental facilities at the Rowing Center
- Develop *COMMUNITY LAND TRUST* to address the 90 plus vacant homes redevelopment
- *INCREASE HOMEOWNERSHIP*
- Pilot home rehabilitation loan program for lower, middle income residents and seniors
- Pilot soft second mortgage program to target new homeowners
- Develop senior housing
- Upgrade existing basketball court, tennis court, and playground
- Regional collaborative effort to execute on community development projects
- *ASSIST LONG-TERM HOMEOWNERS WITH HOME IMPROVEMENTS*
- Market community with branding, signage, campaign
- *IMPROVE MARKETING THE AREA* to potential homebuyers and developers
- Adaptive reuse of vacant industrial properties

### Economic Growth

- *EMPLOYMENT SKILLS TRAINING PROGRAM FOR YOUTH, YOUNG ADULTS*
- Execute BRAC Zone funding to attract businesses
- *REVITALIZE ANNAPOLIS RD AS A MAIN STREET*

### Education

- Job training, computer literacy classes, financial literacy classes, and *GED PROGRAMS FOR ADULTS* to enhance career model
- Community Center development
- Bookmobile
- Create and administer a tutoring program for children grades 5-12
- *SUPPORT COMMUNITY SCHOOLS' EFFORTS*

### Quality of Life/Health and Wellness

- Develop adjunct Medstar clinic in Westport
- Restore and develop ballfields
- Upgrade Florence Cummings Park
- The reformation of Westport Patriots Youth Athletics
- Programming to expose youth to cultural events
- *INCREASE COMMUNITY RELATED EVENTS*
- Develop 1900 block of Westport waterway and area near Kloman and Clare Streets to preserve the Negro league baseball history, and as tourism destination site
- Regional collaboration on programming, infrastructure, and health initiatives

## **Appendix 3 - Inventory of Current Initiatives by Neighborhood**

### **BROOKLYN**

#### **Current Inventory of Initiatives in Brooklyn or that impact Brooklyn:**

1. Comprehensive community plan for the Brooklyn-Curtis Bay/Brooklyn Park area (Greater BayBrook Alliance) Baltimore Regional Neighborhood Initiative (BRNI) Funding
2. Greater Baybrook block improvement program (BRNI Funding)
3. Ben Center Programs (United Way)
4. Housing market study/report (DOP)
5. Real Property Research Group, Inc. (RPRG) retained by Strong City Baltimore to provide an opportunity assessment for both rental and for-sale housing in Baybrook.
6. Investment in Garrett Park; Friends group created (BRNI funding)
7. TARGET 180 Attendance Campaign
8. Neighborhood Lights
9. INSPIRE Process - BayBrook Elem/Middle School
10. Masonville Cove Programs with Living Classrooms and National Aquarium
11. Baltimore Police Department Monitoring Team Liaison

### **CHERRY HILL**

#### **Current Inventory of Initiatives in Cherry Hill or that impact Cherry Hill:**

1. Formation of a Community Land Trust
2. SHARE Baltimore City-wide Community Land Trust
3. CDC development projects, including comprehensive housing plan/reuse of HABC sites
4. Arundel and Cherry Hill Elementary School 21st Century Schools buildings program
5. INSPIRE plans
6. Middle Branch Transformation (Mayor's Office/P&P/SBGP)
7. New Era High School Maritime and logistics program, facilities improvements
8. HABC property/lot development opportunities
9. Town Center repositioning opportunity
10. Regional recreation/aquatic center development
11. Safe Streets
12. Masonville Cove Programs with Living Classrooms and National Aquarium
13. DOT Complete Streets Plan
14. Adult High School
15. Blue Water Baltimore Deep Blue tree planting project
16. DPW stormwater management projects
17. BARCS facility
18. Relocation of methadone clinic to location next to Light Rail stop
19. Environmental assessment of Reedbird Park
20. Park improvements through SBGP
21. TARGET 180 Attendance Campaign
22. Baltimore Police Department Monitoring Team Liaison

## **CURTIS BAY**

### **Current Inventory of Initiatives in Curtis Bay or that impact Curtis Bay:**

1. Comprehensive community plan for the Brooklyn-Curtis Bay/Brooklyn Park area (Greater BayBrook Alliance) with Baltimore Regional Neighborhood Initiative (BRNI) Funding
2. Greater Baybrook Community Land Trust (CLT) (United Workers)
3. SHARE Baltimore City-wide Community Land Trust
4. Ben Center Programs (United Way)
5. Neighborhood revitalization projects and community cohesion in Curtis Bay (Department of Sociology, Anthropology and Health Administration and Policy University of Maryland, Baltimore County)
6. Real Property Research Group, Inc. (RPRG) retained by Strong City Baltimore to provide an opportunity assessment for both rental and for-sale housing in Baybrook.
7. TARGET 180 Attendance Campaign
8. Neighborhood Lights
9. BaltiMarket virtual grocery store
10. Programming and site acquisition at Filbert Street Garden
11. INSPIRE Process - BayBrook Elem/Middle School
12. USDN Equity Diversity Inclusion (EDI) Fellowship Program - Baltimore Office of Sustainability - Summer fellow will work closely with Free Your Voice and the United Workers in Curtis Bay to take one or more community generated ideas on zero waste and develop overall guidance for creating a strong, sustained relationship between government, residents, and activists.
13. Masonville Cove Programs with Living Classrooms and National Aquarium
14. Baltimore Police Department Monitoring Team Liaison
15. Housing counseling partners include The Well for financial stability training and identification of residents interested in the land trust, and Anne Arundel County Development Services, Inc., which provides HUD-approved homeownership counseling and other means of financial empowerment.

## LAKELAND

### **Current Inventory of Initiatives in Lakeland or that impact Lakeland:**

1. Exploring Formation of a Waterfront CDC (ACT report) with Mt. Winans, Lakeland, Westport and St. Paul
2. STEAM Center at school; Community Zumba classes funded by South Baltimore Gateway Partnership (SBGP)
3. Community Fitness classes - GivFit/Lakeland Rec Center funded by SBGP
4. Community Clean and Green Team - Lakeland Coalition -funded by SBGP - The project will plant flower and herb gardens in Lakeland Park. Lakeland Coalition will use SBGP funds to purchase equipment for clearing trash and maintaining the garden. In addition, Lakeland Coalition will also use SBGP funds to provide stipends to senior citizens and special needs adults to provide cleaning services.
5. Potential funding for unidentified projects (SBGP)
6. TARGET 180 Attendance Campaign
7. DOT Complete Streets Plan
8. Housing market study/report (DOP)
9. Park improvements through SBGP
10. Baltimore Police Department Monitoring Team Liaison

## MT. WINANS

### **Current Inventory of Initiatives in Mt. Winans or that impact Mt. Winans:**

1. Exploring Formation of a Waterfront CDC (ACT report) with Mt. Winans, Lakeland, Westport and St. Paul
2. Habitat for Humanity single family housing development
3. Baltimore Station veterans' housing/community space
4. Middle Branch Transformation (Mayor's Office/Parks and People/SBGP)
5. Community garden designed, completion planned
6. Recycling Pilot Project
7. DOT Complete Streets Plan
8. Park improvements through SBGP
9. TARGET 180 Attendance Campaign
10. Baltimore Police Department Monitoring Team Liaison

## WESTPORT

### **Current Inventory of Initiatives in Westport or that impact Westport:**

1. Formation of a Community Land Trust
2. SHARE Baltimore City-wide Community Land Trust
3. Exploring Formation of a Waterfront CDC (ACT report) with Mt. Winans, Lakeland, Westport and St. Paul
4. Funding related to CDC, housing (HCD), and Mayor's Office strategy
5. Housing market and conditions study/land use design recommendations/workshop/report (DOP)
6. Middle Branch Transformation (Mayor's Office/P&P/SBGP)
7. Investment in Cummings Park (SBGP)
8. Zero Waste organizing (Energy Justice Network)
9. Potential funding for unidentified projects (SBGP)
10. Ripken ball field development
11. DOT Complete Streets Plan
12. Park improvements through SBGP
13. TARGET 180 Attendance Campaign
14. Baltimore Police Department Monitoring Team Liaison
15. The reformation of Westport Patriots Youth Athletics

## Appendix 4 - Inventory of Potential Funding Sources

Below please find an inventory of potential funding opportunities for SB7 related projects, programs and operations. For up to date information, please consult each organizations website.

### Federal

**Chesapeake Bay Green Streets-Green Jobs-Green Towns (G3) Grant Program** funded by the Environmental Protection Agency, Region III (EPA), Chesapeake Bay Trust (Trust), and the City of Baltimore Office of Sustainability with support from the Maryland Department of Natural Resources, welcomes requests for urban green infrastructure proposals. The goal of the Chesapeake Bay G3 Grant Program is to help communities develop and implement plans that reduce stormwater runoff, increase the number and amount of green spaces in urban areas, improve the health of local streams and the Chesapeake Bay, and enhance quality of life and community livability. This collaborative effort provides support for local, grassroots-level greening efforts to reduce stormwater runoff from towns and communities in urbanized watersheds. By focusing on green streets communities can develop and realize a green vision to design-build and operate and maintain green infrastructure stormwater practices. Green Streets anchor communities and serve as a catalyst for the integration of green practices that support green schools, greening of urban vacant lots, increasing urban tree canopy, and reducing impervious surfaces to improve natural infrastructure. All communities in Maryland and throughout the Chesapeake Bay watershed portions of Delaware, Pennsylvania, Washington D.C., West Virginia, and Virginia are eligible to apply. Up to \$15,000 for conceptual plans, \$30,000 for engineered designs, \$75,000 for implementation projects, and \$20,000 for white papers may be requested for this grant program. If selected, charrette applicants will receive technical assistance rather than direct funding.

<https://cbtrust.org/grants/green-streets-green-jobs-green-towns/>

**Economic Development Administration (EDA), U.S. Department of Commerce Economic Development Assistance Programs** - Application submission and program requirements for EDA's Public Works and Economic Adjustment Assistance programs. Eligible applicants for EDA financial assistance under the Public Works and EAA programs include a(n): (i) District Organization of a designated Economic Development District; (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a political subdivision of a State. [www.eda.gov/grants/](http://www.eda.gov/grants/)

**Department of Labor** Employment and Training Administration's (ETA) mission is to provide training, employment, labor market information, and income maintenance services. It offers competitive job training-program grants through the Workforce Innovation Fund. These grants, which primarily focus on innovative approaches that generate long-term improvements in the performance of the public workforce system and better outcomes for jobseekers. [www.doleta.gov/grants/find\\_grants.cfm](http://www.doleta.gov/grants/find_grants.cfm)

**EPA EE Local Grant Program** Funding for locally-focused environmental education. EPA will award three to four grants in each of EPA's ten Regions, for no less than \$50,000 and no more than \$100,000 each, for a total of 30-35 grants nationwide. The Requests for Proposals will be posted on [www.grants.gov](http://www.grants.gov). EE Local Grant Program includes support for projects that reflect the intersection of environmental issues with agricultural best-practices, conservation of natural resources, food waste management, and natural disaster preparedness. Funded projects will increase public awareness of those topics and help participants to develop the skills needed to make informed decisions. A Request for Proposals (also called a Solicitation Notice) containing details will be issued by each of the ten EPA Regions. Through this grant program, EPA intends to provide financial support for projects that design, demonstrate, and/or disseminate environmental education practices, methods, or techniques, as described in this notice, that will serve to increase environmental and conservation literacy and encourage behavior that will benefit the environment in the local community/ies in which they are located. Since 1992, EPA has distributed between \$2 and \$3.5 million in grant funding per year under this program, supporting more than 3700 grants. Find background on the EE Grants Program and resources for applicants at <http://www.epa.gov/education/environmental-education-ee-grants>.

**Enterprise** offers \$5,000 Community-Based Collaborative Action Grants for organizations to host a Collaborative Action. By design, Collaborative Actions allow conversations to emerge that shape the community and social context, and catalyze positive dynamics. These actions may be permanent or temporary, tangible or intangible, and may include creative placemaking, mapping, art installations or community events. They are typically small-scale, low-cost, and short in duration, but often fit into a larger community effort. <https://www.enterprisecommunity.org/solutions-and-innovation/culture-and-creativity>

**National Fish and Wildlife Foundation (NFWF)** provides funding on a competitive basis to projects that sustain, restore, and enhance our nation's fish, wildlife, and plants and their habitats. NFWF's Chesapeake Bay Stewardship Fund is dedicated to protecting the Bay by helping local communities clean up and restore their polluted rivers and streams. Working in partnership with government agencies and private corporations, the Chesapeake Bay Stewardship Fund awards \$8 million to \$12 million per year through two competitive grant programs; the Innovative Nutrient and Sediment Reduction Grant Program and the Small Watershed Grants Program. These programs benefit the communities, farms, habitats and wildlife of the Chesapeake Bay region. NFWF also makes targeted investments that support networking and information-sharing among restoration partners on emerging technologies, successful restoration approaches, and new partnership opportunities. [www.nfwf.org](http://www.nfwf.org)

## HUD

**Federal Highway Administration (FHWA)** [Fixing America's Surface Transportation \(FAST\) Act](#) has set-aside of funds under the [Surface Transportation Block Grant Program \(STBG\)](#) and authorizes funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity; recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways.

## State

**Maryland Department of Housing and Community Development (DHCD) Technical Assistance Grant** DHCD is proud to be at the forefront in implementing housing policy that promotes and preserves homeownership and creating innovative community development initiatives to meet the challenges of a growing Maryland. DHCD's Technical Assistance Grant provides funding to nonprofit organizations, local governments, local development agencies and local development corporations to obtain or provide advisory, consultative, training, information, and other services which will assist or carry out community development activities. Maryland Department of Housing and Community Development State Revitalization Programs Anticipated Funding Available from Community Legacy, the Strategic Demolition Fund-Statewide and the Baltimore Regional Neighborhood Initiative. These programs offer funding to support local housing, community and economic development and revitalization projects. They are part of the department's commitment to helping the state's local governments and nonprofit agencies achieve their community revitalization and economic development goals. <http://dhcd.maryland.gov/Communities/Pages/programs/BRNI.aspx>

**Department of Housing and Community Development - Community Development Block Grants** - Federal CDBG funds are awarded to more than 1,200 state and local governments nationwide, and can be used for a variety of projects, such as infrastructure improvements and housing rehabilitation.

**Project C.O.R.E.** (Creating Opportunities for Renewal and Enterprise). Project C.O.R.E. will clear the way for new green space, new affordable and mixed use housing, and new opportunities for small business owners in Baltimore City. The initiative will generate jobs, strengthen the partnership between the City of Baltimore and the State of Maryland and lead to safer, healthier and more attractive communities. For more information on Project C.O.R.E., visit <http://dhcd.maryland.gov/ProjectCORE/>

### **Department of Natural Resources Technical and Financial Assistance Programs**

The Department of Natural Resources provides more than 40 technical and financial assistance programs. To help you navigate through them we have divided them into four main groups: Grants and Loans Programs-The Department of Natural Resources provides a number of direct grant, project grant programs as well as reimbursement programs and low interest and no interest loans. Some are federal funds matched by state dollars and some state funds often matched by local dollars.

**Maryland Environmental Trust** in partnership with the Maryland Department of Transportation and Maryland Department of Housing and Community Development presents five Keep Maryland Beautiful grants. Grants through the Keep Maryland Beautiful program help volunteer-based, nonprofit groups, communities and land trusts in Maryland to support environmental education projects, litter removal, citizen stewardship and to protect natural resources in urban and rural areas. Combined, this partnership has provided more than a million dollars over the past three decades to nonprofits, schools, land trusts and volunteer-based programs that work to protect natural resources while enhancing the lives of Maryland citizens and generations to come. <http://dnr.maryland.gov/met/Pages/default.aspx>

**Keep Maryland Beautiful** Recognized as the official state affiliate of Keep America Beautiful, Keep Maryland Beautiful works in three key areas to expand funding opportunities and technical assistance to local governments, nonprofits, and community groups. Officials also announced awards of nearly \$2 million to support community clean-up initiatives and workforce development. A cooperative multi-agency partnership led by the Maryland Department of Housing and Community Development, the Keep Maryland Beautiful program focuses on neighborhood beautification through increasing greening, citizen stewardship, community education, and litter removal. Keep Maryland Beautiful is the officially designated state affiliate of Keep America Beautiful, a national nonprofit organization dedicated to volunteer-based community improvement. <http://dhcd.maryland.gov/KeepMDBeautiful>

**Clean Up & Green Up Maryland** Provide funding, equipment, and resources to communities and volunteer groups to eliminate litter and implement beautification and greening initiatives. Funding for communities, nonprofits, schools and land trusts is available through the Maryland Environmental Trust's Keep Maryland Beautiful grants.

**Workforce Development** Provide “on-the job” training that will give program participants the skills needed to make them better candidates for employment opportunities with the private-sector landscape, construction and waste management industries.

Outreach, Education, and Technical Assistance: Provide local governments and community nonprofits the tools that teach the fundamentals of litter prevention; preserving our resources; responsible solid waste management; and how to reduce, reuse and recycle.

**Maryland Department of Housing and Community Development** recently announced new loan and down payment assistance products and debuted a redesigned website for the Maryland Mortgage Program before an audience of lenders, realtors, counselors, mortgage insurers, and other program partners. New Maryland Mortgage Program products include a mortgage loan developed for borrowers with mid-range credit scores, a down payment assistance grant designed to be used with specific Freddie Mac mortgages, and the expansion of one of the department's existing grant programs for down payment assistance to make it applicable to more types of mortgages. These new initiatives will expand access to the program for lower income homebuyers as well as those struggling with credit issues, down payment, or closing costs.

For down payment assistance, the department announced that the Maryland Mortgage Program's existing Maryland 4% Grant Assist can now be used for down payment assistance for Federal Housing Administration (FHA) loans as well as conventional, United States Department of Agriculture (USDA), or United States Department of Veteran Affairs (VA) loans. In an effort to increase access to homeownership for lower income homebuyers, the department also announced the creation of the Maryland 6% Opportunity Grant for use by income-selected homebuyers with down payment and closing costs associated with purchasing a home for Freddie Mac Housing Finance Agencies (HFA) Advantage mortgages only. The department also announced the new Maryland Credit 640 program which was developed to assist homebuyers with FICO scores in the 640-659 range with purchasing a home in Maryland. Along with these program enhancements, the department also highlighted its efforts to streamline processes for program lending partners and a new program website, <http://mmp.maryland.gov>

**The Maryland Mortgage Program** has been the state's flagship homeownership program for more than 35 years, providing fixed-rate mortgages, primarily to first-time homebuyers, along with down payment and closing cost incentives. From Fiscal Year 2015 through Fiscal Year 2017, the Maryland Mortgage Program assisted more than 7,800 homebuyers with mortgages valued at over \$1.5 billion and over \$39 million in down payment assistance. For more information about the program and its new initiatives, visit <http://mmp.maryland.gov>.

## City/Local

**Arts Every Day** The goal of the Arts Every Day Schools Program is to support arts education, arts integration, and access to arts experiences across all grade levels. We work in close partnership with Baltimore City Public Schools, Maryland State Department of Education, and a large network of museums, theaters, cultural institutions, and teaching artists. 2018-19 Partner Schools will receive:

- Individualized planning and in-school professional development to support arts integrated instruction
- \$6-\$10 per student to support access to teaching artists and cultural institutions
- Free registration for 1 representative to attend Maryland Centers for Creative Classrooms (August 14-16, 2018)
- Opportunities for professional development throughout the school year hosted by a variety of artists, museums, and cultural organizations
- Opportunities for FREE field trips and arts experiences

[www.artseveryday.org/2018/03/16/arts-every-day-schools-program-sy18-19-application-open/](http://www.artseveryday.org/2018/03/16/arts-every-day-schools-program-sy18-19-application-open/)

**Baltimore City's Critical Area Management Program (CAMP)** exists to improve the water quality of the Bay by controlling pollution from stormwater runoff and protecting wildlife habitat along the shoreline. As part of this program, some developers in the floodplain may pay into an offset fund when unable to meet mitigation requirements on or off-site. This fund is made available to non-profit organizations on an annual basis, to support projects that meet the primary goals of CAMP, and, this year, support the goals of the Baltimore Green Network Plan.

More information and an application is available on [this website](#).

**Baltimore Development Corporation** provides a wide range of services, including: Technical assistance, Permit expedition, Site selection, Loans, Façade improvement grants, Identifying available tax credits & incentives. If you are a real estate developer interested in City-owned property, please visit our RFP page. For more information, please contact us at [info@BaltimoreDevelopment.com](mailto:info@BaltimoreDevelopment.com) or call 410-837-9305.

**CARE-A-LOT PROGRAM GRANT** Care-A-Lot is a BMORE Beautiful initiative that supports Baltimore City 501(c)3 organizations that want to clean, mow, maintain and beautify vacant lots in Baltimore City .Each year, CARE-A-LOT selects community based organizations for the program through a comprehensive application process. Selected groups can receive a grant fund for up to \$5,500 to care for up to 25 lots during the grant period of May-October. This year's program offers an opportunity to apply for project coordinator grant funding. The coordinator will undertake a variety of administrative management tasks such as submitting invoices and providing before and after photos of lots that are maintained as a result of this grant.

[https://mayor.baltimorecity.gov/BMORE\\_Beautiful](https://mayor.baltimorecity.gov/BMORE_Beautiful)

**South Baltimore Gateway Partnership** In order to be eligible to apply, you must be based in the South Baltimore Gateway neighborhoods, work in those neighborhoods, or partner with an organization based in those neighborhoods. The project must serve or otherwise benefit the residents, businesses, institutions or organizations of the District. All grants fall into one of three tiers: Tier 1:Up to \$5,000; Tier 2:Up to \$50,000; Tier 3:Up to \$100,000 But any non-profit organization, faith-based organization, community group, PTO, or government agency can apply. For our Tier 1 grants, this even includes unincorporated community organizations, or groups of active community residents, so long as you can find a fiscal sponsor to help. <http://www.sbgpartnership.org/our-work/community-grants/>

**Youth As Resources (YAR)**, has funds available for Baltimore community-organizing projects that are created and controlled by youth (up to 23 years old). YAR considers youth designed initiatives where young people use their power to make a lasting change around important issues including: school policies, youth empowerment, institutional change and community control. Grants range from \$500 - \$3,500. Applicants are required to attend one of the two workshops and must be represented by one or two youth and no more than one optional adult. or more information, please call (410) 576-9551, ext. 1. <http://www.youthasresources.org/>

### **Corporate/Foundations**

**Abell Foundation** The Abell Foundation is dedicated to the enhancement of the quality of life in Maryland, with a focus on Baltimore City. The Foundation is committed to improving the lives of underserved populations by supporting innovative, results-oriented efforts to solve systemic social, economic, and environmental problems. [www.abell.org](http://www.abell.org)

**Alliance for Community Trees** With generous support from The Home Depot Foundation, Alliance for Community Trees launched its National NeighborWoods Program - dedicated to helping communities restore tree canopy. Many cities have lost more than a third of their forest canopy in recent decades. NeighborWoods inspires citizens to take action to plant and care for trees to improve their communities. NeighborWoods programs improve both the environment and the social fabric of neighborhoods, spurring community development and supporting healthier, livable communities. The National NeighborWoods Program supports local partners with training, technical assistance, marketing tools, and project grants to encourage the involvement of volunteers in the hands-on restoration of urban forests. So far, the National NeighborWoods Program has: Awarded over \$600,000 in NeighborWoods Grants to nonprofit organizations to organize volunteers to replant entire communities with trees. Grants help communities that need financial assistance the most. Projects are delivered through diverse community partnerships that include conservation groups, affordable housing organizations, community development partners and others. <http://actrees.org/site/index.php>

**Allegis Group Foundation, Inc.** 7301 Parkway Dr., Hanover, MD 21076-1159. Potential areas of interest: Recreation, parks/playgrounds, Secondary school/education, economically disadvantaged. [www.allegisgroup.com](http://www.allegisgroup.com)

**American Alliance for Health, Physical Education, Recreation, and Dance** 1900 Association Dr. Reston, VA 20191-1598 Telephone: (703) 476-3400 URL: [www.aahperd.org](http://www.aahperd.org)  
This program provides up to 10 grants worth \$12,000 to public middle schools in Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia, with the hopes of helping combat childhood obesity by improving physical education and nutrition education

capabilities and resources in public K-12 schools. Grants include \$2,500 in cash to purchase physical education and equipment to meet schools' physical education needs, fitness devices, educational aids, and professional development workshop opportunities. Visit <http://www.energynow.com>

### **Baltimore Community Foundation Neighborhood Grants Program**

Areas of interest: Projects that get more neighbors involved in the community, build new leaders or improve existing leadership for the neighborhood, or increase neighborhood vibrancy through the arts. Eligibility: Funding is for resident-led projects and community-based organizations that include resident leadership and that address a community need. Groups in Baltimore City and Baltimore County may apply. Most grants do not require 501(c)(3) status; see guidelines for more information.

**BGE** offers up to \$10,000 Green Grants. BGE Green Grants are available to communities within the BGE's service area that focus on conservation, education, energy efficiency, pollution prevention, and community engagement. <https://www.bge.com/SafetyCommunity/Community/Pages/GreenGrants.aspx>

**Caplan Family Foundation, Inc.** 7 Gwynns Mill Ct., Ste. F Owings Mills, MD 21117-3528. Purpose and Activities: Giving for education and socio-economic issues, culture, and the beautification of Baltimore, Maryland.

**Catholic Campaign for Human Development** is the domestic anti-poverty program of the U.S. Catholic Bishops, working to carry out the mission of Jesus Christ "... to bring good news to the poor ... release to captives ... sight to the blind, and let the oppressed go free." (Luke 4:18)

The belief that those who are directly affected by unjust systems and structures have the best insight into knowing how to change them is central to CCHD. CCHD works to break the cycle of poverty by helping low-income people participate in decisions that affect their lives, families and communities. CCHD offers a hand up, not a hand out. CCHD has a complementary mission of educating on poverty and its causes. This strategy of education for justice and helping people who are poor speak and act for themselves reflects the mandate of the Scriptures and the principles of Catholic social teaching. CCHD is an essential part of the Church in the United States' social mission, and a unique part of the Catholic community's broad commitment to assist low-income people, families and communities.

**Chesapeake Bay Trust** offers up to \$5,000 Community Engagement Mini-Grants. This program supports projects that engage Maryland residents in activities that enhance communities and improve natural resources. Eligible projects include tree plantings, rain gardens, stream cleanups, storm drain stenciling, and more. Additionally, the Trust offers a mentorship program to assist first-time applicants through the grant application process. Applications are accepted on a rolling basis. <https://cbtrust.org/grants/community-engagement/>

**Clayton Baker Trust** 2 E. Read St., Ste. 100 Baltimore, MD 21202-2470 Giving limited to Baltimore, MD. The trust supports organizations in Baltimore, MD, in the areas of education, the environment, and community development with fields of interest in: education, environment, beautification programs.

**Family League of Baltimore** Family League has deep relationships at all levels, from the Mayor's office to on-the-ground community organizations and is able to bring key players to the table to develop tools for change. Family League also connects and convenes private and public funders, local community leaders, educators, health professionals and business to develop a shared agenda for action. They invest funding into more than 100 community-based organizations to help children and families in Baltimore reach their full potential. They strive to improve institutions so that individuals can grow, learn, and build a better communities.

**Ford Foundation** In addressing this reality, we are guided by a vision of social justice—a world in which all individuals, communities, and peoples work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth, and resources of society; and are free to achieve their full potential. Across eight decades, our mission has been to reduce poverty and injustice, strengthen democratic values, promote international cooperation, and advance human achievement. We believe that social movements are built upon individual leadership, strong institutions, and innovative, often high-risk ideas. While the specifics of what we work on have evolved over the years, investments in these three areas have remained the touchstones of everything we do and are central to our theory of how change happens in the world. These approaches have long distinguished the Ford Foundation, and they have had a profound cumulative impact. [www.fordfoundation.org](http://www.fordfoundation.org)

**Goldseker Foundation** Goldseker Foundation has granted \$93 million to more than 570 nonprofit organizations and with the city's civic leadership, a well-established nonprofit sector, and a growing community of entrepreneurs to serve the Baltimore community, through grantmaking primarily in the areas of community development, education, and nonprofit organizational development.

**Home Depot Foundation** offers grant awards up to \$5,000 to 501c designated organizations (recognized and in good standing with the IRS for a minimum of one year) and tax-exempt public service agencies in the U.S. that are using the power of volunteers to improve the community. Grants are given in the form of The Home Depot gift cards for the purchase of tools, materials, or services and are required to be complete within six months of approval date. Home Depot Foundation <http://www.homedepotfoundation.org/>

**Harry and Jeanette Weinberg Foundation - Baltimore City Community Grants Program** - A funding opportunity for small nonprofits that provide direct services to low-income individuals and families in Baltimore City. Grants, up to \$10,000 per year and a maximum of two years, will be provided for general operating support, program support, equipment, and capacity building (e.g., evaluation and audit costs). The Mayor's Office and the Foundation will work together to review all grant applications and make funding decisions. The Foundation will make all grant payments directly to the nonprofits.

**Interfaith Partners for the Chesapeake (IPC)** funds environmental or health themed program or in-the-ground project. IPC is providing support for congregations to apply for Chesapeake Bay Trust Community Engagement Mini-Grants (up to \$5,000). Contact Bonnie Sorak at [bonnie@interfaithchesapeake.org](mailto:bonnie@interfaithchesapeake.org) or 443-799-0349 for more details.

**Parks & People** supports a network of green communities and great parks by offering financial, in-kind and technical assistance that helps community-led groups transform, activate and maintain public parks and green spaces. With our assistance, residents turn under-utilized and vacant spaces into vibrant, well-maintained places for Baltimore communities to grow, learn, play and enjoy. Parks & People helps communities transform vacant lots and unused space into community gardens, play spaces, outdoor classrooms and gathering spaces. We provide the resources and guidance to make the community's vision a reality. Interested applicants should contact Parks & People by filling out this brief form. A staff person will follow up with you to set up a time to discuss your project and refer you to next steps that will help you prepare for your project. Applications for funding are accepted on a rolling basis and reviewed quarterly. Applicants must attend a project planning workshop prior to applying for a start-up grant however, all applicants are strongly encouraged to attend. Grants are available to start a new project or upgrade an existing project. Grants up to \$5,000 are available. <http://parksandpeople.org/grants/>

**PNC Foundation's** priority is to form partnerships with community-based nonprofit organizations within the areas PNC serves in order to enhance educational opportunities for children, particularly underserved pre-K children and to promote the growth of communities through economic development initiatives. [www.pnc.com/en/about-pnc/corporate-responsibility/philanthropy/pnc-foundation.html?lnksrc=topnav](http://www.pnc.com/en/about-pnc/corporate-responsibility/philanthropy/pnc-foundation.html?lnksrc=topnav)

**The Helen J. Serini Foundation** is committed to investing in the leadership of their community's nonprofits to ensure success today and into the future. In order to do so, they are excited to announce the launch of their newest grants program: Leadership Development Grants. This small grants program was launched specifically to provide leadership and/or professional development for key staff and volunteers within their community's nonprofit organizations. <http://www.hjsfoundation.org/leadership-development-grants-program>

**United Way of Central Maryland** is helping kids stay in school, ensuring our neighbors in need have access to healthy food and healthcare, and helping people find jobs and a safe place to call home. Local leaders volunteer on United Way of Central Maryland's Community Partnership Board of Baltimore City to ensure specific community needs are addressed and every dollar is invested for maximum impact. United Way's family stability and homelessness prevention programs in Baltimore City lift families out of crisis and help them get on the path to financial stability. <http://www.uwcm.org/main/>

**Wells Fargo** Wells Fargo's philanthropic goals and objectives. Wells Fargo is actively involved in the communities where we live and work, and why our team members are leaders in helping our communities succeed. Primary focus areas: Community Development and Education  
Secondary Focus Areas: Environment and Human Services. <https://www.wellsfargo.com/about/corporate-responsibility/community-giving/>

## Appendix 5 - Strategic Planning Implementation Guides

### Transportation

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Develop inter-neighborhood bus connector	<ul style="list-style-type: none"> <li>• Commission study of existing routes, interview transit riders to determine demand and new route needs, use webtool to engage community input on new routes</li> <li>• Coordinate request for new routes and funding with City DOT, State DOT and Federal DOT</li> <li>• Develop community engagement campaign around the need for the new routes to gain support</li> </ul>	<p>July to Sept 2018</p> <p>Sept to Dec 2018</p> <p>Jan-June 2019</p>	<p>State DOT, City DOT, Federal DOT</p> <p>MedStar Harbor Hospital</p> <p>Holly Farms Poultry</p> <p>Weller Development</p> <p>HABC</p> <p>Representatives, House of Delegates, Senate</p>	<ul style="list-style-type: none"> <li>• Issue RFP for transit study</li> <li>• Select traffic study expert</li> <li>• Completion of transit study</li> <li>• Submission of formal request for new routes</li> <li>• Submission of funding plan to City/State/Federal DOT</li> <li>• Complete community engagement strategy plan and roll out campaign</li> </ul>	<p>Project Committee</p> <p>SB7 staff</p> <p>Traffic Study Expert</p> <p>City/State/Federal DOT staff</p>
Increase transit access to City beyond Port Covington	<ul style="list-style-type: none"> <li>• Include this goal as subtask of transit study</li> <li>• Coordinate this request with State DOT</li> </ul>	Present - February 2019	<p>State DOT, City DOT, Federal DOT</p> <p>Representatives, House of Delegates, Senate</p>	<p>Same as above</p>	<p>Project Committee</p> <p>SB7 staff</p> <p>Traffic Study Expert</p> <p>City/State/Federal DOT staff</p>

## Infrastructure

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
<p>Consolidate infrastructure needs of the region into master plan</p>	<ul style="list-style-type: none"> <li>Develop a spreadsheet of all current and proposed capital projects from CIP budget</li> <li>Develop neighborhood by neighborhood needs list for infrastructure needs not listed in CIP plan</li> <li>Coordinate advocacy efforts to prioritize the needs list in the CIP budget</li> </ul>	<p>July- Sept. 2018 August – Sept. 2018 Sept. –January 2019</p>	<p>City: DOT, DHCD, Planning, DPW, DGS, Representatives, House of Delegates, Senate</p>	<ul style="list-style-type: none"> <li>Complete CIP budget review</li> <li>Finalize spreadsheet with projects by neighborhood, agency, date</li> <li>Complete neighborhood assessment</li> <li>Quarterly meetings with city staff to coordinate and track infrastructure projects</li> </ul>	<p>Project Committee SB7 staff City: DOT, DHCD, Planning, DPW, DGS</p>
<p>Coordinate neighborhood capital projects with City agency capital investments</p>	<ul style="list-style-type: none"> <li>Confirm each City agency’s capital plan for the region and communicate additional needs</li> </ul>	<p>July –Dec 2018</p>	<p>City: DOT, DHCD, Planning, DPW</p>	<ul style="list-style-type: none"> <li>Kick-off mtg</li> <li>Neighborhood by neighborhood assessment of infrastructure needs</li> <li>Prioritize needs to coincide with proposed development projects, public safety needs</li> </ul>	<p>Project Committee SB7 staff</p>

## Economic Development

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Attract quality regional grocery store	<ul style="list-style-type: none"> <li>Feasibility of quality grocery store on Hanover/Pottee St. sites</li> <li>Access BDC market study</li> <li>Survey desired grocery store operators for site needs, demographic targets</li> <li>Coordinate City incentives to attract desired grocery store operator</li> </ul>	<p>Sept. –Nov. 2018</p> <p>Sept. 2018</p> <p>Nov.-Dec. 2018</p> <p>January-March 2019</p>	<p>BDC (current and past market studies)</p> <p>Catholic Charities</p> <p>Medstar</p> <p>Baltimore Housing Representatives,</p> <p>House of Delegates,</p> <p>Senate</p>	<ul style="list-style-type: none"> <li>Completed feasibility study of Hanover St. site</li> <li>Presentation of BDC market study to SB7 general body meeting</li> <li>Complete matrix of site needs based on operator survey</li> <li>Finalize incentive package</li> </ul>	<p>Project Committee</p> <p>SB7 staff</p> <p>BDC staff</p>
Promote investment in local, small businesses along commercial corridors/ Main St.	<ul style="list-style-type: none"> <li>Identify property for acquisition to house retail</li> <li>Identify resource to subsidize acquisition, tenant build out and operations so that rents remain affordable to tenant</li> <li>Identify opportunities to create branding for corridors, arts installations, and programming to draw consumers to businesses</li> </ul>	<p>April-June 2019</p> <p>June –July 2019</p> <p>July-Oct. 2019</p>	<p>Advisory Team support, BDC, Baltimore Community Lending, CDFI Roundtable</p>	<p>Increased numbers of businesses attending SB7 community meetings</p> <p>Business owner membership in planning steering committees</p>	<p>Project Committee</p> <p>SB7 staff</p>

## Economic Development, Continued

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Leverage Anchor Institution Initiative/Anchor Community Engagement activity to promote development in target neighborhoods	<ul style="list-style-type: none"> <li>Regular contact w/Mayor's Anchor institution lead</li> <li>Leverage Med Anchor's community needs assessment activity to engage/update residents on INSPIRE, determine resident community development priorities</li> </ul>	Quarterly to start to Sept 2018	BDC, Baltimore Community Lending, CDFI Roundtable	Increased depth of information re community needs, priorities, possible med anchor partnerships	Project Committee SB7 staff
Create youth workforce development program	<ul style="list-style-type: none"> <li>Review Baltimore Metropolitan Council Regional Plan for Sustainable Development, Workforce Development section for career track jobs in demand for the region</li> <li>Support efforts at New Era High School for logistics and maritime career training</li> </ul>	Present-February 2019	MOED Baltimore Metropolitan Council Goldman-Sachs	<ul style="list-style-type: none"> <li>List of target career path jobs as focus for training</li> <li>Regular report out of New Era Program milestones, participant highlights in newsletter</li> </ul>	Project Committee SB7 staff MOED staff
Engage local merchant associations	<ul style="list-style-type: none"> <li>Include merchant association updates to SB7 meeting agendas</li> <li>Establish regular point of contact w/merchants associations</li> </ul>	Present – Sept 2018	Connection and participation from: Cherry Hill Shopping Center Merchants Assn	Increased attendance of merchants at SB7 meetings	Project Committee SB7 staff

## Public Safety

Strategy	Tasks	Timeline	Partners/ Resources	Milestones	Responsible Party
Create Community Camera System with central monitoring	<ul style="list-style-type: none"> <li>Determine where City has planned camera installation</li> <li>Study high crime locations for possible camera installation</li> <li>Assess cost for full build out with central monitoring station</li> <li>Fundraise for build out</li> <li>Issue RFP for cameras, installation and monitoring equipment</li> </ul>	Present-June 2019	Mayor's Office DPW DGS	<ul style="list-style-type: none"> <li>Completed map of proposed, planned and existing cameras</li> <li>Complete budget with sources and uses for installation</li> <li>Award of RFP for installation</li> </ul>	Project Committee SB7 staff
Provide supportive services for post-gang and prison re-entry residents	<ul style="list-style-type: none"> <li>Connection to orgs that recognize link between urban experience and PTSD</li> <li>Connection to orgs working on post-gang life integration</li> <li>Connection to post-incarceration re-entry resources</li> </ul>	Present-July 2019	Volunteers of America Dept of Human Services Safe Streets Medstar Harbor Hospital	<ul style="list-style-type: none"> <li>Matrix of available therapeutic resources for PTSD for re-entrants</li> <li>Matrix of post-gang resources</li> <li>Matrix of re-entry resources</li> <li>Community engagement plan to connect re-entrants to resources</li> </ul>	Project Committee SB7 staff
Create schedule of public safety walks in each neighborhood	<ul style="list-style-type: none"> <li>Identify high crime corridors in each neighborhood</li> <li>Develop quarterly schedule for the walks</li> <li>Engage Safe Streets and BCPD to assist in executing the walks</li> </ul>	Present-July 2019	Safe Streets and BCPD	<ul style="list-style-type: none"> <li>Publish calendar of walks for the year with locations, partners</li> </ul>	Project Committee SB7 staff

## Community Development

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
<p>Improve organizational infrastructure in each neighborhood</p>	<ul style="list-style-type: none"> <li>Identify additional resources needed to improve functionality of CBOs</li> <li>Development implementation plan for newly identified resources</li> <li>Create vehicle for peer to peer exchange among CBOs in focus areas</li> <li>Develop curriculum &amp; deliver community development Saturday School in partnership w/university</li> </ul>	<p>June 2018</p>	<p>BCF Morgan University University of Baltimore Baltimore Housing</p>	<ul style="list-style-type: none"> <li>Completed organizational assessments for each neighborhood association</li> <li>Completed schedule to implement recommendations, address capacity gaps</li> <li>Established partnership and scheduled classes</li> </ul>	<p>Project Committee SB7 staff Neighborhood Association staff</p>
<p>Promote investment in local, small businesses along commercial corridors/Main St.</p>	<ul style="list-style-type: none"> <li>Identify property for acquisition to house retail</li> <li>Identify resource to subsidize acquisition, tenant build out and operations so that rents remain affordable to tenant</li> <li>Identify opportunities to create branding for corridors, arts installations, and programming to draw consumers to businesses</li> </ul>	<p>July-Sept. 2018  Ongoing</p>	<p>State DHCD Baltimore Housing HABC BDC</p>	<ul style="list-style-type: none"> <li>Completed housing/project inventory spreadsheet</li> <li>Pipeline report to track progress</li> </ul>	<p>Project Committee SB7 staff Sagamore/Weller/ Goldman Sachs (CBA)</p>

## Community Development, Continued

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Support the Community Land Trust effort in the region	<ul style="list-style-type: none"> <li>Identify potential homeowners and train or fund training</li> <li>Leverage collective voice to attract lenders who will serve potential homeowners</li> <li>Leverage advocacy resources to negotiate subsidy for development</li> </ul>	<p>June 2018 - Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>The Well Humanim Medstar Harbor Hospital Weller Development</p>	<ul style="list-style-type: none"> <li>System for maintaining homeownership wait list operational</li> <li>Advocacy plan to lenders completed</li> <li>Established training program regionally</li> </ul>	<p>Project Committee SB7 staff Neighborhood Association staff</p>
Support the growth and development of existing neighborhood based organizations	<ul style="list-style-type: none"> <li>Sponsor board trainings quarterly or focus on board support issues in SB 7 meetings</li> <li>Develop consistent communications vehicle to neighborhoods to coordinate event schedules, meetings, project milestones</li> </ul>	Ongoing	BCF SB7	<ul style="list-style-type: none"> <li>80% participation rate in board trainings</li> <li>Increased participation in neighborhood events and meetings</li> </ul>	<p>Project Committee SB7 staff Neighborhood Association staff</p>

## Environmental Sustainability

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Create clean and green teams in each member neighborhood	<ul style="list-style-type: none"> <li>Community engagement around cleaning and planting identified focus areas in each neighborhood</li> <li>Develop schedule and distribution list, communications strategy, incentives for volunteers</li> </ul>	Sept –Nov 2018	Parks and People Sustainability Office Blue Water	<ul style="list-style-type: none"> <li>Completed schedule of activities</li> <li>Completed outreach list</li> <li>Increase in participation rate by 25%</li> </ul>	Project Committee SB7 staff Neighborhood Association staff
Improve walkability, programming and access to waterfront for residents	<ul style="list-style-type: none"> <li>Schedule yearly tree planting events</li> <li>Coordinate infrastructure improvements</li> <li>Create place-making connectors to the waterfront</li> </ul>	Jan-Nov 2019	Parks and People Sustainability Office Blue Water	<ul style="list-style-type: none"> <li>Publish calendar of plantings</li> <li>Publish list of improvements</li> <li>Deliver place-making design, financing plan and schedule</li> </ul>	Project Committee SB7 staff Neighborhood Association staff

## Education

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Transition all schools to community based schools	<ul style="list-style-type: none"> <li>Identify funding source to support a community school coordinator for all schools</li> <li>Identify a host organization to hire/supervise the community school coordinators</li> </ul>	<p>Sept-Jan 2019</p> <p>Jan-April 2019</p>	<p>BCF</p> <p>Family League</p> <p>BCPSS</p> <p>Humanim</p>	<ul style="list-style-type: none"> <li>MOU with host organization</li> <li>Coordinator hired</li> <li>Funding identified and committed</li> </ul>	<p>Project Committee</p> <p>SB7 staff</p> <p>Neighborhood Association staff</p>
Create adult learning opportunities for GED, financial proficiency, homeownership	<ul style="list-style-type: none"> <li>Identify partners who can deliver educational content</li> <li>Identify locations in neighborhoods that can house program</li> <li>Develop community engagement strategy to recruit students</li> </ul>	Present-January 2019	<p>MOED</p> <p>SB7</p> <p>Weller Development</p> <p>Goldman Sachs</p>		<p>MOED, SB7,</p> <p>Sagamore/Weller/</p> <p>Goldman Sachs (CBA)</p>

## Quality of Life

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
<p>Increase participation in neighborhood organizations, targeting Hispanic population and tenant councils</p>	<ul style="list-style-type: none"> <li>Identify resident leadership in the Latino community</li> <li>Identify resources to translate community engagement, communications documents</li> <li>Survey community for needs, priorities</li> </ul>	<p>Present-January 2019</p>	<p>Mayor's Office on Latino Affairs                      Latino Economic Development Corporation                      Southeast CDC</p>	<ul style="list-style-type: none"> <li>Completed outreach list</li> <li>Increase in participation rate by 25%</li> </ul>	<p>Project Committee                      SB7 staff                      Neighborhood Association staff</p>
<p>Create more community engagement opportunities</p>	<ul style="list-style-type: none"> <li>Regional Calendar coordination</li> </ul>	<p>Ongoing</p>	<p>MedStar Harbor Hospital                      SB7 / Weller Development                      Goldman Sachs</p>	<ul style="list-style-type: none"> <li>Publish regional calendar</li> </ul>	<p>Project Committee                      SB7 staff                      Neighborhood Association staff</p>

## Health and Wellness

Strategy	Tasks	Timeline	Partners/Resources	Milestones	Responsible Party
Leverage Medstar Harbor Hospital Community Needs Assessment	<ul style="list-style-type: none"> <li>• Bi-Annual presentation of report findings at SB7 meetings</li> <li>• Incorporate findings into priorities</li> </ul>	January 2019	MedStar Harbor Hospital SB7	<ul style="list-style-type: none"> <li>• Coordination with Medstar to present report</li> <li>• At least 4 findings incorporated into SB7 workplan</li> </ul>	Project Committee SB7 staff Neighborhood Association staff
Youth Cultural Activity programming	<ul style="list-style-type: none"> <li>• Coordinate with regional schools to increase arts programming</li> <li>• Coordinate with local arts institutions to bring programming to the region</li> </ul>	Sept 2018- June 2019			



**SOUTH BALTIMORE 7**  
UNITED COMMUNITIES