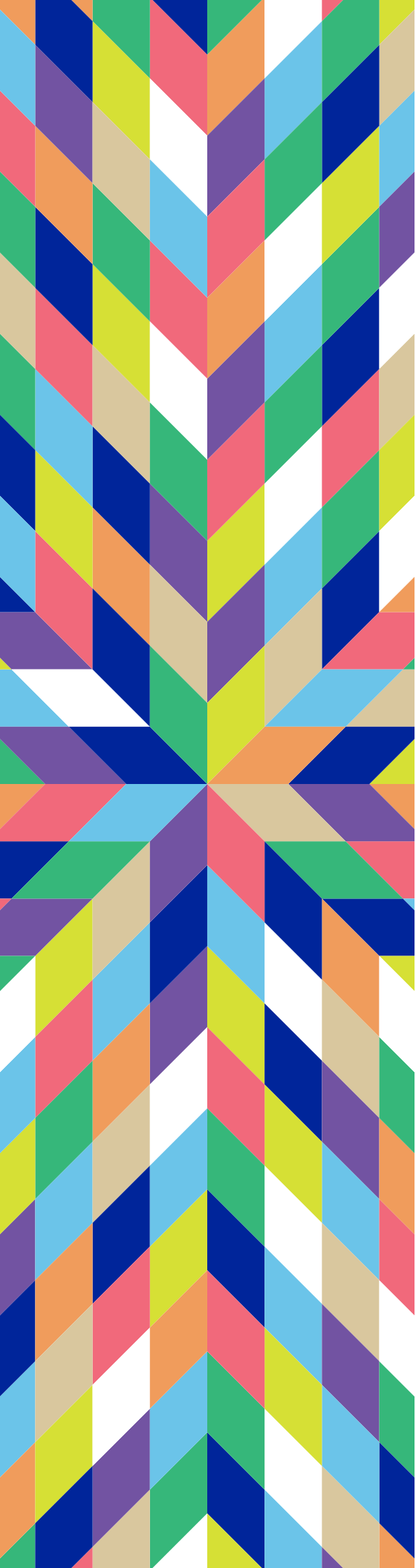




# 2024 IMPLEMENTATION *Matrix Update*

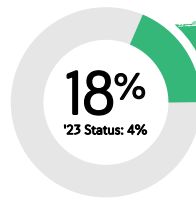
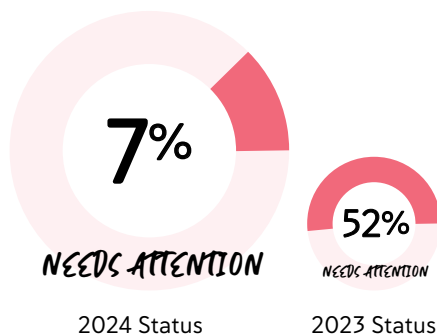
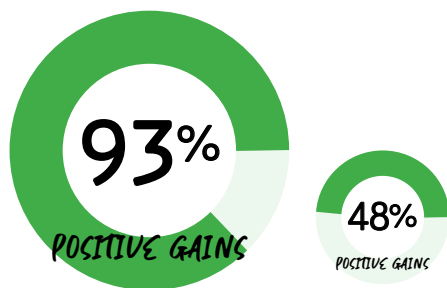


## Strategy Progress

**This year has seen significant strides, with many of our stakeholders reporting out on their progress and contributions.**

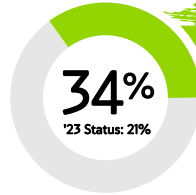
The work of Baltimore Together relies on engagement from all parts of our community. The original plan includes an Implementation Matrix: Appendix 7, **articulating 99** different activities related to growing an inclusive and equitable economy. To hold ourselves accountable to the work and goals, we track progress in the seven goals outlined in the original report. We have made great progress as a City, and there is much work to be done. This level of change is worth the investment and will require years of intentional and focused efforts.

This updated matrix reflects what we heard from you, our partners. If you do not see your contributions to one of the Baltimore Together implementation actions, please let us know so that we can include your efforts.



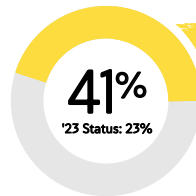
### Complete

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



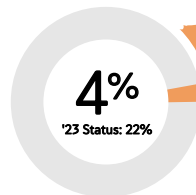
### Positive Progress

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



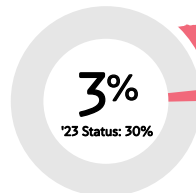
### Some Progress

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



### No Progress

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



### Strategy Deferred

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

## Implementation Matrix Key

| STRATEGY #: Corresponding to the Original Pillars of the CEDS Report. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sub Strategy                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| #                                                                     | 0.0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strategy                                                              | The Strategy as outlined in the 2021 Report. In some cases strategies have been updated. Updates are reflected with and <b><i>bold italicization</i></b> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Priority                                                              | <p>Priorities have been assigned, but are never set in stone as we know conditions change and new obstacles or opportunities arise.</p> <div> <div>High</div> <div>Moderate</div> <div>Low</div> </div>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Impact                                                                | <p>We have assigned an impact level to each action. We understand an impact may be different to different groups. This attribute intends to describe the scale of the action on Baltimore's economy. We also rely on lead reporting partners.</p> <div> <div>High</div> <div>Moderate</div> <div>Low</div> </div>                                                                                                                                                                                                                                                                                                                                                 |
| Difficulty                                                            | <p>We measure difficulty with a myriad metrics, time, capacity, available resources, partner willingness, partner commitment.</p> <div> <div>Easy</div> <div>Moderate</div> <div>Difficult</div> </div>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Lead Reporting Partner(s)                                             | We do our best to track information and progress. But sometimes we need external partners to track & report progress. If a organization is listed in this box they have agreed to report out and are aware of the commitment.                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Active Collaboration Partner(s)                                       | Partners listed in this section are actively working or collaborating with and reporting out to the "Lead Reporting Partners."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ecosystem Partner(s)                                                  | We list partners we believe either are working on similar focuses or partners we know they may have updates but have not had an opportunity to speak with them or request the information.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status                                                       | <p>We assign this designation based on verifiable information from self-reporting, press releases, or social media.</p> <p>This year, we've updated the progress designations to clarify the difference between "No Progress" and "Needing a Partner's Report Out," based on whether we believe there has been any activity. We've also added "Strategy Deferred" to indicate that while the issue remains, the capacity to act on it is currently unavailable or unidentified.</p> <div> <div>Complete</div> <div>No Progress</div> <div>Positive Progress</div> <div>Strategy Deferred</div> <div>Some Progress</div> <div>Need Partners to Report</div> </div> |
| Progress                                                              | <p>We cite press releases, news reports, annual reporting, social media or any other public data here. As there are so many items to track please know we are open to any verified corrections or updates.</p> <p>As previously stated if you have any updates please make sure to let us know via <a href="mailto:baltimoretogether@justeconomy.com">baltimoretogether@justeconomy.com</a> and <a href="mailto:info@baltimoredevelopment.com">info@baltimoredevelopment.com</a></p>                                                                                                                                                                              |



## Contents

Use this page to click and jump to any section based on the four overarching strategies

### STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

The **Work Together** strategy aims to anchor its work through collaboration with various economic, workforce, and business development organizations. By enhancing the tracking of economic data, the initiative seeks to rebuild the local small business ecosystem, ensuring it is responsive to the needs of entrepreneurs and communities alike. A key focus will be on aligning efforts to bring more capital into this ecosystem, fostering growth and sustainability. Additionally, Baltimore Together is committed to building a networked workforce delivery system that serves both residents and employers, creating pathways to quality jobs and supporting the city's economic vitality.

### STRATEGY 2: Invest in People and Places

The **Invest in People and Places** strategy focuses on investing in human capital by establishing industry sector partnerships to support growth sectors and creating additional apprenticeships. It aims to increase the use of workforce training dollars by businesses while also boosting local investment funds targeted at BIPOC-owned businesses. By investing in place-based efforts, we seek to strengthen the local retail industry and enhance the neighborhood focus of development, particularly in middle neighborhoods and commercial corridors. Additionally, the initiative will prioritize investment in Baltimore's downtown area.

### STRATEGY 3: Build from Strength

The **Build from Strength** strategy aims to highlight, celebrate, and grow thriving companies and attract promising companies while tapping into our existing strengths to expand opportunities for businesses. It will implement strategies to develop businesses within key industry clusters, including life sciences and biotech, technology, industrial manufacturing, logistics, international trade, creative industries, and hospitality and tourism.

### STRATEGY 4: Compete to Succeed

The **Compete to Succeed** strategy focuses on increasing the population by utilizing city residency incentives to boost homeownership. It aims to make Baltimore City more competitive by developing and sharing a new narrative that highlights the authentic Baltimore experience. Additionally, the initiative will promote Baltimore as a city of innovators that is cognizant of its past, proud of its assets, and working together for an inclusive and equitable future, to create a national marketing campaign to share the Baltimore story.

### STRATEGY 4.5: Address Our Challenges

The **Address our Challenges** strategy acknowledges while we aren't directly involved in all aspects of public safety, public education, infrastructure, digital equity, and mobility and transit, we recognize that addressing these areas is essential for the success of our other strategies.

## APPENDIX 7: Implementation Matrix - Progress Update

| STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anchor the work of Baltimore Together                                                        |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          |
| #                                                                                            | 1.1                                                                                                                                                     | 1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1.3                                                                                                                                                      |
| Strategy                                                                                     | Build an online platform for Baltimore Together to inform public, organize efforts, track action and communicate success.                               | Post goal metrics on website/maintain dashboards on Baltimore Together website                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Post rolling updates, news, reports, social media feed on Baltimore Together website                                                                     |
| Priority                                                                                     | Moderate                                                                                                                                                | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | High                                                                                                                                                     |
| Impact                                                                                       | Moderate                                                                                                                                                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                 |
| Difficulty                                                                                   | Moderate                                                                                                                                                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Easy                                                                                                                                                     |
| Lead Reporting Partner(s)                                                                    | BDC                                                                                                                                                     | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | BDC                                                                                                                                                      |
| Active Collab Partner(s)                                                                     | BDC Consultants                                                                                                                                         | Bloomberg Associates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | BDC Consultants                                                                                                                                          |
| Ecosystem Partner(s)                                                                         | BDC Consultants                                                                                                                                         | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | BDC Consultants                                                                                                                                          |
| Progress Status                                                                              | Complete                                                                                                                                                | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Positive Progress                                                                                                                                        |
| 2022 Progress                                                                                | Baltimore Together established a website at <a href="https://baltimoretogether.com">baltimoretogether.com</a> . The website had 15,000+ visits in 2022. | Goals and metrics are posted on the website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Baltimore Together posts news across multiple social media platforms. 5,000+ followers across all platforms in 2022.                                     |
| 2023 Progress                                                                                | No updates                                                                                                                                              | Uploaded the Progress Implementation Matrix and Progress Report to website and dashboards are being developed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Baltimore Together actively posts news across multiple social media platforms. There are currently 6,300+ followers across all platforms as of Oct 2023. |
| 2024 Progress                                                                                | Updated Baltimore Together Website for 2024 Summit                                                                                                      | <p>Goals and metrics are updated annually on the website, with the Bloomberg dashboard on Baltimore Together refreshed monthly. Alongside data from the Greater Washington Partnership and Greater Baltimore Committee, this dashboard offers a comprehensive view of Baltimore's economy within the regional context.</p> <p>The State of Maryland <a href="#">Economic Dashboard</a> provides quick and easy access to demographic, economic, and social data for all MD counties and Baltimore City.</p> <p>The <a href="#">MD Transferable Skills Dashboard</a> is a tool to explore skills and occupations in MD.</p> <p>The MD Manufacturing Dashboards: <a href="#">Industry Dashboard</a> &amp; <a href="#">Workforce Dashboard</a>.</p> | Baltimore Together social feed added to website. There are currently 6,600+ followers across all platforms as of Oct 2024.                               |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Collaboration with Various Economic, Workforce, and Business Development Organizations

| #                                | 1.4                                                                                                                                                                                                                                                      | 1.5                                                                                                                                                                                                                                                                                                                                 | 1.6                                                                                                                                                                      |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>                  | Convene economic and workforce development organizations, partners, and stakeholders on a semi-annual basis to track accountability, measure progress and revisit the strategies of Baltimore Together.                                                  | Secure commitments from economic development partners to incorporate Baltimore Together goals into their respective strategies and self-report metrics annually. Annual reports to be posted on Baltimore Together website.                                                                                                         | Explore and advance a regional economic development district in collaboration with metro Maryland jurisdictions and the US Economic Development Administration (US EDA). |
| <b>Priority</b>                  | High                                                                                                                                                                                                                                                     | High                                                                                                                                                                                                                                                                                                                                | Low                                                                                                                                                                      |
| <b>Impact</b>                    | High                                                                                                                                                                                                                                                     | Moderate                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                 |
| <b>Difficulty</b>                | Moderate                                                                                                                                                                                                                                                 | Difficult                                                                                                                                                                                                                                                                                                                           | Difficult                                                                                                                                                                |
| <b>Lead Reporting Partner(s)</b> | BDC                                                                                                                                                                                                                                                      | BDC                                                                                                                                                                                                                                                                                                                                 | BDC                                                                                                                                                                      |
| <b>Active Collab Partner(s)</b>  | Department of Planning (DOP)                                                                                                                                                                                                                             | DOP, Dept. of Housing & Community Development (DHCD)                                                                                                                                                                                                                                                                                | GBC                                                                                                                                                                      |
| <b>Ecosystem Partner(s)</b>      | Greater Baltimore Committee (GBC)                                                                                                                                                                                                                        | Everyone<br><i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                            | Greater Washington Partnership (GWP), Baltimore Metropolitan Council (BMC), Balt. County, DOP, US EDA                                                                    |
| <b>Progress Status</b>           | Complete                                                                                                                                                                                                                                                 | Positive Progress                                                                                                                                                                                                                                                                                                                   | Some Progress                                                                                                                                                            |
| <b>2022 Progress</b>             | The inaugural <a href="#">Baltimore Together Summit</a> was held in November 2022. 400 leaders convened to share progress and review the strategies. <a href="#">At Baltimore Together, leaders said it's now or never to rewrite the city's future.</a> | Our Baltimore, the DOP's comprehensive plan. BDC and other community partners are participating in a 3-year planning process. BDC specifically will provide feedback on the Small Business and Commercial Corridors.                                                                                                                | There have been initial discussions between Baltimore City and Baltimore County about the potential of an EDD. There are not current plans to pursue a EDD.              |
| <b>2023 Progress</b>             | 2nd <a href="#">Baltimore Together Summit</a> taking place October 30, 2023, with an expansion of break-out work sessions and topics on November 1st-3rd.                                                                                                | Greater Baltimore Committee is launching a regional strategic plan with <a href="#">GBC's 12 Steps Forward</a> .                                                                                                                                                                                                                    | This work may grow out of the GBC regional <a href="#">All In 2035</a> , Strategic Plan. Has not been thoroughly discussed at this point.                                |
| <b>2024 Progress</b>             | 3rd Summit taking place Nov 12th. Expansion of break-out work sessions and topics on Nov.13th-15th. The summit is the culmination of this work.                                                                                                          | Mayor Brandon M. Scott released <a href="#">Downtown RISE: A 10-Year Vision</a> , a comprehensive long-term outlook that builds on the <a href="#">Downtown RISE: Strategic Action Plan</a> and Baltimore Together. A collaboration between the City, State, Downtown Partnership of Baltimore, BDC, and many diverse stakeholders. | Assessing the needs and process by which to accomplish foundational steps for this in time for Baltimore Together 2.0.                                                   |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

| Collaboration with Various Economic, Workforce, and Business Dev. Orgs. |                                                                                                                                                                                                                                                                                     | Track Data More Effectively                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                                                                       | 1.7                                                                                                                                                                                                                                                                                 | 1.8                                                                                                                                                                                                                                       | 1.9                                                                                                                                                                                                                                                                                             |
| Strategy                                                                | Convene economic and workforce development leaders to assess major policy changes.                                                                                                                                                                                                  | Reframe and align the school system and the workforce system, building from initiatives such as YouthWorks and Grads2Careers.                                                                                                             | Develop a regional economic indicators dashboard and post on Baltimore Together website.                                                                                                                                                                                                        |
| Priority                                                                | High                                                                                                                                                                                                                                                                                | Moderate                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                        |
| Impact                                                                  | Moderate                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                        |
| Difficulty                                                              | Easy                                                                                                                                                                                                                                                                                | Moderate                                                                                                                                                                                                                                  | Easy                                                                                                                                                                                                                                                                                            |
| Lead Reporting Partner(s)                                               | GBC                                                                                                                                                                                                                                                                                 | (Need Partners to Track & Report)                                                                                                                                                                                                         | GWP, GBC                                                                                                                                                                                                                                                                                        |
| Active Collab Partner(s)                                                | BDC, Mayor's Office of Employment Development (MOED), DOP                                                                                                                                                                                                                           | Baltimore City Public School System (BCPSS)                                                                                                                                                                                               | BDC                                                                                                                                                                                                                                                                                             |
| Ecosystem Partner(s)                                                    | Maryland Department of Service and Civic Innovation (MD DSCI)                                                                                                                                                                                                                       | Mayor's Office of Employment Development (MOED), MD DSCI,                                                                                                                                                                                 | Baltimore City Agencies and Mayoral Offices                                                                                                                                                                                                                                                     |
| Progress Status                                                         | Positive Progress                                                                                                                                                                                                                                                                   | Positive Progress                                                                                                                                                                                                                         | Complete                                                                                                                                                                                                                                                                                        |
| 2022 Progress                                                           | (Need Partners to Track & Report)                                                                                                                                                                                                                                                   | There is a very active relationship between BCPSS and Career and Technical Education (CTE) programs.                                                                                                                                      | Greater Washington Partners released an updated regional <a href="#">Inclusive Growth Dashboard</a> in 2022. Baltimore City Launched a <a href="#">Open Data Dashboard</a> in May of 2021, May of 2022 is full data set year.                                                                   |
| 2023 Progress                                                           | Oct. 2023 - The Greater Baltimore Committee (GBC) and their stakeholders have successfully secured the highly sought-after <a href="#">Tech Hub designation</a> for the region, positioning Baltimore as a key player in the nation's innovation economy.                           | Nov. 2023 - Baltimore's Promise and The Annie E. Casey Foundation, partnering with MainSpring Consulting, <a href="#">mapped funding</a> from nearly 30 public & private organizations.                                                   | Greater Baltimore Committee launched a regional <a href="#">strategic planning process</a> in 2023                                                                                                                                                                                              |
| 2024 Progress                                                           | Dec. 2023 - BDC spearheaded the passage of a <a href="#">23-0356</a> which will allow for Wet-lab construction in Commercial zones specifically C-3 and C-4 which will directly combat reality of limited space to develop these types of properties both ground up and renovation. | <a href="#">CareerBound</a> is projected to serve over 8,000 youth by 2030.<br><br>BCPSS has developed a " <a href="#">Pathway to Baltimore City's Budding Talent</a> " system for students to engage the workforce at every grade level. | GBC Launches <a href="#">Baltimore Regional Investment Scorecard</a><br><br>BDC Launches <a href="#">Baltimore City Economic Dashboard</a> . These two tools combined with the previously developed dashboards give Baltimore the ability to track it's progress. <a href="#">Also see 1.2.</a> |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

| Track Data More Effectively |                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                           | 1.10                                                                                                                                                                                                                                                                                                             | 1.11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Strategy                    | Annually compare Baltimore Together goal metrics with regional indicators dashboard on Baltimore Together website.                                                                                                                                                                                               | Explore environmental, social and governance (ESG) reporting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                    | Moderate                                                                                                                                                                                                                                                                                                         | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Impact                      | Low                                                                                                                                                                                                                                                                                                              | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Difficulty                  | Easy                                                                                                                                                                                                                                                                                                             | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Lead Reporting Partner(s)   | BDC                                                                                                                                                                                                                                                                                                              | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Active Collab Partner(s)    | N/A                                                                                                                                                                                                                                                                                                              | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ecosystem Partner(s)        | N/A                                                                                                                                                                                                                                                                                                              | DOP Balt. Office of Sustainability, Balt. City Dept. of Public Works Office of Equity & Environmental Justice, Office of Equity and Civil Rights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Progress Status             | Complete                                                                                                                                                                                                                                                                                                         | Strategy Deferred                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2022 Progress               | Awaiting the creation/development of the Economic Development Dashboard.                                                                                                                                                                                                                                         | This strategy has not been directly pursued and is marked deferred, but there are stakeholders involved in related initiatives, efforts, and discussions, some are listed below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2023 Progress               | Given the creation of the of the <a href="#">Baltimore City Economic Dashboard</a> , BDC has started to utilize the tool to compare and provide data on Baltimore Together metrics, specifically the <a href="#">Overarching Goals, Objectives, and Metrics updates, affectionately know as the "Red Table."</a> | <p><a href="#">2023 marked Blue Water Baltimore's eleventh season of data collection and analysis in the waterways</a> flowing throughout the Baltimore region.</p> <p>The City of <a href="#">Baltimore achieved LEED Gold certification</a> for implementing practical and measurable strategies and solutions aimed at improving sustainability and the standard of living for residents.</p> <p>The Office of Sustainability (BOoS) has released their <a href="#">2022 Annual Report</a>, the office also released their <a href="#">Disaster Preparedness Report</a>, which details Baltimore City's strategy to locally address existing and future hazards and serves as the official Hazard Mitigation Plan (HMP).</p> |
| 2024 Progress               | <a href="#">This year the Baltimore Together Progress Report will be a deep dive on the "Red Table" data</a> and provide contextual narrative to the data presented. BDC will continue to provide updates on this on the Baltimore Together website.                                                             | <p>Baltimore Together stakeholders still need to investigate if Balt. City's sustainability and equity goals current align with any <a href="#">standard ESG reporting practices</a>, or is this strategy no longer relevant.</p> <p>However, this year BOoS released their "<a href="#">Climate Action Plan Update</a>" which outlines how historic levels of federal funding combined with new ambitious climate targets under Maryland's Climate Solutions Now Act align well with Baltimore City's climate planning.</p>                                                                                                                                                                                                    |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Reimagine & Rebuild the Local Small Bus. Ecosystem

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

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Align, coordinate, and bring more financial capital into Small Business Ecosystem

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 1.14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategy                  | Identify sources of funds to support the network of small business support system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Active Collab Partner(s)  | Baltimore BASE Network                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ecosystem Partner(s)      | Various Non-Profit and Philanthropic Organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | <p>AccelerateBaltimore Cohort; <a href="#">Bmore TechConnect</a>; <a href="#">Hutch Studios incubator</a>;</p> <p><a href="#">Light of Baltimore Incubator</a>; <a href="#">Project Restore Grant</a>;</p> <p><a href="#">Social Entrepreneurs 2023-2023 Cohort JHU Social Innovation Lab Innovators Showcase</a>;</p> <p><a href="#">UM Medical Systems \$14 M of investment in 75% Black-led or Black and woman-led firms</a>;</p> <p><a href="#">Exelon launched a Racial Equity Capital Fund</a>;</p> <p><a href="#">Chase Business Banking mentorship program to local minority entrepreneurs</a>;</p> <p><a href="#">Johns Hopkins University partners with NIH, Howard University to Launch med-tech accelerator</a>;</p> <p><a href="#">1501 Health - incubator and investment for startups. Healthworx, CareFirst, BlueCross BlueShield, LifeBridge Health.</a></p>                                                                                                                                                                                            |
| 2023 Progress             | <p><a href="#">2023 Home Run Accelerator home based makers focusing on BIPOC and WBE</a>;</p> <p><a href="#">2023 UP/Start Venture Competition @ MICA</a>;</p> <p><a href="#">Fearless partners with Oak View Group</a>;</p> <p><a href="#">Baltimore's Homecoming Crab Tank</a>;</p> <p><a href="#">Comcast Rise Grants</a>; <a href="#">BGE Energizing Small Business Grant</a></p> <p>At the end of 2023, the National Institute of Health awarded UMB and UMBC a \$4 million <a href="#">Research Evaluation and Commercialization Hubs (REACH)</a> grant to advance biomedical entrepreneurship and innovation economy in the Baltimore region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2024 Progress             | <p>BDC has secured the remaining \$250K in Rockefeller Foundation Funds to support the BASE Network in it's efforts of longer-term small business recovery.</p> <p><a href="#">Three BASE Network partners were awarded a total of \$869,462</a> through Project Restore 2.0. Unlike previous rounds, this grant cycle focused on supporting place-based economic development organizations, rather than directly funding businesses, with the goal of creating a concentrated impact in communities.</p> <p>TEDCO will receive up to \$50 million and will allocate the funds into four existing programs targeting technology-based Maryland businesses and entrepreneurs through the <a href="#">State Small Business Credit Initiative (SSBCI)</a>.</p> <p>TechStars AI Health Baltimore <a href="#">Techstars</a>, Johns Hopkins University, and <a href="#">CareFirst BlueCross BlueShield</a> announced a new healthcare accelerator program designed to support early-stage entrepreneurs building pathways to better care through artificial intelligence.</p> |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Align, coordinate, and bring more financial capital into Small Business Ecosystem

| #                         | 1.15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1.16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Increase investment in BIPOC entrepreneurial opportunities and incubator programs led by people of color.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Examine novel and emerging approaches to capital access for small businesses with Blueprint Local Investments and Nowak Metro Finance Lab at Drexel University.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Active Collab Partner(s)  | BDC, Various Venture Capital Firms, Banks, CDFIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | Various Non-Profit and Philanthropic Organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Strategy Deferred                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | <a href="#">Luke Cooper's Latimer Ventures, founded earlier this year to fund Black and Hispanic entrepreneurs in Baltimore, has roped in Alana Mann</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The <a href="#">Capital Entrepreneurs Playbook</a> was published in November 2022.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Progress             | <a href="#">Baltimore Community Foundation Launched the Black Philanthropy Circle</a> focused on nonprofits that directly support the African American communities.<br><a href="#">Maryland General Assembly passes legislation to create TEDCO Equitech fund</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2024 Progress             | <a href="#">Conscious Venture Lab completed its 10th accelerator cohort</a> , with selected companies receiving up to \$125,000 in convertible equity. About \$20,000 of each investment supports future cohorts through a “pay-it-forward” model.<br><br>Since inception, Ignite Capital has invested in more than <a href="#">25 social enterprises, deploying over \$100K in microgrants to pre-revenue enterprises, and over \$2M in investments</a> into enterprises currently supporting more than 100 new livable wage jobs.<br><br><a href="#">CLLCTIVLY has selected 18 changemakers for the inaugural Drs. Elmer and Joanne Martin Fellowship</a> . From October '24 to March '25, fellows will receive a \$2,000 monthly stipend, expert training, networking, and resources. Focus areas include housing, youth mentorship, arts, and mental health, all aimed at building a thriving Baltimore.<br><br>TEDCO provides funding, resources, and connections for early-stage tech and life sciences companies to thrive in Maryland. As an independent state entity, TEDCO invested nearly \$13 million in Baltimore City companies in 2023-2024. | While many of the approaches to capital access for small businesses identified by Blueprint Local Investments are reflected in various Baltimore City strategies and initiatives, such as LINC, Downtown Rise, and several community plans vetted through the Planning Commission, the funding mechanisms differ. <a href="#">Philadelphia's strategy, for instance, leverages EDA grants</a> , with the Nowak Metro Finance Lab at Drexel University playing a leading role in organizing these resources. In contrast, no single partner in Baltimore has taken on the responsibility of coordinating EDA funding at a similar scale. <b>As a result, this strategy has been deferred due to capacity constraints.</b> |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Align, coordinate, and bring more financial capital into Small Business Ecosystem

| #                                | 1.17                                                                                                                    | 1.18                                                                                                                                                                                                                                       | 1.19                                                                                                                                                                                                                                    |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>                  | Develop loan loss reserve capitalized by local banks and foundations, and managed by local CDFIs and other nonprofits.  | Pilot alternative underwriting processes that do not solely rely on the use of a credit score to determine creditworthiness.                                                                                                               | Explore other non-debt forms of capital for early stage businesses and others adverse to taking on debt burdens.                                                                                                                        |
| <b>Priority</b>                  | High                                                                                                                    | Moderate                                                                                                                                                                                                                                   | Moderate                                                                                                                                                                                                                                |
| <b>Impact</b>                    | Moderate                                                                                                                | Moderate                                                                                                                                                                                                                                   | High                                                                                                                                                                                                                                    |
| <b>Difficulty</b>                | Difficult                                                                                                               | Moderate                                                                                                                                                                                                                                   | Difficult                                                                                                                                                                                                                               |
| <b>Lead Reporting Partner(s)</b> | BDC                                                                                                                     | Baltimore Community Lending (BCL), R3 Score                                                                                                                                                                                                | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                            |
| <b>Active Collab Partner(s)</b>  | Balt. City DHCD, BASE Network                                                                                           | BDC                                                                                                                                                                                                                                        | <i>(Open to Partners)</i>                                                                                                                                                                                                               |
| <b>Ecosystem Partner(s)</b>      | <i>(Open to Partners)</i>                                                                                               | <i>(Open to Partners)</i>                                                                                                                                                                                                                  | <i>(Open to Partners)</i>                                                                                                                                                                                                               |
| <b>Progress Status</b>           | Some Progress                                                                                                           | Complete                                                                                                                                                                                                                                   | Some Progress                                                                                                                                                                                                                           |
| <b>2022 Progress</b>             | BDC was awarded \$1 million by the U.S. Small Business Administration to establish a loan loss reserve fund.            | Baltimore Community Lending is piloting <a href="#">R3 Score</a> , an alternative to a credit score created to assist returning citizens access capital. <a href="#">R3 Score wants to bring the background check into the modern age.</a> | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                            |
| <b>2023 Progress</b>             | Baltimore City DHCD and BASE Network lenders and CDFIs developed foundation criteria for the loan loss reserve program. | Baltimore Community Lending is piloting R3 Score, an alternative to a credit score created to assist returning citizens access capital.                                                                                                    | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                            |
| <b>2024 Progress</b>             | <i>(Progress on this strategy has slowed)</i>                                                                           | R3 Score has implemented their risk assessment tools with BCL, proving the effectiveness of a more contextualized risk assessment, this strategy is considered complete as R3 Score has demonstrated the ability.                          | Baltimore City used ARPA funds to provide grants to small businesses (BASE Network)<br><a href="#">SUPER CROWD INC. hosted their national conference in Baltimore in 2024</a> to teach entrepreneurs about crowd sourcing opportunities |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Build a networked workforce delivery system serving Baltimore City residents and employers

| #                                | 1.20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1.21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>                  | Aggregate Maryland's higher education data to share with existing and prospective employers. Post data annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Establish Common Performance Metrics (CPM) for workforce development. Post analysis annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Priority</b>                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Impact</b>                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Difficulty</b>                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Lead Reporting Partner(s)</b> | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | MOED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Active Collab Partner(s)</b>  | Baltimore Collegetown, University Systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | BDC, MD Dept of Labor (MD Labor)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Ecosystem Partner(s)</b>      | Maryland Dept. Education, GBC, Maryland Higher Education Commission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | MOSMBA-D                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Progress Status</b>           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>2022 Progress</b>             | Baltimore Collegetown issued a <a href="#">2022 Annual Report</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | MOED launched the <a href="#">Workforce Dashboard</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>2023 Progress</b>             | Baltimore Collegetown issued a <a href="#">2023 Annual Report</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <a href="#">Local Workforce Dev. Area Industry Projections 2022-2032 - Workforce Information &amp; Performance</a> are posted by MD Labor.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>2024 Progress</b>             | <p>In January, Collegetown launched the <a href="#">2023 Baltimore Look Book</a>, featuring 13 student profiles showcasing their unique experiences in the city. This campaign promoted Baltimore's best, garnering 4.3 million impressions across our website and social media, reaching 274k unique accounts, and receiving 82k YouTube views.</p> <p>Launched in 2019, <a href="#">Industry Days</a> connect employers with talent and students to careers. In April 2023, professionals from six industries—Arts &amp; Creative, Finance, Life Sciences &amp; STEM, Mass Communication, Startups &amp; Entrepreneurship, and Sustainability &amp; Energy—shared career insights, driving student and alumni retention.</p> | Common Performance Metrics are a set of defined metrics about occupational skills training (OST) outcomes and demographics of clients trained, which were developed by the Baltimore Workforce Development Board to standardize how OST providers measure impact. Providers have been asked to adopt these metrics and will be using them in coordination with a centralized database that will attempt to collect and aggregate all provider outcomes (Baltimore Data Bridge). Without the Baltimore Data Bridge's implementation (discussed in 1.22), there is no specific way to monitor compliance with the CPM. |

## STRATEGY 1: Work together—break down barriers, foster collaboration, and increase efficiency

### Build a networked workforce delivery system serving Baltimore City residents and employers

| #                         | 1.22                                                                                                                                                                                                                                                                                                                                | 1.23                                                                                                                                                                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Develop a Workforce Integrated Data System (WIDS). Report gaps in service. Identify need for resource allocation. Post results annually.                                                                                                                                                                                            | BDC, MOED and Maryland Department of Labor convene quarterly to discuss trends, share information about hiring and training resources.                                                                                              |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                            |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                            |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                           | Easy                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                   | MD Dept of Labor (MD DLLR), MOED, BDC                                                                                                                                                                                               |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                  | DHCD, CDGB                                                                                                                                                                                                                          |
| Ecosystem Partner(s)      | MOED, MOAAME, MOSMBA-D                                                                                                                                                                                                                                                                                                              | (Open to Partners)                                                                                                                                                                                                                  |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                       | Some Progress                                                                                                                                                                                                                       |
| 2022 Progress             | (Working to Investigate)                                                                                                                                                                                                                                                                                                            | (Need Partners to Track & Report)                                                                                                                                                                                                   |
| 2023 Progress             | (Working to Investigate)                                                                                                                                                                                                                                                                                                            | (Need Partners to Track & Report)                                                                                                                                                                                                   |
| 2024 Progress             | Currently, MOED is working on a new RFP for the Baltimore Data Bridge, applying lessons from the contracting process and prior system design, aiming to build a system in 2025. Once available, it'll be hosted on its own site, which will be linked through the MOED website for individuals to view aggregate training outcomes. | BDC and MOED have collaborated on a range of business support initiatives. Additionally, two meetings were held to facilitate a comprehensive re-introduction of team members, ensuring that all counterparts were well-acquainted. |

## STRATEGY 2: Invest in People and Places

| Invest in Human Capital   |                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.1                                                                                                                                                                                                                                                                                                                                       | 2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strategy                  | Establish industry sector partnerships for growth industry sectors.                                                                                                                                                                                                                                                                       | Create additional apprenticeships.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                  | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Lead Reporting Partner(s) | BDC                                                                                                                                                                                                                                                                                                                                       | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Active Collab Partner(s)  | MD Commerce, MD DLLR                                                                                                                                                                                                                                                                                                                      | MD DLLR                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem Partner(s)      | MOED (Open to Partners)                                                                                                                                                                                                                                                                                                                   | MD DSCI, MATP, MOED                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                             | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                         | Open Works and Made in Baltimore have collaborated on an innovative sewing trades program called the <a href="#">Baltimore Sewn Trades Training Program</a> (BSTTP) aiming to revitalize Baltimore's textile industry and provide skills to local residents officially launched in the spring of 2022 and has continued in 2024.                                                                                                                                  |
| 2023 Progress             | GBC organizes regional life science consortium to compete for federal Tech Hub grant. October 23 2023, the <a href="#">Biden-Harris administration</a> , through the U.S. Department of Commerce's Economic Development Administration (EDA) <a href="#">designated the greater Baltimore region as one of the 31 Federal Tech Hubs</a> . | <a href="#">The Baltimore City Joint Apprenticeship Program</a> is the collaborative effort between the Mayor's Office, Baltimore City and State Agencies. Ensuring that the City of Baltimore has a qualified pool of journey persons who have been trained in the traditions of the craftsman across 8 trades.                                                                                                                                                  |
| 2024 Progress             | Baltimore did not secure Phase 1 Funding, however the EDA is committed to supporting all designated Tech Hubs in successfully realizing their vision. To that end, to hear more about Baltimore's next steps contact Carter McClure at GBC ( <a href="mailto:carterm@gbco.org">carterm@gbco.org</a> )                                     | MOED invested \$250,000 of <a href="#">ARPA funds</a> to <a href="#">subsidize apprenticeships for 200 Baltimore City residents</a> by providing Baltimore City employers with \$2,500 per apprentice to pay for training, wages, or support services.<br><br>Maryland Apprenticeship and Training Program (MATP) has an exhaustive tool that helps both apprentice seekers and employers find each other - <a href="#">The Maryland Apprenticeship Locator</a> . |

## STRATEGY 2: Invest in People and Places

### Invest in Human Capital

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Strategy                  | Increase use of workforce training dollars by business employers. Track and report annually use of funding by industry sector and other factors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Active Collab Partner(s)  | MOED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | MD DLLR, MOAAME, MOSMBA-D                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | <p>MOED's Employment Enhancement Services (service 793) operates <a href="#">Community Job Hubs</a> (CJH), offering workforce support to help residents build career portfolios, gain computer skills, and develop occupational skills for high-growth sectors. Services include job training, resume and interview support, career guidance, and employment placement. Programs include <a href="#">Hire Up</a> (subsidized city jobs), <a href="#">Train Up</a> (free training), and <a href="#">Let's Ride to Work</a> (free rideshare for new employees). From FY 2020 - FY 2022, 2,147 visited a CJH, out of that 1,516 received Intensive services via the CJH. Between the Adult Service Center and the CJH from FY 2020-FY 2022, 4374 adults have obtained a job. <a href="#">To find a service location click here.</a></p> <p><a href="#">Port Covington Construction Training Program</a></p> |
| 2023 Progress             | <p>In FY 2023, MOED's Employment Enhancement Services achieved the following: 485 visited a CJH, out of that 290 received Intensive services via the CJH. Between the Adult Service Center and the CJH for FY 2023, 2,012 adults have obtained a job, reaching 84.3% of MOED's goal.</p> <p>New State workgroup to be created called the "<a href="#">MD Apprenticeship Center</a>" to be shared at Baltimore Together Summit 2023.</p> <p><a href="#">MD Apprenticeship Connector</a> Launches.</p> <p><a href="#">Amazon Selects Morgan State University as First Four-Year HBCU Education Partner</a> for Employee Career Choice Program.</p> <p><a href="#">Diligent Academy 1st Cohort in partnership W/ SAAS Sales and SA Academy</a></p>                                                                                                                                                          |
| 2024 Progress             | <p><a href="#">MOED issued an RFP to provide entrepreneurship training services to residents of the Park Heights Master Plan Area.</a> The selected organization will conduct entrepreneurship training, following or based on a nationally recognized curriculum, to prepare Park Heights residents to plan, pitch, build, and grow their small business enterprises. The chosen vendor will also conduct a pitch competition for participants and award subsidies for entrepreneurial start-up costs to the chosen winners. The first cohort for entrepreneurship training will begin in January 2025. The entrepreneurship training investment grant totals \$60,000.</p> <p>MOED's Hire Up Program subsidized 107 new employees since 12/1/2023, for more information contact <a href="mailto:Hire.Up@baltimorecity.gov">Hire.Up@baltimorecity.gov</a>.</p>                                          |

## STRATEGY 2: Invest in People and Places

| Invest in Human Capital   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2.5                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Strategy                  | Develop a Service Corps that offers immediate job opportunities and wages so residents can meet basic needs while building skills, and experience while also providing a public good.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Increase employment of people post incarceration                                                                                                                                                                                                                                                                                                                                                                             |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | High                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | MOED                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem Partner(s)      | MOED, MD DSCI, MD DLLR, MATP, Job Corps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Turnaround Tuesday, Operation Hope                                                                                                                                                                                                                                                                                                                                                                                           |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2022 Progress             | Offered regionally, Job Corps are not a one-size-fits-all experience, Job Corps in Maryland offers on and off-campus programs at both their <a href="#">Woodstock, MD (Balt. County)</a> and <a href="#">Laurel, MD (Prince George's County)</a> locations                                                                                                                                                                                                                                                                                                                                                                                                                              | MOED offers Workforce Services for Returning Citizens (service 796) to transition successfully to work, home, and community. The goal is to facilitate a smooth shift from incarceration to employment. Services include career counseling, job readiness, skills training, and job search and retention assistance. From FY 2020-FY 2022, 3,366 returning citizens received employment assistance, 905 obtained employment. |
| 2023 Progress             | MOED's Workforce Public Assistance (service 792) provides employment and education support for City residents. It includes case management, job prep, career counseling, skill building, and post-employment support like retention assistance and help with non-traditional work hours. From FY 2021- FY 2023, 1545 residents have benefited from these services, with an average of 42% remaining employed after 6 months, and of that group 55% remain employed beyond 12 months.                                                                                                                                                                                                    | In FY 2023, 1,787 returning citizens received employment assistance, meeting 99.2% of the target goal for FY 2023, of the 1,787, 396 obtain employment.                                                                                                                                                                                                                                                                      |
| 2024 Progress             | The "Service Corps" strategy considered complete and is no longer being pursued as its services are covered by MOED's existing programs, Hire Up and Train Up. Hire Up offers transitional jobs for up to 6 months, including career navigation, legal services, financial counseling, and job placement support. Train Up provides free job training and skills development through trusted community organizations in Baltimore's growing industries. See their <a href="#">ARPA dashboard</a> for outcomes for Train Up and Hire Up. MOED is also a <a href="#">Baltimore Clean Corps</a> Initiative partner, the multi-agency project led by Baltimore City Department of Planning. | Employment for individuals' post-incarceration has increased. In FY2024, the MOED Re-Entry Center placed 401 returning citizens, up from 396 in FY2023. Furthermore, in FY2024, MOED secured new grant funding to provide occupational skills training and job placement assistance to 90 more returning citizens.                                                                                                           |

## STRATEGY 2: Invest in People and Places

| Invest in Human Capital   |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.6                                                                                                                                       | 2.7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Strategy                  | Increase private sector participation in Baltimore Collegetown Network Industry Days and students' connection to employment opportunities | Track and report annual training and educational initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Priority                  | Moderate                                                                                                                                  | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Impact                    | Moderate                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Moderate                                                                                                                                  | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Lead Reporting Partner(s) | Collegetown                                                                                                                               | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                        | MOED, BCPS (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Ecosystem Partner(s)      | GBC, BDC                                                                                                                                  | Morgan State University (MSU)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Progress Status           | No Progress                                                                                                                               | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2022 Progress             | BDC has placed a representative on the Board of Collegetown to facilitate more intimate cooperation.                                      | <a href="#">MOED's BCPS Alternative Options Academy for Youth</a> (service 791) offers an alternative education model through the Youth Opportunity (YO) Academy, in partnership with City Schools. It enables youth to learn at their own pace, earn graduation credits, or transition back to their zoned high school. Services include job placement, work-study, summer employment, job shadowing, and internships. In FY 2020-FY 2022, 293 students have matriculated through the program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2023 Progress             | (Need Partners to Track & Report)                                                                                                         | In FY 2023, MOED's YO Academy (service 791) matriculated 72 students through the program. On average 91± students a year.<br><br><a href="#">National Center- Elimination of Educational Disparities (NCEED)</a> . Housed at Morgan State University (MSU), the mission of the NCEED is to alter the trajectories of Black, Latinx and low income children in public schools in Maryland and across the US.<br><br><a href="#">The Center for Equitable AI and Machine Learning Systems</a> (CEAMLS) at MSU facilitates the research, development of standards, identification of new methods, and advancement of innovative technologies that foster fair and unbiased technology and unbiased use in applications.<br><br><a href="#">During the 2023 Session, legislation was signed into law that permits the University System of MD to establish a quasi-endowment fund</a> (up to \$150 million) and use the investment income produced to provide need-based financial aid for in-state MD students. |
| 2024 Progress             | (Need Partners to Track & Report)                                                                                                         | MOED is creating 57 career coach and admin positions through a \$5 million partnership with Baltimore City Public Schools and Baltimore City Community College to provide career counseling for middle and high school students as part of a three-year pilot under the Blueprint for Maryland's Future. MOED's youth services have helped 1,200+ youth secure jobs, and the YouthWorks program offered over 10,200 five-week summer internships.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## STRATEGY 2: Invest in People and Places

### Invest in Places: Increase Local Investment Funds for BIPOC-owned Businesses

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategy                  | Align public resources (Baltimore City/ State of MD) and private investment to support equitable development — aligned with the Baltimore's Department of Housing & Community Development (DHCD) framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Lead Reporting Partner(s) | DHCD, DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Active Collab Partner(s)  | BDC, <i>(Open to Partners)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ecosystem Partner(s)      | Various Developers & Non-Profits <i>(Open to Partners)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2022 Progress             | <p>Since 2016, DHCD has encouraged or produced 5,407 units (Multi-Family-4,778 units &amp; Single-family-629 units) in their Impact Investment Areas. Accessibility and transparency for investment in Baltimore's neighborhoods: Baltimore City's DHCD Research and Analytics Gallery: <a href="#">CoDeMap</a>, <a href="#">DHCD Impact Investment Area Project Tracker</a>, <a href="#">Investment Map</a>, <a href="#">Key Stats Dashboard</a>.</p> <p>Oct 2022 - Baltimore leaders secured \$47.7 million in <a href="#">grants to build wetlands in the Middle Branch</a>, marking the first step in transforming South Baltimore's shoreline.</p> <p>Dec 2022 - <a href="#">Southern Bridge Career Development Center</a> is spearheading several residential, workforce development and wellness projects in East Baltimore. <a href="#">Update here</a>.</p>                                                                                                                                                                                                                                                                                                                                                   |
| 2023 Progress             | <p>April 2023 - <a href="#">The Housing Authority of Baltimore City (HABC) provided an additional \$10 million</a> Choice Neighborhood Implementation grant from the U.S. Department of Housing and Urban Development (HUD) to support the Perkins, Somerset and Oldtown (PSO) Transformation project.</p> <p>April 2023 - The West North Avenue Development Authority (WNADA) <a href="#">awards \$6.1M</a> in financial assistance grants to fourteen local businesses.</p> <p>Jun. 2023 - <a href="#">Mondawmin Transit Hub to receive \$20M grant from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program</a>. This funding will contribute to a larger overall station upgrade project, estimated to cost \$33.5M. The MD Transit Admin. has committed an additional \$12M, bringing the total secured investment to \$32M.</p> <p>Baltimore is addressing its vacant and abandoned properties through a <a href="#">landmark agreement announced by Mayor Brandon Scott, BUILD, and the GBC</a>. This agreement includes a \$300M city investment over 15 years, with the goal of generating up to \$3B in total investment. <a href="#">Track the plan here</a>.</p> |
| 2024 Progress             | <p>Oct. 2024 - The Governor's order, <a href="#">HB1334</a>, establishes the Baltimore Vacants Reinvestment Council to transition 5,000 vacant properties into positive outcomes over 5 years. The council will utilize <a href="#">\$3B from Baltimore</a> and \$50M set aside by the State of MD.</p> <p><a href="#">Lifebridge's Sinai Hospital \$50 million expansion</a> is expected to be complete by December 2024.</p> <p>Dec 2024 - <a href="#">The Southern Streams Health and Wellness Center</a>, a \$32 million project (NIIF, State Bonds &amp; Grants, Federal Funds) bringing vital health and wellness to East Balt., will break ground on Dec. 9, 2024.</p> <p>November 2024 - <a href="#">The first residents moved into 13 fully furnished homes in Hope Village</a> on Holbrook St. in the Oliver community, purchased for under \$25,000, providing housing security while removing blight.</p>                                                                                                                                                                                                                                                                                                  |

## STRATEGY 2: Invest in People and Places

### Invest in Places: Increase Local Investment Funds for BIPOC-owned Businesses

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Strategy                  | Convene local CDFIs and financial institutions to identify strategies to attract impact investment; measure investment attracted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Active Collab Partner(s)  | DHCD, NIIF, BDC, DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem Partner(s)      | BCL, Latino Economic Development Center (LEDC), NHS (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2022 Progress             | <p>The Mayor's Office, Maryland Department of Housing &amp; Community Development and Baltimore Housing, <a href="#">Neighborhood Impact Investment Fund</a> meet regularly to track projects, funding and opportunities align with the DHCD framework.</p> <p>In Fiscal 2022, NIIF originated \$9.6 million in new loans. These transactions leveraged significant additional resources, with total project-level investment from all sources reaching \$57.2 million. All of our investments support NIIF's Eligible Neighborhoods, which are home to 85% Black residents.</p>                                                                                                                                                                                                                                                                                               |
| 2023 Progress             | <p>In Fiscal Year 2023, <a href="#">NIIF committed more than \$12M to new projects</a>, and <a href="#">creating 270 full-time construction jobs</a>. This brings total commitments in NIIF's four years of lending to approximately \$45M. NIIF continues to grow their client base and recently secured a \$5 million grant commitment from the US Treasury's CDFI Fund to further support NIIF lending.</p> <p>In Fiscal Year 2023, <a href="#">LEDC deployed over 170 loans totalling in \$7M</a> in direct financial support to small businesses and aspiring entrepreneurs.</p> <p>In Fiscal Year 2023, Neighborhood Housing Services, deployed <a href="#">\$1.4M in grants and loan for Baltimore City homeowner repairs</a> throughout the middle neighborhoods. <a href="#">Supported 5 neighborhood beautification projects and the Mill on North Food Hall</a></p> |
| 2024 Progress             | <p>March 2024 - <a href="#">The North Avenue Market was acquired by North Avenue Market Development, LLC, a consortium of community non-profits, developers, and artists</a> in Baltimore's Station North Arts District. Funding came from multiple sources, including the General Assembly, NIIF, the sellers, Maryland DHCD capital grants, and Johns Hopkins University. Renovations are estimated to cost \$30 million, with the new owners receiving \$4.78 million in Maryland Historic Revitalization Tax Credits in 2023.</p>                                                                                                                                                                                                                                                                                                                                          |

## STRATEGY 2: Invest in People and Places

### Invest in Places: Increase Local Investment Funds for BIPOC-owned Businesses

| #                         | 2.10                                                                                                                                                                                                                                                                                                        | 2.11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2.12                                                                                                                                                                              |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | TechConnect: attract / retain technology-based businesses in downtown office space.                                                                                                                                                                                                                         | Downtown BOOST Program: attract and support BIPOC -owned businesses in Baltimore's Downtown Center.                                                                                                                                                                                                                                                                                                                                                                                 | Develop mechanism to track and annually report of equity investors in real estate and business projects (opportunity zones.)                                                      |
| Priority                  | High                                                                                                                                                                                                                                                                                                        | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Moderate                                                                                                                                                                          |
| Impact                    | High                                                                                                                                                                                                                                                                                                        | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                          |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Difficult                                                                                                                                                                         |
| Lead Reporting Partner(s) | BDC, Fearless, OVG                                                                                                                                                                                                                                                                                          | DPOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | BDC                                                                                                                                                                               |
| Active Collab Partner(s)  | DOPB (BOOST)                                                                                                                                                                                                                                                                                                | Various Small WBE & BIPOC Businesses                                                                                                                                                                                                                                                                                                                                                                                                                                                | DOP, DHCD                                                                                                                                                                         |
| Ecosystem Partner(s)      | (Open to Partners)                                                                                                                                                                                                                                                                                          | Various Developers & Non-Profits (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                 | (Open to Partners)                                                                                                                                                                |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                               | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Strategy Deferred                                                                                                                                                                 |
| 2022 Progress             | (Need Information)                                                                                                                                                                                                                                                                                          | DPOB completed their first cohort in BOOST program                                                                                                                                                                                                                                                                                                                                                                                                                                  | (Need Partners to Track & Report)                                                                                                                                                 |
| 2023 Progress             | <a href="#">Fearless and Oak View Group team up</a> to establish the Fearless Impact Fund, dedicated to supporting BIPOC businesses and workforce initiatives around the Arena. - <i>The Fearless Fund has permanently closed its programs as part of a settlement agreement reached in September 2024.</i> | Downtown Partnership of Baltimore is thrilled to <a href="#">announce the Next Class of Black Businesses Selected for the Downtown BOOST Program</a> .<br><br>The entrepreneurs selected for the second cohort of the Black Owned and Operated Storefront Tenancy (BOOST) Program and committed to continuing to restore the Howard St. retail corridor.                                                                                                                            | (Need Partners to Track & Report)                                                                                                                                                 |
| 2024 Progress             | UM BioPark's <a href="#">4MLK building, operated by the Cambridge Innovation Center</a> , is an example of the public-private partnerships necessary to complete the build-out of these incubation hubs.                                                                                                    | Total number of BOOST recipients across both cohorts – 17 BOOSTers (all minority-owned, 10 women-owned.) Total investment equates to \$900,000 directly to BOOST recipients. 12 New storefronts open downtown equating to 39 jobs impacted (12 new hires/ 27 retained)<br><br>In partnership with MCB Real Estate and Made In Baltimore DPOB launched the <a href="#">BOOST Boutique in Harborplace</a> . This initiative will brought seven Black-owned businesses to Harborplace. | <i>This strategy has been deferred due to the private nature of equity transactions and the challenges in obtaining consistent data across different project types and deals.</i> |

## STRATEGY 2: Invest in People and Places

### Strengthen the Local Retail Industry

| #                         | 2.13                                                                                                                                                                                                                                                                                                                                                                                                    | 2.14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Hire a retail expert, to develop a detailed inclusive retail recovery and growth strategy for Baltimore's neighborhoods and downtown. Implement strategy. Retail strategy will be posted for public comment                                                                                                                                                                                             | Explore more funding for the Main Streets program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Lead Reporting Partner(s) | BDC                                                                                                                                                                                                                                                                                                                                                                                                     | Baltimore Main Streets, MOSMBA-D                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Active Collab Partner(s)  | DOP, DHCD, MOSMBA-D                                                                                                                                                                                                                                                                                                                                                                                     | DHCD, MD Dept of Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecosystem Partner(s)      | Place-Based Community & Business Orgs.                                                                                                                                                                                                                                                                                                                                                                  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                       | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2022 Progress             | BDC considered hiring an external consultant but opted to integrate this into their economic development specialists' work. They are now developing a process for the mapping.                                                                                                                                                                                                                          | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2023 Progress             | This work, informed by 2.16 and 2.18, culminated in the Commercial District Assessment (CDA), announced at the 2023 Baltimore Together Summit and shared with stakeholders in a breakout session.                                                                                                                                                                                                       | FY23 funding increased from \$25k annually to \$35k, providing an additional \$80,000 pass through funding to our partner sites.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2024 Progress             | The CDA Initiative seeks to base the City's neighborhood economic development strategy on data-driven analysis of local commercial districts. Partnering with community organizations, BDC will combine field research and innovative data collection to create tools and visualizations to guide policy, programs, and funding. Program will be released to partners by the Baltimore Together Summit. | FY24 funding increased from \$35k annually to \$60k, providing an additional \$200,000 pass through funding to our partner sites.<br><br>FY24 establishment funding for Park Heights Main Street of \$100,000.<br><br>Alongside the funding for Park Heights Main Street, MOSMBA-D (Main Streets) received PCDA funding to hire a new coordinator for newly designated Park Heights Main Street (\$300K) and over \$600 in public safety and streetscape improvements based on the new <a href="#">Park Heights Main Street designation</a> .<br><br>July 2024—Multiple Main Streets also received Project Restore 2.0 funding amounting to \$1.5 Million |

## STRATEGY 2: Invest in People and Places

### Strengthen the Local Retail Industry

# 2.15

**Strategy** Explore the creation of permanent affordable commercial space.

**Priority** **Moderate**

**Impact** **Moderate**

**Difficulty** **Difficult**

**Lead Reporting Partner(s)** GBC, BDC

**Active Collab Partner(s)** MOSMBA-D , Main Streets

**Ecosystem Partner(s)** DOP, DHCD, Arts Districts, Various Developers & Landlords

**Progress Status** **Some Progress**

**2022 Progress** *(Need Partners to Track & Report)*

**2023 Progress** Baltimore Together Creative Industries Workgroup is focused on affordable permanent commercial space and will discuss this at the Baltimore Together 2023 summit.

**2024 Progress**

Though not a city-wide initiative, these development teams are demonstrating innovative approaches and intentionality by making prime real estate accessible to all.

Baltimore Peninsula: 20% of their leased retail space is leased to minority and women owned businesses and we expect that percentage to increase as we finalize our retail leasing efforts. It is important to note those deals are all long term (10yr + terms), which underscores their commitment to MBE/WBE businesses and their long-term success at Baltimore Peninsula.

Harborplace / MCB Real Estate: Under its Local Tenancy Plan, Harborplace has offered deeply discounted leases to small, local, minority, and women-owned businesses in its pavilions. This initiative has revitalized Baltimore's waterfront while showcasing local entrepreneurs in prime retail spaces they might not otherwise afford, including businesses like [Crust By Mack](#), [Matriarch Coffee](#), [Saturday Morning Café](#), [Soul Kuisine](#), and [Oleum Kitchen](#).

Harborplace also partnered with BDC, Made In Baltimore, and DPOB to launch the "Baltimore Boutique," featuring [Made In Baltimore businesses and tenants](#) and the [Downtown Partnership BOOST cohort](#). The redevelopment will continue prioritizing accessible waterfront space for these and other local businesses.

## STRATEGY 2: Invest in People and Places

### Enhance the Neighborhood Focus of Dev. Efforts: *Middle* Neighborhoods and Commercial Corridors

| #                                | 2.16                                                                                                                                                                                                                                                                                         | 2.17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>                  | Commercial corridors: develop mapping tool to measure 'vitality'                                                                                                                                                                                                                             | Evaluate the Main Streets, Retail Business District License, LINC's, and other City retail programs and make recommendations about funding and structure.                                                                                                                                                                                                                                                                                                                                     |
| <b>Priority</b>                  | Moderate                                                                                                                                                                                                                                                                                     | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Impact</b>                    | High                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Difficulty</b>                | Moderate                                                                                                                                                                                                                                                                                     | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Lead Reporting Partner(s)</b> | BDC                                                                                                                                                                                                                                                                                          | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Active Collab Partner(s)</b>  | Place-Based Community & Business Orgs.                                                                                                                                                                                                                                                       | Main Streets, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Ecosystem Partner(s)</b>      | DOP, DHCD, MOSMBA-D                                                                                                                                                                                                                                                                          | DOP, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Progress Status</b>           | Complete                                                                                                                                                                                                                                                                                     | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>2022 Progress</b>             | BDC identified several commercial corridors as potential study areas; conducted a deep dive pilot program in East Baltimore developing a data gathering and analysis process. The work took best practice processes from other similar municipalities such as Philadelphia and Brooklyn NYC. | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>2023 Progress</b>             | BDC will present work to date at the upcoming summit; objective is to identify and engage stakeholders to assist in data gathering.                                                                                                                                                          | Main Streets: The Baltimore Main Streets program is gaining renewed momentum with Charlyn Nater as its new director. Focused on attracting businesses and jobs to designated areas, the program is further strengthened by new staff additions under the Mayor's Office of Small Business Advocacy & Development, ensuring continued success in revitalizing Baltimore's neighborhoods.                                                                                                       |
| <b>2024 Progress</b>             | BDC has developed the processes, tools, and platform, successfully testing them in 15 districts. An open call for community partner organizations will be issued soon to scale this work. This strategy is now complete.                                                                     | RDBLs: Baltimore City Finance, BDC, and the RDBL Presidents have been having recurring meetings to resolve accounting and payment reconciliation issues resulting from COVID backlog, RDBL staff turnover, and City Accounting software change over. The program is being evaluated on its effectiveness.<br><br>LINC's: BDC, DOT, and Planning are working to disburse LINC's funding for the designated areas (Liberty Heights Ave., Greenmount Ave., East North Ave., & Pennsylvania Ave.) |

## STRATEGY 2: Invest in People and Places

### Enhance the Neighborhood Focus of Dev. Efforts: Middle Neighborhoods and Commercial Corridors

| #                                | 2.18                                                                                                                                                                                                                                                                                          | 2.19                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>                  | Evaluate effectiveness of business development incentives in commercial corridors, design and adopt new toolkit.                                                                                                                                                                              | Connect merchants' associations to retail programs.                                                                                                                                                                                                                                                                                                                     |
| <b>Priority</b>                  | Moderate                                                                                                                                                                                                                                                                                      | Low                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Impact</b>                    | Moderate                                                                                                                                                                                                                                                                                      | Low                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Difficulty</b>                | Moderate                                                                                                                                                                                                                                                                                      | Easy                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Lead Reporting Partner(s)</b> | BDC                                                                                                                                                                                                                                                                                           | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                            |
| <b>Active Collab Partner(s)</b>  | DHCD, MD Commerce                                                                                                                                                                                                                                                                             | BDC, MOSMBA-D                                                                                                                                                                                                                                                                                                                                                           |
| <b>Ecosystem Partner(s)</b>      | <i>(Open to Partners)</i>                                                                                                                                                                                                                                                                     | Community-based Organizations (CBOs)                                                                                                                                                                                                                                                                                                                                    |
| <b>Progress Status</b>           | Some Progress                                                                                                                                                                                                                                                                                 | Positive Progress                                                                                                                                                                                                                                                                                                                                                       |
| <b>2022 Progress</b>             | <i>(See 2.16, this is the beginning of this work.)</i>                                                                                                                                                                                                                                        | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                            |
| <b>2023 Progress</b>             | <i>(See 2.16)</i>                                                                                                                                                                                                                                                                             | BDC to create a directive around process for EDOs to perform and track the status/awareness of merchant associations. Build up capacity inside merchant Association to provide the TA assistance.                                                                                                                                                                       |
| <b>2024 Progress</b>             | See 2.16, this marks the start of the work. However, BDC has received tax incentive data from Baltimore City Finance since 2020, across five different tax incentives. Additional data analysis is required and underway to assess the impact of the existing incentives within the corridor. | BDC is establishing a new SOP for outreach to business and business associations. Even outside of these new procedures BDC has doubled down on these type of outreach and collaboration. For example, BDC has established bi-weekly check-ins with Park Heights community organizations to ensure effective distribution of resources both financial and human capital. |

## STRATEGY 2: Invest in People and Places

### Invest in Baltimore's Downtown

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|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Strategy                  | Incentive use of vacant Class B & Class C office space.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Reporting Partner(s) | State of MD Department of Commerce, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Active Collab Partner(s)  | BDC, DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Ecosystem Partner(s)      | Various Downtown (CBD) Owner/Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2022 Progress             | In spring 2021, the Governor's office announced funding to relocate over 3,000 state workers to Baltimore's Central Business District to address vacancies and boost the economy. The number of relocated workers has since grown to 5,160.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2023 Progress             | <p>Downtown Partnership of Baltimore releases report about <a href="#">Market Rate Analysis Housing Demand</a> in downtown Baltimore and adjacent neighborhoods.</p> <p>This work should be informed by "Project Livable" and rethinking our urban planning process. Build on the October "Developer Roundtables" and BT Summit Workshop(s).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2024 Progress             | <p>The <a href="#">MD Comptroller's Office has completed its relocation</a> to 7 Saint Paul St. in Downtown Baltimore. The newly renovated, 67,000-sf space spans multiple floors and will house 300+ employees.</p> <p><a href="#">The MD Dept. of Planning moved into their new offices at 120 E. Baltimore Street.</a></p> <p><a href="#">MD Dept. of Human Services completes their move</a> to their new downtown Baltimore office on 25 S. Charles St. (775 employees).</p> <p>The <a href="#">MD State Dept. of Assessments and Taxation (SDAT) has relocated</a>, its headquarters from State Center to the Candler Building at 700 E. Pratt St. in Baltimore's CBD (200+ employees).</p> <p>Several other state agencies are scheduled to move in the near future:</p> <ul style="list-style-type: none"> <li>MD Dept. of Aging + MD Dept. of Disabilities, 60 employees–36 S. Charles St. (Jan. 2025)</li> <li>MD Dept. of Labor, 842 employees–100 S. Charles St. (Nov. 2024)</li> <li>MD Dept. of Health, 2,656 employees–300-400 N. Greene St. (Q2 2026)</li> <li>MD Dept. of Budget and Management, 322 employees–300 E. Lombard St. (date TBD)</li> <li>MD Dept. of Health, 90 employees–201 N. Charles St. (date TBD)</li> <li>DGS, Tax Court, DBM Capital (TBD)</li> </ul> <p>As of May 2024, BDC has a list of all the new market tax credit projects and office building conversions to residential. A citywide list, and a targeted area list. BDC is beginning a tax incentive analysis for various areas throughout the city, Downtown included.</p> |

## STRATEGY 2: Invest in People and Places

### Invest in Baltimore's Downtown

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|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Strategy                  | Redevelop blighted city-owned properties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Reporting Partner(s) | DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Active Collab Partner(s)  | BDC, DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Ecosystem Partner(s)      | Local Private Investors/Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2022 Progress             | <p>The Mayor's Neighborhood Sub-Cabinet meets monthly to ensure cross-dept collaboration on community initiatives. It includes DHCD, DPW, DOP, BDC, Live Baltimore, City Council, State Delegates, MONSE, MON, BCFD and BPD.</p> <p><a href="#">DHCD Impact Investment Area project tracking</a> for the Neighborhood Cabinet project. This is connected and updated live from Google Sheets managed by the DHCD representatives for each neighborhood.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2023 Progress             | <p>By year's end BDC will have dispensed 16 properties, and after review of investment area around Lexington Market and CFG Bank Arena BDC found that since 2021, \$413,500,000 have been invested into downtown (non-BDC projects).</p> <p>As of December 11, 2023, the City only owns 6.6% of all registered vacant buildings in the City. The City will use some of <a href="#">the \$3.0 billion strategy</a> to acquire and rehab vacant properties.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2024 Progress             | <p>BDC Completed 11 projects in 2023-Q1 2024 city-wide (10 in downtown) leveraging \$139M to achieve \$820M in private investment. Projects like <a href="#">Guardian House, 4500 Harford Road</a>, 300 W Fayette, Topgolf &amp; CFG Bank Arena.</p> <p>Baltimore's <a href="#">Board of Estimates approved BDC request to sell five city-owned blighted properties</a> to build \$26 million affordable housing project on downtown Baltimore's West Side.</p> <p>BDC's sale to <a href="#">Okoro Development has been approved</a>, paving the way for a \$12 million redevelopment. The project will transform three buildings at Park and Lexington into 48 market-rate apartments and two commercial spaces.</p> <p>The property at <a href="#">100 W. Lexington Street, originally built around 1900, is undergoing a transformation into a mixed-use building, bringing 36 residential units and 2 retail spaces to life</a>. Yeager Holdings, in collaboration with Ascension Construction and Jacobi Real Estate Group is behind the project.</p> |

## STRATEGY 2: Invest in People and Places

### Invest in Baltimore's Downtown

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|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strategy                  | Leverage State Center relocation to drive private investment of underutilized sites (former Mechanic Theatre, 325 West & 300 East Pratt Street, Harborplace and Metro West)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Priority                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Difficulty                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Reporting Partner(s) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Active Collab Partner(s)  | MCB, DPOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ecosystem Partner(s)      | Various Future Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Progress Status           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2022 Progress             | <p>Dec 21, 2022, The Maryland Board of Public Works approved the final set of leases to move 12 state agencies to downtown Baltimore. <a href="#">More than 3,300 state employees will be moved</a>. The Board of Estimates also approved a \$500,000 grant for Baltimore City to assist in the redevelopment of State Center.</p> <p>State funding approved for Oriole Park renovations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2023 Progress             | <p><a href="#">State Center's market feasibility and conceptual pre-development study</a>;</p> <p>MCB Real Estate purchase of <a href="#">Harborplace and initial community engagement sessions</a>, <a href="#">reactivating existing structures</a> and concept design release on Oct 30th, 2023, for public comment;</p> <p><a href="#">New Lexington Market worth the drive</a>;</p> <p><a href="#">CFG Bank Arena opens with a bang!</a>;</p> <p><a href="#">University of Maryland invest \$121 million for New School of Social Work building</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2024 Progress             | <p><a href="#">The MD Comptroller's Office has completed its relocation to 7 Saint Paul St. in Downtown Baltimore. The newly renovated, 67,000-sf space spans multiple floors and will house 300+ employees.</a></p> <p><a href="#">MD Department of Human Services completes their move to their new downtown Baltimore office on 25 S. Charles St. (775 employees).</a></p> <p><a href="#">The MD State Department of Assessments and Taxation (SDAT) has relocated, its headquarters from State Center to the Candler Building at 700 E. Pratt St. in Baltimore's CBD (200+ employees).</a></p> <p><a href="#">Several other state agencies are scheduled to move in the near future:</a></p> <p><a href="#">60 employees—36 S. Charles St. (Jan. 2025)</a></p> <p><a href="#">842 employees—100 S. Charles St. (Nov. 2024)</a></p> <p><a href="#">2,656 employees—300-400 N. Greene St. (Q2 2026)</a></p> <p><a href="#">322 employees—300 E. Lombard St. (date TBD)</a></p> <p><a href="#">90 employees—201 N. Charles St. (date TBD)</a></p> |

## STRATEGY 2: Invest in People and Places

### Invest in Baltimore's Downtown

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|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 2.23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Strategy                  | Design and implement creative, <i>sustainable</i> , carbon positive placemaking solutions: attractive lighting, large format advertising, art, more outdoor use space for residents and employees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Lead Reporting Partner(s) | DPOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Active Collab Partner(s)  | DOP, BDC, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ecosystem Partner(s)      | Local Private Investors, Various Future Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2022 Progress             | <p>Baltimore received State Capital Funding for the Revitalization of Downtown, totaling more than \$155M in investment. The DPOB was awarded \$10M of that to support infrastructure improvements, retail, and economic development initiatives.</p> <p>March 3, 2022, DPOB sponsored the <a href="#">North Harbor Area of Special Sign Control</a> legislation and approval for the area north of the Inner Harbor. DPOB also implemented <a href="#">Art of Baltimore</a> which highlights 15 local artists of various mediums for 15 weeks on our interactive kiosk network (Ike).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2023 Progress             | <p>Capital improvement projects such as the reinvigorated our busiest downtown Metro stops at Lexington and Charles Center are underway. The Liberty Dog Run between Park Ave. and Liberty St. is also under design for a reimagined dog park. Alley Beautification projects have taken place to support small businesses and improve the general streetscape. <a href="#">RFP for Lexington Market Metro Hub</a>; <a href="#">RFP for Charles Center Metro Stations</a>; <a href="#">RFP for Liberty Park Dog Run</a>; <a href="#">DPOB Alley Beautification</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2024 Progress             | <p><a href="#">DPOB has secured 10-20% of time on each digital sign in the ASSC for community and small businesses content</a>. This annual value of free advertising is approximately \$2.5M. 13+ digital billboards throughout Downtown.</p> <p><a href="#">DPOB has unveiled plans to revitalize the Liberty Dog Run</a> into a vibrant community greenspace. The new park will feature areas for large and small dogs, seating, shade, a public restroom, security booth, and movable bollards for community programming. Supported by capital funding from the State Legislature's SB0291e.</p> <p>Designs for the Eutaw Street Streetscape improvements <a href="#">were presented to the community at a Downtown Rise session at Lexington Market, and to Business Stakeholders at a subsequent meeting</a>, a follow-up session is planned for the Baltimore Together 2024 Summit.</p> <p><a href="#">The Maryland Science Center announced over \$10 million in capital projects and programs to enhance the visitor experience</a> for its 50th anniversary, introducing new exhibits, reduced admission for accessibility, and renovating Harbor Plaza into a landscaped green space with a lawn, native plants, and educational markers.</p> <p><a href="#">University of Maryland, Baltimore broke ground on their state-of-the-art School of Social Work building</a>. This \$120M project will not only elevate UMB's programs but also become the first net-zero emissions and geothermal energy building in the University System of Maryland and Downtown Baltimore.</p> <p>August 2024, The <a href="#">National Aquarium Harbor Wetland</a> presented by CFG Bank is a free, outdoor exhibit between Piers 3 and 4 of the National Aquarium campus. This latest exhibit allows visitors to the harbor to step onto floating docks and experience the diverse plant and animal life filling this innovative, re-created salt marsh.</p> |

### STRATEGY 3: Build from Strength

#### Highlight and Celebrate Thriving and Promising Companies

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| #                         | 3.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategy                  | Identify 25 companies poised for significant growth; develop plan to ensure those companies have access to city, state, and other business resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Lead Reporting Partner(s) | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | JLL, Cushman Wakefield, CBRE, Lee & Associates, GBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2022 Progress             | In 2022, BDC successfully completed six attraction deals, resulting in a total of \$41 million in private investment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2023 Progress             | <p>By the end of 2023 BDC will have assisted 23 companies to stay in, move to or open up a facility in Baltimore City: Archangel, Alertus, Topgolf, Alta Vista, CFG Bank, Longevity, Bolton Partners, Hone Chef, The Chicken Lab, Codetta Bake Shop, Atelier Bmore, IdFive, North American Trade Schools, Reveille Grounds, DLA Piper, Greenburg Gibbons, Allianz Trade, In the Dark Circus Arts.</p> <p>Notable moves into the City:</p> <p><a href="#">CFG Bank Signs Lease at Baltimore Peninsula</a></p> <p><a href="#">Alertus moves Downtown</a></p> <p><a href="#">Home Chef opens distribution center in Baltimore</a></p> <p><a href="#">DLA Piper returns to city, to Harboreast</a></p>                                                                     |
| 2024 Progress             | <p>As of October 2024, BDC is assisting 38 out of the 42 companies that approached for support in opening their business in Baltimore City in 2024. Of these, 17 are potential leads, 7 are in progress or deciding on Baltimore, 14 have selected Baltimore as their preferred location, and 4 have successfully relocated to the city this year.</p> <p>Notable moves or expansions:</p> <p><a href="#">Morgan Stanley expanding at Baltimore's Harbor Point development</a></p> <p><a href="#">Hellenic Cables, global cable manufacturer comes to Baltimore</a></p> <p><a href="#">Italian wine and spirits company Illva Saronno Holding SpA has moved its North American headquarters into Baltimore Peninsula right next door to its new "crown jewel."</a></p> |

### STRATEGY 3: Build from Strength

#### Tap into Strengths to Expand Opportunities for Business

| #                         | 3.2                                                                                                                | 3.3                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Create a mechanism to include philanthropic organizations in investment strategies outlined by Baltimore Together. | Convene existing African-American led financial institutions such as Harbor Bank shares Corporation, Brown Capital Management, MECU, and Meridian Management Group to strengthen the financing system in Baltimore.                                                                                                                                                                                                                    |
| Priority                  | Low                                                                                                                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Impact                    | Moderate                                                                                                           | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Difficulty                | Difficult                                                                                                          | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Lead Reporting Partner(s) | MD Philanthropy Network (MDPN)                                                                                     | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                                                                                           |
| Active Collab Partner(s)  | BDC, DHCD                                                                                                          | Innovation Works, Balt. Community Lending, MECU, Harbor Bank shares Corporation, Brown Capital Management, MECU, Meridian Management Group, Latimer Ventures, Rare Breed Ventures<br><i>(Open to Partners)</i>                                                                                                                                                                                                                         |
| Ecosystem Partner(s)      | <i>(Open to Partners)</i>                                                                                          | BDC, GBC, GBBCC                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status           | No Progress                                                                                                        | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2022 Progress             | The BASE Network is one leg of this work.                                                                          | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                                                                                           |
| 2023 Progress             | <i>(Need Partners to Track &amp; Report)</i>                                                                       | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                                                                                                                                                                                                           |
| 2024 Progress             | <i>(Need Partners to Track &amp; Report)</i>                                                                       | A summit breakout panel hosted by Black Founder's Table will feature Black-led capital providers whose organizations invest in Baltimore's businesses. They will discuss their commitment to equitable investing, innovative strategies to overcome barriers for Black entrepreneurs, and provide insights for investors on their approach and for entrepreneurs on positioning their businesses to attract capital at various stages. |

### STRATEGY 3: Build from Strength

#### Tap into Strengths to Expand Opportunities for Business

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strategy                  | Establish a mentor-led program to connect entrepreneurs with role models and strengthen ties among self-employed individuals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead Reporting Partner(s) | Innovation Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | BASE Network Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ecosystem Partner(s)      | BDC, MOSMBA-D, Coppin State University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2022 Progress             | The Mentor/Trusted Advisor is a key support resource for entrepreneurs in Innovation Works (IW) programming, offering business expertise, mission-based coaching, and a strong commitment to Baltimore's community. Modeled after the Miller Center, <a href="#">the Mentor Network</a> consists of a diverse group of accomplished leaders united in their goal to support and guide Baltimore's emerging entrepreneurs. In 2022, IW's Mentor Network engaged 88 mentors, completing 2,426 hours of mentorship, with 65% of entrepreneurs maintaining regular contact with their mentor.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2023 Progress             | <a href="#">Innovation Works (IW) celebrated their five-year milestone</a> , during which they have engaged over 416 entrepreneurs through their programming and resources since 2019. With their mentor network growing over 100 volunteers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2024 Progress             | <p>With an ARPA funded Baltimore City grant Innovation Works was able to develop and launch their new network portal to enhance the experience for both social entrepreneurs and mentors, allowing them to create a robust CRM system with both internal and external networking capabilities to better track their mentor networks impact with data and analytics.</p> <p><a href="#">Coppin State University's Center for Strategic Entrepreneurship</a> and the College of Business, hosted the 2024 Economic Inclusion Conference in April 2024. This year's conference theme was Youth Entrepreneurship: Pathways to Economic Empowerment. The Conference provided opportunities for up-and-coming entrepreneurs to learn, network, and connect with seasoned entrepreneurs, interact with exhibitors, and attend education sessions.</p> <p>Ten high schools participated in the <a href="#">Excellence in Entrepreneurial Learning (EXCEL)</a> Youth and Young Adult Learning Lab Experience, a research project started in 2023 to inform and encourage youth entrepreneurship in Baltimore. The conference offered three tracks: Economic Empowerment, Education, and Social and Community Innovation.</p> |

### STRATEGY 3: Build from Strength

#### Tap into Strengths to Expand Opportunities for Business

| #                         | 3.5                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Invest in social innovation entrepreneurs by providing a platform and resources to bring solutions to social issues to market.                                                                                                                                                                                                                                                                                                                                      | Develop marketing materials for recruiting CEOs for growing life science businesses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                   | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Active Collab Partner(s)  | EcoMap Tech, Fearless, HackBaltimore, ETC, Baltimore Corps, Innovation Works                                                                                                                                                                                                                                                                                                                                                                                        | BDC, GBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Ecosystem Partner(s)      | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Bio Technical Institute (BTI) (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | EcoMap creates platforms to help people navigate ecosystems, compiling all the important players and resources in an industry such as technology.                                                                                                                                                                                                                                                                                                                   | Both GBC and BDC are building their Marketing Teams' capacity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2023 Progress             | <p><a href="#">Eco-Map secures \$3.5 million of investment</a>, after a year of dramatic growth, EcoMap Tech has closed a Seed Series 2, with the investment targeted towards product development and customer experience</p> <p><a href="#">Fearless launched new divisions</a> to expand their capabilities and better serve their customers. "To really move the needle, we have to think bigger than just tech."</p>                                            | BDC is developing a series of resources and specific listings to target key individuals within the sector for reach outs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2024 Progress             | <p>May 2024, Innovation Works hosted their inaugural <a href="#">Baltimore Neighborhood Economics Lab</a>, convening more than 150 diverse community leaders, including representatives from nonprofits, economic development sectors, neighborhood associations, and local residents. Together, they shared insights and co-created strategies to revitalize neighborhood economies, with a primary focus on historically disinvested areas of Baltimore City.</p> | <p>BDC has established a Life Science Advisory Team: <a href="#">Stefanie Trop, PhD, Director Office of Life Sciences-Commerce</a></p> <p><a href="#">Patricia Larabee - President and CEO of Facility Logix, LLC</a></p> <p>Nina Lambert, PhD, Assistant Director <a href="#">IMET</a></p> <p><a href="#">Matthew Cimino, PhD, Innovation and Business Development- Commerce</a></p> <p><a href="#">Deborah Hemmingway, Phd, Managing Partner, Echphora Capital.</a></p> <p>The group's first initiative is developing marketing campaign to raise awareness of the Life Sciences industry within the Mayor's Office and the legislative community aligning the priorities of the public sector to the private sector. They are also exploring how BDC and other stakeholders can best support the local Life Sciences ecosystem through advocacy, resource connections, and increased visibility.</p> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Life Sciences / Bio Health

| #                         | 3.7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.8                                                                                                                                                                                                                                             |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Form life sciences advisory group to advise on retention and attraction of business and investment in life science companies in Baltimore and region.                                                                                                                                                                                                                                                                                                                                               | Strengthen a CEOs roundtable for owners of biotech companies in the region.                                                                                                                                                                     |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Low                                                                                                                                                                                                                                             |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Moderate                                                                                                                                                                                                                                        |
| Difficulty                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Easy                                                                                                                                                                                                                                            |
| Lead Reporting Partner(s) | BDC, UpSurge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <i>(Need Partners to Track &amp; Report)</i>                                                                                                                                                                                                    |
| Active Collab Partner(s)  | <i>(Open to Partners)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | UpSurge, Fearless, Eco-Map,                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | BTI, MD Tech Council, LSAB - Life Sciences Advisory Board, BioBuzz, The Maryland Stem Cell Research                                                                                                                                                                                                                                                                                                                                                                                                 | BioBuzz, JHU, UMD                                                                                                                                                                                                                               |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Some Progress                                                                                                                                                                                                                                   |
| 2022 Progress             | <a href="#">UpSurge Baltimore</a> reported that health care companies made up 37% of Baltimore's startups in 2022, raising \$438 million in venture capital dollars in 2022.                                                                                                                                                                                                                                                                                                                        | <a href="#">UpSurge</a> held a CEO roundtable in May and November 2022 to engage CEOs and Presidents of corporations and institutions in Baltimore around the Baltimore tech and the effort to build the first Equitech city.                   |
| 2023 Progress             | <a href="#">Maryland Stem Cell Research Commission Announces Over \$14 Million in Awards to Accelerate Cures</a><br><br><a href="#">The Maryland Department of Commerce has a life science advisory committee.</a> These meetings are open to the public. The committee has discussed the board's and Commerce's major roles in recruiting, planning, and participating in the MedTech Innovator event in March, and that the community wants to <a href="#">bring the event back to Baltimore.</a> | In 2023, UpSurge led individual and smaller group follow ups to identify ways each organization can lean into supporting Baltimore tech infrastructure and entrepreneur support organizations, investing in local funds and startups, and more. |
| 2024 Progress             | Using Baltimore Together as guide, the team has established their Life Science Advisory Group to help support Baltimore's Life Sciences companies, see 3.6.                                                                                                                                                                                                                                                                                                                                         | This action may be taken up by BDC Life Science Advisory Group.<br><br><a href="#">Also see 1.14</a>                                                                                                                                            |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Life Sciences / Bio Health

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|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.9                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Strategy                  | Develop transitional wet lab space to initially house firms before they move to a permanent home.                                                                                                                                                                                                                                                                                                                                                                  |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Lead Reporting Partner(s) | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Active Collab Partner(s)  | UMB, City Garage, Wexford Science + Technology, South Duvall                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | Local Private Investors, UMD, JHU                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2022 Progress             | <p>City Garage entered it second act, the 135,000 SF building was transformed into premier destination for life science companies looking for best-in-class R&amp;D / lab / manufacturing capabilities.</p> <p>California-based <a href="#">Alexandria Real Estate Equities has shared plans for a six-story, 170,000-square-foot building</a> with 15-to-18-foot ceiling heights and a design intended for mission-critical lab, office or manufacturing use.</p> |
| 2023 Progress             | <p><a href="#">4MLK</a>, for which construction began in October 2022, will house 160,000 square feet of wet-lab capable space. An eight-story building. The building is expected to open by summer of 2024.</p> <p>BDC's Bill 23-0356, allows for Wet-lab construction in new zones specifically C-3 and C-4 which will directly combat reality of limited space to develop these types of properties.</p>                                                        |
| 2024 Progress             | In the past two years 295,000 SF of <a href="#">R&amp;D and Wet-lab capable space</a> has been added to the market.                                                                                                                                                                                                                                                                                                                                                |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Life Sciences / Bio Health

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|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strategy                  | Focus on connecting and funding apprenticeship training programs for bio-manufacturing employees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | BTI, BioHub MD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | <p>In Sept. of 2022, The Biotechnical Institute of Maryland (BTI) has opened a second location at The HOEN Lithograph Building on 2101 East Biddle Street, near where it was founded in 1998 by Dr. Margaret B. Penno, Associate Professor of Medicine and Director of the Cell Culture Laboratory at Johns Hopkins School of Medicine. Programs started on Nov 7th.</p> <p>In June of 2022, Bank of America gives \$50K in grants of funding for BTI programs, <a href="#">One \$20K grant from The Bank of America Charitable Foundation, Inc.</a>, and one <a href="#">\$30K grant from Bank of America Greater Maryland</a></p> <p>BioHub Maryland Pathways \$2.25 mil award - life sciences</p> |
| 2023 Progress             | <p>Maryland Stem Cell Research Commission Announces Over \$14 Million in Awards to Accelerate Cures.</p> <p><a href="#">The Maryland Life Sciences Advisory Board (LSAB) joined forces with the Maryland Tech Council (MTC) to create a task force</a> to address workforce needs in Maryland's growing life sciences cluster. Led by Brian Stamper (AstraZeneca) and experts from various sectors, the task force aims to develop sustainable workforce solutions "for the industry, by the industry."</p> <p><a href="#">Tech Council receives \$2.5 to fill Life Science gaps</a></p> <p><a href="#">(BTI) has opened a second location</a> and celebrates 25 years</p>                           |
| 2024 Progress             | <p>Biotechnical Institute of Maryland (BTI), was one of two organizations selected to receive a \$200,000 Neighborhood Builders Award from The Bank of America Charitable Foundation, Inc.</p> <p>Maryland Tech Council: <a href="#">New bio-pharma manufacturing training agreement signed</a> with <a href="#">National Institute of Bioprocessing Research and Training</a>, and bioprocessing manager hired as of February 2024</p>                                                                                                                                                                                                                                                              |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Life Sciences / Bio Health

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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Strategy                  | Explore creation of an accelerator program, like those in <a href="#">Massachusetts</a> and <a href="#">Philadelphia</a> , to bring capital, technical help, and mentorship.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Lead Reporting Partner(s) | <a href="#">Johns Hopkins Technology Ventures</a> , <a href="#">University of MD UM Ventures</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Active Collab Partner(s)  | JHU <a href="#">Fast Forward</a> , <a href="#">The Pava Marie LaPere Center for Entrepreneurship</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Ecosystem Partner(s)      | <a href="#">TEDCO</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2022 Progress             | <p>Since 2014, Johns Hopkins Technology Ventures (JHTV) has been advancing innovation ecosystems and developing tomorrow's solutions for today's biggest challenges, FastForward and Pava Marie LaPere Center for Entrepreneurship, both under JHTV, supports startups through a coordinated suite of resources designed to build impactful, sustainable ventures.</p> <p>UM Ventures is a joint initiative of the MPowering the State Program, bringing the University of Maryland, Baltimore and University of Maryland, College Park together to commercialize discoveries and create economic impact. See the links to find UM Ventures <a href="#">reporting</a> and their <a href="#">portfolio</a>.</p>                                                                              |
| 2023 Progress             | <div> <div> <a href="#">JHTV PORTFOLIO STATS</a><br/> <a href="#">\$32.1M in Licensing Revenue</a><br/> <a href="#">3,692 Active Patents</a><br/> <a href="#">1,800+ Avail. Technologies for Licensing</a><br/> <a href="#">371 Products in development</a><br/> <a href="#">263 Products on the Market</a> </div> <div> <a href="#">JHTV STARTUPS</a><br/> <a href="#">151 Active Startups</a><br/> <a href="#">14 New Startups</a><br/> <a href="#">\$328M invested in FY 2022 Portfolio</a><br/> <a href="#">\$264M venture funding raised by 21 startups</a><br/> <a href="#">\$1.6M TEDCO MII Awards</a> </div> </div>                                                                                                                                                                 |
| 2024 Progress             | <div> <div> <a href="#">JHTV PORTFOLIO STATS</a><br/> <a href="#">\$44.4M in Licensing Revenue</a><br/> <a href="#">3,848 Active Patents</a><br/> <a href="#">1,934 Avail. Technologies for Licensing</a><br/> <a href="#">442 Products in development</a><br/> <a href="#">277 Products on the Market</a><br/> <a href="#">JHTV STARTUPS</a><br/> <a href="#">149 Active Startups</a> </div> <div> <a href="#">13 New Startups</a><br/> <a href="#">\$552M venture funding raised by 20 startups</a><br/> <a href="#">\$2.2M Translational Funding Awarded</a><br/> <a href="#">\$349M Venture Funding that Stayed in Baltimore</a><br/> <a href="#">Baltimore Economic Dashboard: Startups</a><br/> <a href="#">UpSurge's 2024 Baltimore Tech Ecosystem Report: Capital</a> </div> </div> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Technology

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Strategy                  | Annually host a partnering conference showcasing the broad category of business engaged in the production of software, electronic, digital transformation, data, and information. Use this as a platform to promote and unite the ecosystem and offer a venue to seek investment and business development and licensing opportunities.                                                                                                                                                                                                                      |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | GBC, UpSurge, Fearless                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Active Collab Partner(s)  | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ecosystem Partner(s)      | Baltimore Collegetown                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2022 Progress             | Since June 2021, <a href="#">UpSurge</a> has been hosting weekly Equitech Tuesday gatherings in Baltimore for tech enthusiasts. Participants include entrepreneurs, investors, students, non-profit leaders, and public sector representatives, fostering collaboration and exchanging ideas. On average, 30-40 people attend, with partner events such as Afro Tech drawing 90-100 attendees, providing valuable networking opportunities.                                                                                                                 |
| 2023 Progress             | On May 16, 2023, <a href="#">the 100th Equitech event</a> Tuesday took place at R House, drawing 250 tech, real estate, and manufacturing professionals. Baltimore Tech Connect and BaltimoreTech slack channel extended the discussion online. UpSurge aims to host national conferences in Baltimore, assist founders in networking outside the city, and launch an Equitech conference in 2025.<br><br><a href="#">Upsurge and other Ecosystem partners have created multiple digital channels for these discussions to also take place.</a>             |
| 2024 Progress             | With over \$4.2 billion in economic activity in 2023 and a new designation as one of 31 federal Tech Hubs, the Baltimore Region is primed for significant growth in artificial intelligence and hashtag#biotechnology. The Greater Baltimore Committee hosted the <a href="#">Baltimore Region Investment Summit</a> on June 27, 2024. The summit featured a select group of the region's most prominent CEOs and investment leaders, who are advancing projects in technology, hashtag#manufacturing, arts and entertainment, and community redevelopment. |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Technology

| #                         | 3.13                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3.14                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Support the ESO (Entrepreneur Support Organization), an ETC - led effort. Track initiatives and partnerships created and partnerships that support local entrepreneurs' success.                                                                                                                                                                                                                                                                                 | Develop technology entrepreneurship training and apprentice programs to meet the demand from Baltimore City youth interested in creating their own tech-enabled company.                                                                                                                                                                                                                                                                        |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | BDC, ETC                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Coppin State University, Annie E. Casey Foundation                                                                                                                                                                                                                                                                                                                                                                                              |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                               | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ecosystem Partner(s)      | Upsurge, JHU <a href="#">Fast Forward</a>                                                                                                                                                                                                                                                                                                                                                                                                                        | GBC, BDC, Digital Harbor Foundation (DHF), YouthWorks (Baltimore City Tech Internships), DENT, UMBC, Per Scholas, MOED                                                                                                                                                                                                                                                                                                                          |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2023 Progress             | ETC underwent a 5-year outlook strategic planning effort. BDC will announcing the ETC strategic plan at the 2023 Baltimore Together Summit.                                                                                                                                                                                                                                                                                                                      | <a href="#">The Excellence in Entrepreneurial Learning (EXCEL) Research Project</a> , a collaborative effort between Coppin State University (CSU) and Annie E. Casey Foundation (AECF) was focused on fostering and improving the ecosystem for youth entrepreneurship and entrepreneurial learning in Baltimore City. There was a panel discussion at CSU during the Baltimore Together Summit Oct. '23 that discussed some of these efforts. |
| 2024 Progress             | <a href="#">ETC, one of Baltimore's oldest entrepreneurship incubators, appointed Arti Santhanam as its new executive director on February 1.</a> She was tasked with implementing a new strategic plan to renew the organization's value.<br><br><a href="#">The Uprise Program, and Upsurge initiative</a> , connects founders, investors, experienced entrepreneurs, corporate and institutional leaders, and service providers to accelerate startup growth. | The EXCEL team made up of faculty and students from CSU examined current entrepreneurship training programs for youth and young adults between the ages of 16 and 29 and provided recommendations on ways to improve conditions for youth entrepreneurship. Researchers with the EXCEL project worked in phases to collect survey responses throughout 2023, with the <a href="#">final report released July 2024.</a>                          |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade

| #                         | 3.15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3.16                                                                                                                                                                                                                                                                                                        |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Establish mechanism to coordinate potential state and federal funds for eligible funding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Create interactive map of logistics infrastructure in the region <i>to focus and support potential rezoning efforts</i> .                                                                                                                                                                                   |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Low                                                                                                                                                                                                                                                                                                         |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Low                                                                                                                                                                                                                                                                                                         |
| Difficulty                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Easy                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | Maryland Dept. of Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BDC                                                                                                                                                                                                                                                                                                         |
| Active Collab Partner(s)  | BDC, Maryland Manufacturing, Extension, Partnership (MD MEP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | DOP, MD Dept Commerce                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | Mayor's Office of Infrastructure Development (MOID), Regional Manufacturing Institute of Maryland (RMI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GBC, BMC                                                                                                                                                                                                                                                                                                    |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Some Progress                                                                                                                                                                                                                                                                                               |
| 2022 Progress             | <p><a href="#">Transforming Manufacturing in a Digital Economy Workgroup (Make it in Maryland)</a>. The Workgroup studied the transformation of manufacturing in Maryland's digital economy and recommended ways to transition to Industry 4.0. It completed its work in December 2022 and submitted a final report to the Maryland General Assembly.</p> <p>August 22, 2022—<a href="#">Governor Larry Hogan announced the launch of the Maryland Manufacturing 4.0 grant program</a>, provides grants to small and mid-sized Maryland manufacturers to invest in Industry 4.0 technologies, machinery, robotics, and digital practices to drive growth and remain competitive. 20% of funds are reserved for small manufacturers with 3-50 employees.</p> | <p><i>(Need Partners to Track &amp; Report)</i></p>                                                                                                                                                                                                                                                         |
| 2023 Progress             | <p>Since 2013, MD MEP's engagements with state manufacturers have generated \$954 million in economic impact, including new sales, savings, and investments, and have created or retained over 6,400 jobs. <a href="#">The Future is Now, Realizing the Promise of Industry 4.0: A Strategic Plan to Ensure a Competitive Future for Manufacturing in Maryland</a></p> <p><a href="#">Governor Moore announces a new round of MD Manufacturing 4.0 with \$1 Million of funding</a></p>                                                                                                                                                                                                                                                                      | <p>Baltimore City has released a <a href="#">new Land-Use Map</a>, while this does not directly address infrastructure, it aims to better assess current land use and guide rezoning efforts by using the Land Use Map to review and ensure proposed zoning changes align with the city's overall plan.</p> |
| 2024 Progress             | <p>June 21, 2024 — Governor Moore announced that the <a href="#">Maryland Department of Commerce received a \$1,010,000 grant</a> from the U.S. Department of Energy to accelerate smart manufacturing technology adoption in small and mid-sized businesses. The grant is part of the \$50 million State Manufacturing Leadership Program, which has funded 12 state-run programs nationwide to date.</p> <p><a href="#">Maryland Manufacturing 4.0 Grant Recipients - May 2024</a></p>                                                                                                                                                                                                                                                                    | <p><a href="#">The State of Maryland does maintain a geo-map with filterable criteria</a> such as labor force, consumer expenditures, public infrastructure, and incentives.</p>                                                                                                                            |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

| Key Industry Clusters: Technology |                                                                                                                                                                                                                                                                                                         | Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                                 | 3.17                                                                                                                                                                                                                                                                                                    | 3.18                                                                                                                                                                                                                                                                 | 3.19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Strategy                          | Identify what industries comprise the Baltimore metro region's supply chain economy (or create a proxy of industries/ NAICS), quantify the number of companies, the quality of jobs it contains and the unfilled job capacity. Identify size of businesses, location in metro area, employment numbers. | Identify unfilled jobs data, wages. Establish industry sector partnership.                                                                                                                                                                                           | Support Baltimore Port Alliance's (BPA) Education and Outreach efforts - Hiring and Career Expos; increase participation by private employers                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Priority                          | Moderate                                                                                                                                                                                                                                                                                                | Low                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Impact                            | Moderate                                                                                                                                                                                                                                                                                                | Low                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Difficulty                        | Difficult                                                                                                                                                                                                                                                                                               | Moderate                                                                                                                                                                                                                                                             | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Reporting Partner(s)         | BDC                                                                                                                                                                                                                                                                                                     | BDC                                                                                                                                                                                                                                                                  | <a href="#">BPA</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Active Collab Partner(s)          | MD Dept Commerce                                                                                                                                                                                                                                                                                        | (Open to Partners)                                                                                                                                                                                                                                                   | Port of Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ecosystem Partner(s)              | GBC, BMC, <a href="#">Towson University</a>                                                                                                                                                                                                                                                             | (Open to Partners)                                                                                                                                                                                                                                                   | MOED, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Progress Status                   | Complete                                                                                                                                                                                                                                                                                                | Complete                                                                                                                                                                                                                                                             | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2022 Progress                     | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                       | (Need Partners to Track & Report)                                                                                                                                                                                                                                    | The Baltimore Port Alliance (BPA) is a coalition of Port-related businesses addressing the interests and challenges of Maryland's maritime community. <a href="#">Their Education &amp; Outreach</a> Committee fosters educational partnerships within the Chesapeake region to promote the Port of Baltimore's economic and environmental impact.                                                                                                                                                                                                                                                        |
| 2023 Progress                     | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                       | (Need Partners to Track & Report)                                                                                                                                                                                                                                    | BPA hosted their annual Expo. <a href="#">Follow their progress on facebook.</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2024 Progress                     | BDC has received this information from two stakeholders: <a href="#">MDOT - 2023 Economic Impact of the Port of Baltimore</a> . State of Maryland Commerce - <a href="#">Maryland Supply Chain Analysis (Towson University- 2024)</a>                                                                   | <a href="#">MD Commerce :The Maryland Transferable Skills Dashboard</a> analyzes occupations in Maryland and the assortment of skills that are preferred in the profession: job growth rates, types of technology used in specific occupations, and other resources. | The <a href="#">BPA was pleased to host its largest Expo yet on May 2, 2024 at CCBC Dundalk</a> . The BPA hosted 34 employers who shared job openings and conducted on-site interviews. Over 300 job seekers attended, learning about opportunities, submitting resumes, and participating in interviews or pre-screenings. The BPA showcased educational programs for transportation/maritime careers, matched 5 support organizations with workers impacted by the Francis Scott Key Bridge closure, and provided free professional photos to 55 attendees (18% of job seekers) for their applications. |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade

| #                         | 3.20                                                                                                                                                                                                                                                                                                                                                           | 3.21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Support Maritime Educator Externship; increase participation of educators to learn about academic and career pathways in the transportation, distribution, maritime logistics, and supply chain management industries. <a href="#">Initiative of Community College of Baltimore County (CCBC) Transportation, Distribution, and Logistics Institute (TDLI)</a> | Monitor movement of goods: convene bi-annually review of movement data from commercial freight vehicles, analytics/ mapping tool. Use analytics to update the truck routes in the region. Maintain reliable truck routes and heavyweight corridors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                       | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                       | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                       | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                              | DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Active Collab Partner(s)  | Port of Baltimore, CCBC                                                                                                                                                                                                                                                                                                                                        | BPA, The Trucking Alliance, Freight Task-force, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Ecosystem Partner(s)      | BPA, BDC, Collegetown, <a href="#">MITAGS</a>                                                                                                                                                                                                                                                                                                                  | BMC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                  | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2022 Progress             | The 2022 Maryland Freight Plan assesses Maryland freight movements, multi-modal networks, and related details to supplement and support the overarching vision, goals, and long range transportation planning initiatives in the <a href="#">2040 Maryland Transportation Plan (MTP)</a>                                                                       | DOP is actively engaged on this topic and will release findings in "Our Baltimore" Comprehensive Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2023 Progress             | <a href="#">For military members transitioning to civilian maritime careers</a> , MITAGS offers three programs to obtain a Merchant Mariner Credential (MMC): <a href="#">Maritime Apprenticeship Program</a> , <a href="#">Able Seaman to Mate</a> , and <a href="#">Mate to Master</a> .                                                                     | DOP is actively engaged on this topic and will release findings in "Our Baltimore" Comprehensive Plan.<br><br>Baltimore Metropolitan Council's <a href="#">Freight Movement Task Force</a> monitors <a href="#">freight movement</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2024 Progress             | July 2024—The Maryland Port Administration Baltimore Port Alliance and Ports America Chesapeake in welcoming educators from the Community College of Baltimore County <a href="#">for an overview and tour of the Port of Baltimore that they will use to help guide their students to future maritime careers within the Port</a> .                           | <a href="#">The "Our Baltimore" Comprehensive Plan</a> includes a goals focused on freight movement and its supporting infrastructure. "Achieve and maintain a state of good repair for roads, bridges, and other critical freight infrastructure, building on the work of the State and the Freight Movement Task Force. This can be accomplished by prioritizing truck route repairs, holding trucking companies accountable for damages, reclassifying certain routes, and exploring ways to modernize them." See pages 233-236 of plan.<br><br><a href="#">The department updated Baltimore City's official truck map to reflect the Key Bridge closure. Truck drivers should consult the GIS map for the latest routes, as further changes may occur.</a> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Strategy                  | Land use and development design standards – review zoning variances and update design standards to address how community quality of life and access to goods can be achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Lead Reporting Partner(s) | DOP, DOT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Active Collab Partner(s)  | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ecosystem Partner(s)      | DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2022 Progress             | DOP is developing a new Land Use Map for inter-agency and public use to support rezoning discussions and planning without legislative ramifications.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2023 Progress             | <p><a href="#">Complete Streets</a> - The guidelines help guide projects to be designed to be safer and more comfortable to walk, bike, and use transit, resulting in citywide changes like guidelines on how we post speed limits and how we time our traffic signals. <a href="#">Druid Park Lake Drive Complete Streets Design Effort</a> completed and funding requested in CIP</p> <p>Dept of Planning is working on a new Land Use Map for inter-agency and public use.</p> <p><a href="#">Draft - Proposed Land Use Map</a></p>                                                                                                                                                                                           |
| 2024 Progress             | <p>"Our Baltimore" the City's comprehensive plan was released on September 13, 2024, The plan is intended to guide equitable neighborhood development over the next 10 years and beyond. The purpose of the plan is to advance policies that support current residents and make Baltimore an inviting place to live. The goal is to develop the city in a manner such that residents want to stay, benefit from staying, and invite people to move to Baltimore.</p> <p>Baltimore City has released their <a href="#">new Land-Use Map</a></p> <p><a href="#">Streets of Baltimore is an initiative of the Baltimore City Department of Transportation that promotes community engagement with projects across the city.</a></p> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Strategy                  | Expand partnerships to promote Baltimore exports and foreign business attraction, especially in light industrial sectors.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Lead Reporting Partner(s) | MD Dept Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Active Collab Partner(s)  | BPA, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2022 Progress             | Automaker <a href="#">BMW relocates and opens expanded vehicle distribution center in Sparrows Point</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2023 Progress             | <p>MD Dept of Commerce and BDC met with a trade delegation from the Fujian Province which contains a Baltimore City-Sister City, Xiamen. No direct actions to follow.</p> <p><a href="#">Tradepoint Atlantic</a> to add 165-acre container terminal to support Port of Baltimore.</p> <p>Governor Moore announced that the Port of <a href="#">Baltimore's state-owned and private terminals handled a record 52.3 million tons of foreign cargo, valued at \$80 billion, in 2023</a>, highlighting a recovery from pandemic impacts and global supply chain challenges.</p> |
| 2024 Progress             | <p><a href="#">Governor Moore welcomed His Majesty King Abdullah II of Jordan to Annapolis</a>. His Majesty's presence marks the first time a foreign head of state has visited the Maryland State House on official business.</p> <p><a href="#">Governor Moore welcomes State of South Australia Premier Peter Malinaukas</a> to renew an economic memorandum of understanding between Maryland and South Australia.</p>                                                                                                                                                   |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Industrial, Manufacturing, and Logistics; International Trade

| #                         | 3.24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3.25                                                                                                                                                                                                                                                                                                   |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Target <a href="#">foreign direct investment and business attraction success</a> in cybersecurity and biotech, and expand investment to other industries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Partner to develop a preferred Baltimore tour for foreign executives and investors                                                                                                                                                                                                                     |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Low                                                                                                                                                                                                                                                                                                    |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Low                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Easy                                                                                                                                                                                                                                                                                                   |
| Lead Reporting Partner(s) | MD Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | WTC                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | ETC, UpSurge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | International Sister Cities, District Export Council                                                                                                                                                                                                                                                   |
| Ecosystem Partner(s)      | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | BDC                                                                                                                                                                                                                                                                                                    |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategy Deferred                                                                                                                                                                                                                                                                                      |
| 2022 Progress             | Maryland Commerce : <a href="#">The Maryland Global Gateway Soft Landing Program</a> offers international companies an affordable way to enter the U.S. market, providing access to facilities, resources, advisors, and potential funding for market entry costs. Eligible companies may also receive funding towards costs associated with market entry.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                      |
| 2023 Progress             | <a href="#">Governor Moore announces companies to participate in MD Global Gateway Program</a><br>MISI, a Baltimore-based cybersecurity nonprofit, announced Tuesday it became an official partner of Maryland's Global Gateway Soft Landing Program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                      |
| 2024 Progress             | International Trade: ExportMD Grants: Maryland Department of Commerce awarded more than 100 small and mid-sized Maryland companies, including several in Baltimore City, with ExportMD grants to help promote their products and services in the global marketplace. The grants – awarded from July '23 through July '24 – help businesses finance the costs of marketing internationally including trade show fees and travel expenses.<br><a href="#">The Maryland Innovation Lab</a> pairs Maryland's leading corporations with startups from across the globe (or from right here in Maryland); selected startups to pitch their innovative ideas to participating sponsor companies. Each lab cohort focuses on a new industry. The current Lab is searching for ideas to revolutionize logistics, enhance supply chain resilience, and help companies lead with cutting-edge solutions.<br><a href="#">Invest in a New Business as a Immigrant</a> allows qualified investors to become eligible for green cards for themselves and their families. Individuals must invest \$1M in a new commercial enterprise creating 10 jobs. | This strategy has been deferred. A standard operating procedure needs to be developed, outlining how and when city stakeholders are engaged, ensuring alignment and coordination with state-level efforts. These types of delegation tours are generally initiated and coordinated at the state level. |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Hospitality and Tourism

| #                         | 3.26                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.27                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Develop a “reopening” plan for downtown and neighborhood commercial districts to welcome workers back, develop public safety strategies, address transit etc.                                                                                                                                                                                                                                                                                     | Attract, support, and Invest in the small businesses located in Lexington Market and the Public Market System in Baltimore City.                                                                                                                                                                                                                                                                                                                                                                                |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                              | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                              | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                         | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | DPOB, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                         | Baltimore Public Markets (BPM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Active Collab Partner(s)  | DOP, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                         | BDC, BASE Network                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ecosystem Partner(s)      | MCB Real Estate (MCB), Waterfront Partnership (WPB), Main Streets, CDCs                                                                                                                                                                                                                                                                                                                                                                           | DOP, DHCD, Local Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                          | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | Many businesses were reluctant to bring back their employee for many reasons, WFH lifestyle, city safety perception, lack of downtown amenities (retail & f+b), employee retention.                                                                                                                                                                                                                                                               | October of 2022, Baltimore Public Market system’s flagship market, Lexington Market opens with soft opening. The new Lexington Market opened with four stalls and five kiosks.                                                                                                                                                                                                                                                                                                                                  |
| 2023 Progress             | <p>MCB and their stakeholders are developing a supplemental plan “Project Livable” which will address the placemaking and amenity concerns around Downtown for the Inner Harbor and North Harbor areas.</p> <p>On the heels of that plan DPOB is also developing a masterplan for Downtown from the Inner Harbor to State Center.</p>                                                                                                             | <p>In the past two years not only has Lexington Market seen major redevelopment but so will most of the Public Market system’s facilities pulling in over \$52 million of reinvestment.</p> <p>\$40 million - <a href="#">Lexington Market</a> Redevelopment</p> <p>\$4.9 million - ARPA funding for Lexington Market</p> <p>\$5 million secured <a href="#">Avenue Market Redevelopment</a></p> <p>\$2.1 million - <a href="#">Hollins Market</a> Redevelopment</p> <p>Broadway Market Plaza Redevelopment</p> |
| 2024 Progress             | Mayor Brandon M. Scott released <a href="#">Downtown RISE: A 10-Year Vision</a> , a comprehensive long-term outlook for downtown. This 10-Year Vision, a collaboration between Mayor Scott’s Administration, Governor Wes Moore’s Administration, Downtown Partnership of Baltimore, and a diverse downtown stakeholder group, <a href="#">serves as a framework to make Baltimore’s Downtown more livable, pedestrian friendly, and vibrant.</a> | <p><a href="#">Avenue Market</a> is still securing \$3.7 Mil for exterior improvements and community hub/co-working space. Expected completion date is Spring 2026.</p> <p><a href="#">Hollins Market</a>, one of the oldest public market buildings in the United States, has <a href="#">recently reopened</a> after a significant \$2.1 million renovation.</p> <p>A former public market, <a href="#">North Avenue Market</a> see new life – see 2. 9</p>                                                   |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Hospitality and Tourism

| #                         | 3.28                                                                                                                                                                                                                                                                                                                                                                                                                          | 3.29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Promote Black historical assets as a tourism destination.                                                                                                                                                                                                                                                                                                                                                                     | Invest in the improvement and update of the Inner Harbor (infrastructure, Harborplace); complete pedestrian lighting along promenade, Rash Field – complete Phase 1 and support Phase 2 of the new park project, Pier 1 water taxi and museum                                                                                                                                                                                                                                                                                   |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                      | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact                    | Low                                                                                                                                                                                                                                                                                                                                                                                                                           | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Difficulty                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                          | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                             | BDC, MCB, WPB, MD Science Center                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Active Collab Partner(s)  | Visit Baltimore (VB)                                                                                                                                                                                                                                                                                                                                                                                                          | DPOB, Gensler + Design Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | <a href="#">MCAAHC</a> , GBBCC, BAD, NGBIWM, Reginald Lewis Museum                                                                                                                                                                                                                                                                                                                                                            | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                 | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2022 Progress             | In September of 2022 Visit Baltimore was awarded a 100K grant from the State of Maryland to design and install wayfinding signage for Baltimore's African American cultural attractions and sites throughout the city including the Arena Players, INC, The National Great Blacks in Wax Museum, and the Reginald Lewis Museum.                                                                                               | Rash Field Phase 1 opened in November 2021. After a year of management, Waterfront Partnership (WPB) began community engagement sessions and design development for Phase 2, completed by Dec. 2022.<br><br>The deal to sell Harborplace to MCB was announced in April 2022 by Mayor Brandon Scott.<br><br>The new USS Constellation Education Center and Inner Harbor Water Taxi Terminal open for business.                                                                                                                   |
| 2023 Progress             | <a href="#">New signs part of project directing visitors to city's African American cultural heritage sites.</a> The signs will guide patrons to African American cultural heritage sites.<br><br>Visit Baltimore features the The National Blacks in Wax in the Inner Harbor Visitor Center to publicizes the museum's 40th Anniversary. The museum also unveiled their <a href="#">new phased plans for redevelopment</a> . | The \$16 million Rash Field Phase II needs roughly \$2M more in funding before the project can break ground.<br><br>On July 13th <a href="#">MCB officially closed its acquisition of Harborplace</a> and announces the design team. Throughout the year MCB held community engagement sessions. The '23 Summit will marked the next phase of public comment.                                                                                                                                                                   |
| 2024 Progress             | The <a href="#">Lillie Carroll Jackson Civil Rights Museum</a> was ranked 4th on <a href="#">USA Today's list of the "10 Best Free Museums" for 2024</a> . This prestigious recognition places the museum among the top free cultural institutions in the United States, making it a must-visit destination for those interested in civil rights history.                                                                     | The WPB has secured funding to complete the final phase of Rash Field Park's redevelopment, with construction starting this fall. <a href="#">Also see 2.23</a> .<br><br>October 10th, the Supreme Court of Maryland re-certified ballot question F regarding redevelopment plans at Harborplace, and Baltimore City passes referendum (Question F).<br><br><a href="#">The Maryland Science Center announced over \$10 million in capital projects</a> and programs to enhance the visitor experience for its 50th anniversary |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Hospitality and Tourism

| #                         | 3.30                                                                                                                                                                                                                                                                                                                                                                                                                                            | 3.31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Complete the redevelopment of a new world-class venue to host the Preakness and other major events.                                                                                                                                                                                                                                                                                                                                             | Invest in a modernized and <i>sustainability-focused</i> Convention Center, including much-needed immediate building infrastructure improvements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                        | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                            | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                       | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Lead Reporting Partner(s) | MSA, MEDCO                                                                                                                                                                                                                                                                                                                                                                                                                                      | Baltimore Convention Center                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Active Collab Partner(s)  | <a href="#">Park Heights Renaissance</a> , BDC, DHCD                                                                                                                                                                                                                                                                                                                                                                                            | State of Maryland, BDC, DPOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ecosystem Partner(s)      | Local Private Investors                                                                                                                                                                                                                                                                                                                                                                                                                         | Visit Baltimore, ( <i>Open to Partners</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                   | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2022 Progress             | <p>After being known for decades as the home of horse racing in Baltimore, Pimlico Race Course has the potential to take on a new role.</p> <p>Instead of serving as a place for one major activity, horse racing, <a href="#">Pimlico can become a new multi-faceted entertainment venue that draws people with a wide range of interests</a>, while continuing to host one of the nation's premier sporting events, the Preakness Stakes.</p> | <p>BDC will await results of MSA traffic study of Downtown before moving on Convention Center.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2023 Progress             | <p><a href="#">MSA and the Governor's office extended the Maryland Horse Racing Act's termination date</a> from July 1, 2024, to July 1, 2034. They created the Maryland Thoroughbred Racetrack Operating Authority and established the Maryland Racing Operations Fund to support the Authority's expenses for racetracks.</p>                                                                                                                 | <p>Maryland Stadium Authority received \$25 million for capital improvements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2024 Progress             | <p><a href="#">The Maryland Board of Public Works approved the transfer of Pimlico Race Course ownership from The Stronach Group to the state</a>, effective July 1. This ensures the <a href="#">Preakness Stakes remains in Baltimore</a>, <a href="#">establishes year-round thoroughbred racing at Pimlico</a>, and creates an economic hub in the Park Heights community.</p>                                                              | <p><a href="#">MD SB896</a>, established the Baltimore Convention and Tourism Redevelopment Task Force to study and recommend the structure, purpose, and function of an entity or strategy for renovating, financing, and managing the Baltimore Convention site and nearby areas. The Task Force will report findings to the Mayor, Governor, and General Assembly by December 1, 2024.</p> <p><a href="#">Ten New Murals were unveiled at the Baltimore Convention Center during Burshfest</a>. The murals—created by 20 artists over the past two weeks—were all inspired by the festival's "Hidden Gems" theme, which aims to highlight undervalued parts of the city.</p> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Hospitality and Tourism

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.32                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Strategy                  | Continue stadium upgrades for the Orioles and Ravens.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | Orioles, Ravens, MD Stadium Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | BDC, DOP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecosystem Partner(s)      | Warner St. Development Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | The City of Baltimore is in conversations with the current ownership of the Oriole, while also having separate conversations with Ravens around the future of the Stadium District.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2023 Progress             | President Sashi Brown re-upped its lease through 2037 in January. With the newly approved long-term lease, MSA and the Baltimore Ravens look forward to collaborating on game changing upgrades to M&T Bank Stadium, which include adding a parking garage, relocating the press box to build more suites, and building new plazas on the north and south sides of the stadium to better interface with surrounding developments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2024 Progress             | <p>Both the Baltimore Ravens and the Baltimore Orioles are undergoing upgrades to their stadiums:</p> <p>The Baltimore Orioles have <a href="#">asked fans to take a survey regarding plans for a renovation at Oriole Park</a> at Camden Yards. The survey offered a lot of insight into the team's ideas for the stadium which include many new social spaces and amenities. <a href="#">Baltimore-born billionaire David Rubenstein took over as controlling owner of the Baltimore Orioles at the start of the season</a>. Along with improving Oriole Park at Camden Yards, Rubinstein is looking to develop areas around the stadium as well. In a statement Rubenstein said, "Importantly, the impact of the Orioles extends far beyond the baseball diamond. The opportunity for the team to catalyze development around Camden Yards and in downtown Baltimore will provide generations of fans with lifelong memories and create additional economic opportunities for our community." <a href="#">Architect and Builder has been selected</a> for renovations.</p> <p><a href="#">The Baltimore Orioles and T. Rowe Price, deepened their partnership</a> through a new marquee collaboration. Beyond the Orioles' patch sponsorship, the partnership will feature ballpark signage, media, and hospitality assets, as well as in-game activations, community programs, and a brand presence at the Orioles' spring training facility in Sarasota, Fla. all aimed at benefiting Baltimore.</p> <p>The Ravens are renovating M&amp;T Bank Stadium in a three-part, \$430 million project called <a href="#">"The Next Evolution"</a>. Some improvements will be <a href="#">finished by August 2024, ahead of the start of next year's regular season</a>, while others are scheduled to be completed ahead of the 2025 and 2026 campaigns. <a href="#">By the end, three plazas with bars and retail stores will surround the stadium and greet fans on game days, the upper concourses will be expanded by several thousand square feet to decrease foot traffic, and premium seating will be added next to the field and above the lower level, where the press box currently sits.</a></p> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Hospitality and Tourism

| #                         | 3.33                                                                                                                                                                                                                                                                                                                                                                     | 3.34                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Complete a major renovation of the Baltimore arena.                                                                                                                                                                                                                                                                                                                      | Support development of Warner Street entertainment district                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                     | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                     | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Lead Reporting Partner(s) | BDC, OVG, CFG Bank                                                                                                                                                                                                                                                                                                                                                       | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Active Collab Partner(s)  | Live Nation, Fundamental Advisors, and 35 Ventures, Kevin Durant, Rich Kleiman, Pharrell Williams.                                                                                                                                                                                                                                                                       | DHCD, Caves Valley Partners (CVP), Caesars Entertainment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ecosystem Partner(s)      | Fearless, DPOB                                                                                                                                                                                                                                                                                                                                                           | Local Private Investors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Progress Status           | Complete                                                                                                                                                                                                                                                                                                                                                                 | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | In June 2021, BDC announced that Oak View Group (OVG), with more than 30 years of experience in the sports and entertainment business, won an Exclusive Negotiating Privileges for the Arena. BDC structured the public-private partnership as a lease and management agreement between the City of Baltimore and the development team.                                  | Oct 2022, The Warner Street Entertainment District - situated between Horseshoe Casino Baltimore and M&T Bank Stadium - will now be called Walk at Warner Street.<br><br>The newest parcel to be redeveloped was Topgolf which opened with much fan-fair on October 28, 2022. Topgolf is expected to exceed the original job estimates and will bring on over 425+ employees.                                                                                                                                                                                                                                                                                                                                                               |
| 2023 Progress             | <a href="#">CFG Arena which opened on April 9th 2023</a> , now a premier destination for Baltimore's metropolitan region and a national stage for prominent artists and events. According to the 2022 Visit Baltimore Annual Report, recreation and entertainment in the city accounted for 13% of Baltimore's overnight visitor spending, accounting for \$1.8 billion. | <a href="#">New Entertainment District for Baltimore</a><br><br>Streetscape Improvements awaiting financial approvals.<br><br>The venue, at 1300 Warner St., is searching for a new development partner to continue the renaming construction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2024 Progress             | CFG Bank Arena continues to be a success visitation in the area is up 3x times at Q3 2019.<br><br>CFG Bank Arena Named Billboard's 4th Busiest Concert Venue in the World! Achieving the <a href="#">4th highest grossing venue worldwide in the 10,000 - 15,000 capacity category</a> .                                                                                 | <a href="#">The \$14-million streetscape project on Warner St. in The Walk @ Warner Street entertainment district began on September 9th</a> . The three-block section of Warner St. connects Horseshoe Casino Baltimore to M&T Bank Stadium.<br><br>The Horseshoe Casino Baltimore ownership group of CBAC is leading the work and South Baltimore's Plano-Coudon is the general contractor. A representative from CBAC told SouthBMore.com: "The goal is to improve Warner Street and the walk between the stadium and the casino. When complete, Warner Street will have a new concrete surface, wider and new sidewalks, no overhead BGE lines, new water and sewer lines in the ground, a bike path, landscape area and a new lights." |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Creative Industries

| #                         | 3.35                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3.36                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Continue Baltimore Together's Creative Industries workgroup to advise on retention and attraction of business and investment in creatives in Baltimore and region. Improve collection and tracking of creative industry data to understand the economic impact of this sector and the technical assistance resources needed by creative.                                                                                                                          | Enable creative industries to invest in designated, thriving arts districts by providing access to and ownership of affordable and safe artist and maker space.                                                                                                                                                                                                                                      |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Moderate                                                                                                                                                                                                                                                                                                                                                                                             |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Moderate                                                                                                                                                                                                                                                                                                                                                                                             |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Moderate                                                                                                                                                                                                                                                                                                                                                                                             |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                 | BDC, DHCD                                                                                                                                                                                                                                                                                                                                                                                            |
| Active Collab Partner(s)  | MiB, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Station North AD, Black AD, Bromo AED, Highlandtown AED                                                                                                                                                                                                                                                                                                                                              |
| Ecosystem Partner(s)      | BOPA, BCAN                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Local Private Investors                                                                                                                                                                                                                                                                                                                                                                              |
| Progress Status           | No Progress Need Partners to Report                                                                                                                                                                                                                                                                                                                                                                                                                               | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                    |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                 | 410 Lofts was completed in Nov. 2021 and fully leased in 2022, to painters, sculptors, fashion designers, and musicians. The development has several common studios on-site giving residents communal space to work, including a sound room and a ventilated spray paint booth.                                                                                                                      |
| 2023 Progress             | Excited to announce <a href="#">the first-ever BAM event</a> . The Baltimore Art Movement. A free, in-person event was held at The Peale, Thursday, September 28th, from 2 to 5 p.m. for #Baltimore's creatives. Come join your fellow creatives and advocate for the arts as an essential ingredient of Baltimore's economic future.<br><br>There will also will be a workshop about neighborhood reinvestments.                                                 | <a href="#">TEDCO announces Awardees</a><br><br>Maryland's Makerspace Initiative Project was created to encourage the growth of Makerspaces throughout Maryland. To do this, the program provides financial and technical assistance to eligible entities.<br><br>RFA Released: 4/5/23<br>Applications Closed: 5/31/23<br>Finalists Notified: June 2023<br>Winners Announced: July 2023              |
| 2024 Progress             | <a href="#">BAM hosted a "Baltimore Art Movement: Taxpayer Night Turnout."</a> Taxpayer Night is an annual public event where citizens can weigh in on Baltimore City's budget priorities. Baltimore Art Movement hosted a prep session at The War Memorial Building at 4pm to educate creative industry leaders and organizers about how to engage at this important event.<br><br>NAICS code information collected. Collaboration with stakeholders is pending. | WNADA provided a discretionary grant of \$25,000 to fund the <a href="#">Open Work's pilot program at the Coppin State University's Business School</a> . Additionally, the WNADA board approved awarding \$750,000 to the Open Works and The Baltimore Arts Realty Corporation (BARCO) partnership to build the Open Works West facility at the Walbrook Mill site (2600 block of W. North Avenue). |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Creative Industries

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.37                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Strategy                  | Develop a creative business “collective” in the Pennsylvania Avenue Black Arts District.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Lead Reporting Partner(s) | BAD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Active Collab Partner(s)  | BDC, DHCD, DOP, Civic Group, BARCO, MOCC (Charm TV)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ecosystem Partner(s)      | Local Private Investors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2022 Progress             | BDC assisted in the acquisition of funding for the <a href="#">The Sanaa Center</a> . The project led by <a href="#">Black Arts District</a> and Civic Group will activate a vacant plot and help create a full block of arts and cultural institutions in the <a href="#">1900 block of Pennsylvania Avenue</a> . A <a href="#">State Bond has been requested</a> .                                                                                                                                                                                              |
| 2023 Progress             | BDC along-side Baltimore Arts Realty Corporation (BARCO) are working on <a href="#">relocating Charm TV (Mayor's Office of Cable and Communications)</a> from its Inner Harbor location to the city-owned vacant parcel at the cross streets of Pennsylvania Avenue and Clifton Avenue. to investment in the Black Arts & Entertainment District.                                                                                                                                                                                                                 |
| 2024 Progress             | <p><a href="#">The Sphinx Club LLC has secured a new development partner and approved by BOE</a> to move forward with the long-stalled project. The new development will convert the <a href="#">existing structures</a> into a 16,000 square foot two-story mixed-use commercial development with market-rate office space, a restaurant/ juice bar and community cultural center.</p> <p>Charm TV has gone through UDAAP and reached the Design Development document stage. 50% of funds have been secured, and the remaining sources have been identified.</p> |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Creative Industries

| #                         | 3.38                                                                                                                                                                                                                                                                                                                                                                                                                          | 3.39                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Develop creative entrepreneurship training and apprentice programs to meet the demand from Baltimore City youth interested in creative careers                                                                                                                                                                                                                                                                                | Engage local creatives to promote Baltimore's potential, and celebrate and promote local cultural works as export goods from Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                      | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                      | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                      | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                             | MiB, BCAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Active Collab Partner(s)  | MICA (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                       | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ecosystem Partner(s)      | Dent Education, Jubilee Arts, 100 Black Men of Maryland, Junior Achievement, Digital Harbor                                                                                                                                                                                                                                                                                                                                   | BMA, BOPA, Main Streets, Baltimore Arts Districts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                 | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2022 Progress             | See 2.7                                                                                                                                                                                                                                                                                                                                                                                                                       | Made in Baltimore secured 47K to create an Accelerator Program for small creative businesses. 15 businesses participated in inaugural cohort.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2023 Progress             | <a href="#">MICA opens Creative Entrepreneurship Innovation Lab inside the Ratcliffe Center for Creative Entrepreneurship.</a>                                                                                                                                                                                                                                                                                                | Made in Baltimore secured over \$475K to run their second <a href="#">Home Run Accelerator 2023</a> Cohorts and created an e-commerce platform. 84 businesses have sold products through platform. 65 businesses have been engaged through the 2nd Home-Run Accelerator Program.<br><br>BCAN partnered with U.S. Senators Ben Cardin and Chris Van Hollen (D-Md.) to receive \$1,000,000 in Congressionally Directed Spending – our largest grant to date! <a href="#">BCAN's funding will go a long way to expand the resources that they offer</a> to artists, designers, creatives, and cultural entrepreneurs, including the launch of our Creative Coaching program.                                                                                                        |
| 2024 Progress             | See 2.7<br><br>The founder of Plexo, who won a \$10,000 prize at MICA's 2024 UP/Start Venture Competition—organized by the Ratcliffe Center for Creative Entrepreneurship—is re-imagining workplace creativity. Inspired by toys like Tinker Toys, K'Nex, and Legos, <a href="#">Anthony Culp uses 3D-printed building blocks</a> to create his widgets. Learn more about the <a href="#">UP/Start Venture Program here</a> . | 147 of Made In Baltimore's 346 certified-businesses accounted for \$13 Million in maker and retailer revenue in 2024.<br><br><a href="#">Mayor Brandon M. Scott invited Baltimoreans across the city to join "Art After Dark,"</a> a captivating evening of creativity and community in celebration of International Placemaking Week. This free live event, co-hosted by the Mayor's Office, BDC, and <a href="#">Whitney Frazier of WGF Studio</a> , will feature street artists, muralists, and graffiti writers <a href="#">transforming the old Lexington Avenue retail corridor</a> . They will turn shopfront gates into vibrant art, with the creations projected onto a nearby wall under the direction of <a href="#">Terry Kilby from Evergreen Digital Imaging</a> . |

### STRATEGY 3: Build from Strength - Implement Strategies to Develop BIPOC-Owned Business

#### Key Industry Clusters: Creative Industries

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 3.40                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strategy                  | Engage expertise to develop economic recovery and growth plans for the City's four Arts & Entertainment Districts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Active Collab Partner(s)  | Baltimore Arts Districts, DHCD, DOP, BOPA, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | Main Streets, CDOs / CDCs, Visit Baltimore,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2022 Progress             | <p><a href="#">Maryland Department of Commerce support for the Arts starts with the Art &amp; Entertainment Districts State Designation</a>. Since 2001, Maryland's arts and cultural district program has designated 29 districts, generating significant social and economic benefits. In fiscal year 2022, events and new businesses in these districts contributed over \$149.5 million to the state GDP, generated \$8.1 million in tax revenues for state and county governments, supported 1,185 jobs, and provided nearly \$45.7 million in employee compensation.</p> <p>The Highlandtown Arts &amp; Entertainment District is the second largest in the state, overlapping with five residential neighborhoods and the Crown Industrial Park complex, they <a href="#">released their Strategic Plan for 2022 - 2026</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2023 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2024 Progress             | <p><a href="#">The City of Baltimore provides limited funding support to cultural organizations</a> each year through the capital budget. Every two years, organizations can apply for General Obligation (GO) bonds for eligible capital improvements to their facilities.</p> <p>The <a href="#">Baltimore Music Census</a> was conducted. The 2024 Baltimore Music Census was an anonymous, voluntary survey designed to capture key information about the local music scene. The goal of the initiative is to support local musicians, educators, venues, promoters, industry personnel, and non-profits by giving them important, <a href="#">up-to-date data about the city's music ecosystem</a>.</p> <p>October 2024, the <a href="#">Mayor's Office issued a letter to terminate Baltimore Office of Promotion &amp; The Arts' (BOPA) contract with the City</a>. As an independent, 501(c)(3) nonprofit organization and the designated arts council for the City of Baltimore, BOPA stated it "<a href="#">remains deeply committed to the artists, cultural institutions, and creative community of Baltimore. Despite the City's decision, BOPA's mission to support and elevate the arts will continue to guide their work.</a>"</p> |

## STRATEGY 4: Compete to Succeed

### Work to increase population

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Strategy                  | Public Safety: develop and implement collaborative, technology -driven safety partnerships between nonprofits, private and government entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead Reporting Partner(s) | Mayor's Office of Neighborhood Safety & Engagement (MONSE), BPD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Active Collab Partner(s)  | GVRs, BPD, SAO, DOPB Squeegee Initiative, Just Economy, Center for Hope: Lifebridge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ecosystem Partner(s)      | University Partners, Annie E. Casey, GBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | <p>In July, Mayor Brandon Scott convened the <a href="#">The Squeegee Collaborative</a> — a cross-section of stakeholders (youth, business, community, and government.) More than 150 people engaged in a 4-month process to create a set of recommendations to govern and eventually eradicate squeegeeing. The Working Action plan was announced in December with immediate recommendations that are underway now.</p> <p>Lifebridge opens the “<a href="#">Center for Hope</a>” and partners with the city to pilot expanding the <a href="#">Safe Streets Program to partner with non-profit partners</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2023 Progress             | <p>January 1, 2023 – <a href="#">GVRs expansion</a> congruent with implementation of BPD redistricting to better balance the allocation of personnel and resources.</p> <p>Dec 2023 – As of December 12, <a href="#">the Safe Streets Baltimore program has successfully mediated over 1,379 conflicts that could have resulted in gun violence</a> as part of Baltimore's Community Violence Intervention System.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2024 Progress             | <p>The Public Safety Advisory Commission, known as the Baltimore City Citizens Advisory Commission for Public Safety, is being created to improve communication between the community and the Baltimore City Police Department. It will include members who meet regularly to discuss public safety and produce an annual report with recommendations for better community-police interactions. The goal is to strengthen trust and collaboration on safety issues in the city. <a href="#">Their minutes from meeting can be found here</a></p> <p>Sept 2024 – MONSE Reported <a href="#">homicides are down 28.9%, non-fatal shootings are down 36.9% so far this year</a> – building significantly on the historic progress they've made since last year.</p> <p>Oct 2024 – <a href="#">MONSE announced their Anti-Human Trafficking grant awards for FY'25</a>. Allocating \$325,000 in grant awards to eleven organizations working to support trauma-informed services for human trafficking survivors and promote awareness around the issue of human trafficking. <a href="#">TurnAround Inc.</a> and <a href="#">Araminta Freedom</a> will receive one-time \$50,000 awards while <a href="#">Maryland Volunteer Lawyers Service</a>, <a href="#">City of Refuge Baltimore</a>, <a href="#">Drink at the Well</a>, and <a href="#">Uplift Alliance Inc.</a> will each receive one-time \$25,000 awards.</p> |

## STRATEGY 4: Compete to Succeed

### Work to increase population

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strategy                  | Utilize City residency incentives to increase homeownership – <i>increase the amount of</i> public/private employers and city resources offered to employees who choose to reside in Baltimore City                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead Reporting Partner(s) | Live Baltimore, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Active Collab Partner(s)  | City Council, MOED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ecosystem Partner(s)      | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2022 Progress             | <a href="#">Maryland Affordable Housing Trust; Affordable Housing Projects Get Boost From City</a><br>In FY 2022, <a href="#">Live Baltimore conducted 27 virtual homebuying workshops, which educated 777 individuals, all Trolley Tour homebuying events were hosted in person.</a> Three Trolley Tours, in September of 2021, February of 2022, and May of 2022, allowed 1,082 participants to explore Baltimore neighborhoods and receive expert homebuying advice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2023 Progress             | <a href="#">Live Baltimore's (LB) customers' home purchases accounted for more than 16% of the City's homebuying activity in FY 23.</a> Thanks to the American Rescue Plan Act and the City of Baltimore, LB launched its first self-adminstred down payment assistance program, " <a href="#">Buy Back the Block</a> " will allow up to 270 grants to be made eligible to renters over the next three years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2024 Progress             | <p>Around 75% of participants in <a href="#">Johns Hopkins' Live Near Your Work program</a> were already living in the city before seeking a grant. <a href="#">The program, one of the city's most generous, offers up to \$17,000 depending on the neighborhood and has issued 1,543 grants totaling over \$10 million since 2008, primarily focused around East Baltimore.</a> The <a href="#">University of Maryland, Baltimore (UMB)</a> also uses its program to revitalize nearby neighborhoods. <a href="#">In 2018, she increased the university's grant from \$4,500 to \$16,500. Since then, 75 employees have bought homes, particularly in neighborhoods like Hollins Market and Pigtown.</a></p> <p>Live Baltimore's latest reports site that 113 employers currently offer Live Near Your Work. This includes the State of Maryland, non-profit organizations, for-profit businesses of various sizes, university systems, and health care systems in Baltimore City.</p> <p><a href="#">Reinvest Baltimore</a> is a coordinated effort between the State of Maryland, Baltimore City, and nonprofit and for-profit partners to eliminate concentrations of vacant properties, revitalize neighborhoods and provide inecntives for redevelopment and improve quality of life for residents in Baltimore City.</p> <p>July 2024, DHCD announced the creation of a <a href="#">Comprehensive Housing Plan</a> which will seek to outline a long-term vision for Baltimore's approach to housing policy and ensure the multitude of programs and policy plans from various agencies.</p> <p>September 2024, the Baltimore City Department of Housing &amp; Community Development (DHCD) announced the availability of \$8.1 million in funding from the <a href="#">Affordable Housing Trust Fund</a> to support homeownership projects sponsored by Community Land Trusts.</p> <p><a href="#">Affordable housing tax increment financing (TIF) legislation</a> targeting vacant housing was introduced to the Baltimore City Council in Sept. 2024. It includes two pieces of legislation establishing the TIF district and authorizing the issuance of TIF bonds. The legislative package includes two bills: <a href="#">24-0594 City-Wide Affordable Housing Bond Issuance</a> and <a href="#">24-0595 City-Wide Affordable</a></p> |

## STRATEGY 4: Compete to Succeed

### Work to increase population

# 4.3

**Strategy** Implement Live Baltimore's marketing strategy of Baltimore's neighborhoods.

**Priority** High

**Impact** Moderate

**Difficulty** Moderate

**Lead Reporting Partner(s)** Live Baltimore

**Active Collab Partner(s)** DOP, DHCD

**Ecosystem Partner(s)** Visit Baltimore, local CDCs

**Progress Status** Complete

#### 2022 Progress

With thousands of HBCU students, graduates, and supporters in town for February's CIAA basketball tournament, Live Baltimore took a shot at getting attendees to stay long-term! Geo-fenced digital ads and outdoor posters encouraged fans to "pivot" and make a move to Baltimore following their visit. Self-guided audio tours of the east side and west side were available for free download throughout the week of festivities.

New Neighborhood Photography was taken to market Baltimore's many diverse and vibrant neighborhoods. 12 City neighborhoods and their residents from Bayview, Belair-Edison, Otterbein, Union Square, Hollins Market, Violetville, Edmondson Village, Bolton Hill, Madison Park, Tuscan-Canterbury, Woodberry, and Cylburn.

#### 2023 Progress

Eight more neighborhoods, including Mount Washington, Pigtown, Homeland, Middle East, Greektown, Patterson Park, Radnor-Winston, and Brewers Hill, were captured by Live Baltimore's local photographer, Phylcia Ghee. Images from these galleries immediately began enhancing our website and social media pages.

On September 6, 2023, Live Baltimore released its 2024 campaign "[Vibe to Shine](#)."

#### 2024 Progress

This strategy is considered complete but Baltimore Together Stakeholders will continue to track Live Baltimore's efforts and initiatives.

Not mentioned here previously but Live Baltimore's flagship marketing tool the "Trolley Tour" encourages homeownership in part by leveraging the City of Baltimore's "Buying Into Baltimore" down payment assistance program. In 2023 three tours were held. [Across the October, January, and May 2023 Trolley Tours](#), a total of 67 applicants put contracts on homes in Baltimore distinct neighborhoods. Of these, 31.4% were new to Baltimore City (21 applicants) and 68.7% were first-time homebuyers (46 applicants).

## STRATEGY 4: Compete to Succeed

### Work to Increase Population.

| #                         | 4.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4.5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Reimagine and reorganize Baltimore's Downtown Center as a place to live, work and play                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Extend, promote, and utilize the High-Performance Market Rate Tax Credit in re-purposing vacant / underutilized office buildings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | Mayor's Office, BDC, DPOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Mayor's Office, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | WFP, MOED, DOP, DHCD, MCB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | City Council, BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | Live Baltimore, Visit Baltimore, CDCs, CDOs,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Live Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | April 2022, MCB Real Estate agreed to purchase Harborplace buildings from receivership, the deal was finalized in December 2022. ( <a href="#">Also see 3.29</a> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Progress             | The with the design phases of Harborplace underway we are moving toward this becoming more of a reality. ( <a href="#">Also see 3.29</a> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The 27-story Vivo Living project at 101 West Fayette Street transformed a hotel into 558 apartments. The 15-story Fidelity and Deposit Building at 210 North Charles Street is being converted into 220 apartments by Trademark Properties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2024 Progress             | <p>November 5th, Baltimore will vote on ballot question F regarding redevelopment plans at Harborplace. While the Harborplace site awaits the Nov. vote, <a href="#">the landlord is offering business owners some of the "prime waterfront real estate" in the city at "deeply, deeply" discounted rents, said Adam D. Genn, Vice President of MCB.</a> "Almost all of the new tenants are women or minorities."</p> <p><a href="#">Downtown's West-side is progressing with small- to mid-sized minority developers leading redevelopment</a> and attracting diverse businesses, with Howard Street quietly becoming a hub for diverse set of commercial businesses. (<a href="#">Also see 3.29</a>)</p> | <p><a href="#">New inclusionary housing requirements</a> apply to projects that (1) include 20 or more units, (2) receive a major public subsidy or benefit from Significant land use authorization, (3) are newly constructed, substantial rehab or converted from a non-residential housing use, and (4) the cost of construction or conversion exceeds \$60,000 per unit. Projects subject to the inclusionary housing requirements must make 5% of units for rent affordable to low-income households (at or below 60% AMI) and 5% to affordable to very low-income households (at or below 50% AMI).</p> <p>While these changes are not a direct increase to the incentive funds or extension of the High Performance Tax Credit, the new laws aim to lower entry barriers for existing and new residents, expanding access to quality housing stock. (<a href="#">Also see 4.6 &amp; 4.7</a>)</p> |

## STRATEGY 4: Compete to Succeed

### Make Baltimore City More Competitive.

| #                         | 4.6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4.7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Develop a plan to use a referendum to reduce real property taxes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | In lieu of restructuring tax rate for Baltimore City, evaluate effectiveness of business development incentives, design and adopt new toolkit                                                                                                                                                                                                                                                                                                                                           |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | Mayor's Office, City Council, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mayor's Office, DHCD                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | BDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | City Council, Charm City Homebuyers, The NHP Foundation, City Finance, Johns Hopkins, 21st Century Cities, The Civic Group, Live Baltimore, MuniCap, Workshop Development, Harrison Development, Ballard Spahr, BDC                                                                                                                                                                                                                                                                     |
| Ecosystem Partner(s)      | CDCs, Resident Associations, Live Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Progress Status           | No Progress Need Partners to Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Progress             | <p>Baltimore is one of three major independent cities in the U.S., alongside St. Louis, MO (5.45% local sales tax share [LSTS]) and Carson City, NV (3.0% LSTS). Unlike these cities, Baltimore does not receive any share of sales tax revenue. Despite drawing millions of visitors and generating about \$420 million annually in sales tax for the state. To address our housing crisis effectively, we need access to the same tools as our peer cities, including our LSTS. The City <b>could</b> use these funds to address Baltimore's housing crisis. Each % of sales tax allocated to Baltimore would bring in more than \$70 million annually. 2% of local sales tax <b>could</b> pay for:</p> <ul style="list-style-type: none"> <li>Debt service on \$1.5 Billion in City GO bonds for our vacant properties program;</li> <li>A \$1,000-per-home annual property tax cut for homeowners, Properties valued at less than \$50,000 would essentially have their property tax eliminated; &amp;</li> <li>\$10 Million in annual support for renters.</li> </ul> | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2024 Progress             | This strategy may need to be reassessed if referendum is best mechanism to achieve desired goals or outcomes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><a href="#">The Tax Credit Workgroup</a> is part of Mayor Scott's effort to update Baltimore's 10-Year Financial Plan. A diverse group of stakeholders is reviewing the current tax credit systems to develop strategic recommendations aimed at attracting additional investment, fostering sustainable growth in general fund revenues, and maximizing efficiency in subsidies. The workgroup is to report with recommendations to the Mayor by the end of calendar year 2024.</p> |

## STRATEGY 4: Compete to Succeed

### Develop and Sharing a New Narrative About Baltimore.

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Strategy                  | Collaborate with Baltimore artists promote authentic Baltimore experience.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Active Collab Partner(s)  | BOPA, BCAN, Visit Baltimore, MiB, Baltimore Museum of Art (BMA)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecosystem Partner(s)      | Baltimore Creatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2022 Progress             | <p><a href="#">Kondwani Fidel becomes one of Baltimore Banner's Creatives</a> in Residence program, which amplifies the work of artists and writers from the Baltimore region. Kondwani is a local poet and essayist, who NPR called "one of the nation's smartest young Black voices."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2023 Progress             | <p>Baltimore Museum Of Art hosting Exhibition at Lexington Market</p> <p><a href="#">2023 Baker Artist Awardees - Selected artists exemplify excellence in three areas: mastery of craft, depth of artistic exploration, and a unique vision.</a> All artists who have received a cumulative total of less than \$20,000 in previous prizes remain eligible for a Baker Artist Award. The Finalists for the 2023 Baker Artist Awards are:</p> <ul style="list-style-type: none"> <li>Visual Arts: Nancy Linden, Richard Liu, Quentin Moseley, M. Jordan Tierney, Lars Westby, Jowita Wyszomirska</li> <li>Interdisciplinary: Hoesy Corona, Oletha DeVane, Liz Downing, Katherine Fahey, Kei Ito, Fahimeh Vahdat</li> <li>Film/ Video: Marnie Ellen Hertzler, Jonna McKone, Corrie Parks, Margaret Rorison, Russell Sharman, Chung Wei-Huang</li> <li>Literary Arts: Elizabeth Dickinson, Sylvia Jones, Edgar Kunz, Tonee Moll, Nguyen, Heather Rounds</li> <li>Music: Judah Adashi, Abdu Ali, Irene Jalehti, Mark Navarro, Outcalls Band, Anthony Parker</li> <li>Performance: Anna Fitzgerald, Christopher Johnson, Colette Krogol, Nicole Martinell, Glenn Ricci, Juanita Rockwell</li> </ul> |
| 2024 Progress             | <p>Elizabeth Talford Scott, featured in both <a href="#">BMA</a> and <a href="#">Reginald Lewis Art Museum</a></p> <p><a href="#">Joyce J. Scott: Walk a Mile in My Dreams featured at BMA</a></p> <p>East Baltimore poet and writer <a href="#">Kondwani Fidel has won a National Capital Emmy Award</a> for the reveal video for the Baltimore Orioles City Connect uniforms. The video features Fidel's poem "You Can't Clip These Wings," an ode to Baltimore's complexities and the many communities that make the city a source of pride for its residents.</p> <p>Identifying our Cultural Amenities: <a href="#">The Baltimore Gallery &amp; Museum Guide</a> is a pilot project of <a href="#">Maryland Art Place</a>, <a href="#">Full Circle Fine Art Services</a>, and the <a href="#">Greater Baltimore Cultural Alliance</a> intended to survey our rich, cultural landscape as it pertains to the visual arts, with the goal of making it easier to find and access these venues for visitors and residents alike.</p>                                                                                                                                                           |

## STRATEGY 4: Compete to Succeed

### Develop and Sharing a New Narrative About Baltimore.

| #                         | 4.9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4.10                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Invest in our artists, empowering them to build bigger platforms and reach national audiences.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Collaborate with key businesses and universities to develop a Baltimore narrative that highlights our educated workforce and exciting employment opportunities.                                                                                                                                                                                                                                                                                                      |
| Priority                  | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Difficulty                | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GBC, Baltimore Collegetown                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Active Collab Partner(s)  | BOPA, BCAN, Visit Baltimore, MiB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | University Partners (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ecosystem Partner(s)      | Baltimore Creatives and Artist, Various Non-Profits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Visit Baltimore, BDC (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | (Need Partners to Track & Report)<br>(Also See 1.20)                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2023 Progress             | <p>The city's massive celebration of the arts and culture scene that began in 1982 and grew to become one of the largest free arts festivals in the country. 350,000± are come from around the Baltimore-Washington Metro region. This year, <a href="#">Artscape received an overwhelming response with over 1,000 applications from artists to participate.</a></p> <p>For the past 17 years, Chicago-based arts nonprofit United States Artists (USA) has been an avid supporter of artists with varying practices throughout the country. In Jan of 2023 <a href="#">two born-and-raised Baltimoreans were selected for the fellowship, Krystal C Mack and Abdu Ali.</a></p>                                                      | <p>"The Greater Baltimore Committee (GBC) initiated a comprehensive search for a brand consultant, issuing the initial Request for Proposals (RFP) in November 2023. The process attracted significant interest, resulting in 23 submissions from various firms, demonstrating a competitive selection environment aimed at identifying the most suitable partner to enhance the GBC's brand strategy."</p> <p>(Also See 1.20 for Collegetown's Narrative work.)</p> |
| 2024 Progress             | <p>While not a direct investment from Baltimore, the latest <a href="#">winner of Project Runway: All Stars is Bishme Cromartie, who hails from East Baltimore,</a> demonstrated his strong connection to his roots and a desire to change the narrative surrounding Baltimore's representation in the fashion industry.</p> <p>In 2010, <a href="#">The Community Concert Choir of Baltimore</a> was established to help preserve the musical heritage of the African American Church. <a href="#">The Choir has raised over \$500K</a> and is on a mission to preserve Black music traditions. They had the opportunity to perform in Rome for the Pope this past year, and are headed for their "Carnegie Hall" debut in 2025.</p> | <p><a href="#">The GBC has chosen a place-branding and public relations team comprised of Resonance Consultancy Ltd. (Resonance), Ipsos (market research firm), Timbre Strategies (Baltimore-based strategic communications firm).</a></p> <p>(Also See 1.20 for Collegetown's Narrative work.)</p>                                                                                                                                                                  |

## STRATEGY 4: Compete to Succeed

### Develop and Sharing a New Narrative About Baltimore.

| #                         | 4.11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 4.12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                  | Promote Baltimore as a city of innovators cognizant of its past, proud of its assets and working together for an inclusive and equitable future.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Promote Baltimore's Black cultural assets as tourist destinations linked to our distinct history.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Easy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Visit Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ecosystem Partner(s)      | BDC, UpSurge, Fearless, MiB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GBBCC, BAD, NGBIWM, Reginald Lewis Museum                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2022 Progress             | Made in America celebrates the resilience and determination of small business owners across the country who are making a difference in their communities. In <a href="#">Season 4</a> , they featured Baltimoreans who are making moves.                                                                                                                                                                                                                                                                                                                                                                                                           | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2023 Progress             | Baltimore companies raising capital, <a href="#">A big part of UpSurge's mission is pursuing the possible</a> . So, we started this report with a question: what would it take to grow investment capital in Baltimore's startup ecosystem?<br><br><a href="#">Lexington Market publication in NOVA Magazine</a> .<br><br><a href="#">Gov. We Moore Announce creation of Maryland innovation Lab</a> in partnership with the Maryland Department of Commerce, the World Trade Center Institute in Baltimore, and L Marks, a leading global innovation specialist with a presence in the United Kingdom, to create the new Maryland Innovation Lab. | <a href="#">Black Baltimore Renaissance- Baltimore by Baltimore</a> - The Black Baltimore Renaissance takes over the Inner Harbor Amphitheater on Sat, July 1st with "A Curation of Love for our City." Highlighting the greatness that the Black community of Baltimore City has to offer! From your physical wellness with Zizi Yoga and other Baltimore-based trainers to your mental wellness with the words of Konwandi Fidel & Alana Nicole Davis to pioneers in youth engagement B- 360, to the new wave of Baltimore Soul and Jazz music with Katyrh Love and Cams Sounds; these featured guests promise to leave you inspired by our city's motivation and creative drive! ( <a href="#">Also See 3.28</a> ) |
| 2024 Progress             | The GBC released their <a href="#">10-year regional plan</a> .<br><br>GBC hosted the inaugural <a href="#">Baltimore Region Investment Summit</a> on June 27, 2024, at the Maryland Institute of Contemporary Art. As an official spin-off of the SelectUSA Investment Summit, <a href="#">the event showcased Baltimore's investment potential to the global business community</a> , featuring leaders from tech, healthcare, life sciences, real estate, and creative sectors.                                                                                                                                                                  | <a href="#">Cross Street Partners</a> and <a href="#">Beloved Community Services Corp</a> redeveloped the Henry Garnet School (PS103) into the <a href="#">Justice Thurgood Marshall Amenity Center</a> , honoring the legacy of Justice Thurgood Marshall and other civil rights leaders who called Upton home while also providing needed community services, resources, and education in the historically underserved community. The Amenity Center is a major step forward in establishing Upton as a cultural tourism destination to celebrate and honor the community's significance in the nation's Civil Rights Movement.                                                                                     |

## STRATEGY 4: Compete to Succeed

### Develop and Sharing a New Narrative About Baltimore.

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategy                  | Create National Baltimore Story Marketing Campaign                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Lead Reporting Partner(s) | GBC, Visit Baltimore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Active Collab Partner(s)  | Convention Center, Live Baltimore, DPOB, BDC, MOED, BMC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecosystem Partner(s)      | GWP, University Partners, Bloomberg                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Progress             | On 6/30 Bloomberg Associates facilitated a workshop on <a href="#">Baltimore's Promotion Strategy</a> . And per that discussion provided a playbook to the partners gathered on 8/3. The playbook includes 17 recommended actions, grouped into two categories. These recommendations are backed by practical case studies from across the US and elsewhere, step-by-step guides, and resources to accelerate implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2024 Progress             | <p>Following an organizational review that began in late 2023, the <a href="#">Greater Baltimore Committee (GBC)</a> has <a href="#">announced the selection of place-branding agency Resonance Consultancy Ltd.</a>, the market research firm Ipsos, and the Baltimore-based strategic communications firm Timbre Strategies to undertake a business investment and civic oriented messaging, branding, and earned media initiative for the seven-jurisdiction Baltimore region.</p> <p>According to a release, the selected team will be tasked with elevating awareness of the Baltimore region's economic successes and civic progress outside of the surrounding media market, <a href="#">distilling a cohesive brand narrative</a> around the region's business sectors and developing a public-facing business attraction website, among other deliverables. <a href="#">To participate sign up here.</a></p> <p>Baltimore has been tapped to host a major conference for trade group and association executives, a win that is expected to generate future convention and meeting business in the city. <a href="#">The American Society of Association Executives Annual Meeting &amp; Exposition will come to the Baltimore Convention Center in 2033.</a> It is a big win for the downtown convention center and Baltimore and an opportunity to change the minds of many executives across the nation.</p> |

## STRATEGY 4.5: Address Our Challenges

(While these items may not be directly in the purview of all our partners, we all agree they are important and strive to report on efforts as we learn of them.)

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.5.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Topic                     | Public Safety: Continue to improve all aspects of our public safety system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lead Reporting Partner(s) | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Active Collab Partner(s)  | BPD, MONSE, (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem Partner(s)      | SAO, DOPB Squeegee Initiative, Just Economy, Center for Hope: Lifebridge, Safe Streets, GVRs Community Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2022 Progress             | <p>Mayor Scott's <a href="#">"Building a Better Baltimore" Tracker</a> is launched Dec 2021 (continually updated as of June 2024)</p> <p>In May 2020, the Baltimore Police Department upgraded to a <a href="#">new digital Records Management System</a>. This shift caused challenges in accurately translating data to the Open Data Baltimore system, impacting Part 1 Crime Incident Reports from May 2021 onward. BPD and the City are working daily with the vendor to resolve these issues and restore accurate public reporting for transparency and accountability.</p> <p>In January 2022, MONSE launched the <a href="#">Group Violence Reduction Strategy (GVRs)</a> in partnership with the Baltimore Police Department (BPD) and the State's Attorney's Office (SAO).</p> |
| 2023 Progress             | <p>The University of Pennsylvania's Crime and Justice Policy Lab team investigated the potential for crime displacement associated with strategic violence prevention work using four complementary approaches. <a href="#">Specifically, the analyses were designed to determine whether the focus population moved from the Baltimore Police Department's Western District into adjacent districts as a result of the implementation of the Group Violence Reduction Strategy.</a> The team found no evidence of displacement. This finding is consistent with broader research in the area and prior scientific inquiries on this strategy.</p>                                                                                                                                       |
| 2024 Progress             | <p>After several years of foundational work revising policies and training officers, the Baltimore Police Department is now in the assessment phase of the Consent Decree. During this phase, the Independent Monitoring Team performs audits, inspections and outcome assessments to determine compliance. <a href="#">This independent team has developed a dashboard which shows compliance scores</a> based on the Monitoring Team's most recent assessments of BPD's progress.</p> <p>Baltimore Police Department releases <a href="#">2024 Mid-Year Crime Report and key highlights</a>.</p>                                                                                                                                                                                       |

## STRATEGY 4.5: Address Our Challenges

(While these items may not be directly in the purview of all our partners, we all agree they are important and strive to report on efforts as we learn of them.)

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.5.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Topic                     | Public Education:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Lead Reporting Partner(s) | Baltimore City Public School System (BCPSS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Active Collab Partner(s)  | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Ecosystem Partner(s)      | Various Non-profits. Enoch Pratt Library System                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Progress Status           | Some Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2022 Progress             | (Need Partners to Track & Report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Progress             | <p><a href="#">39 schools in the Baltimore City Public Schools (City Schools) system improved the number of stars earned on the Maryland State Department of Education's (MSDE) annual Maryland School Report Card in 2023.</a></p> <p>City Schools outpaced the state in star rating improvement: 27% of City Schools improved compared to 8% of schools across the state. In addition, the proportion of 3-, 4-, and 5-star schools in City Schools increased from 25 percent to 35 percent. The progress included 19 schools that advanced from one star to two stars, while two campuses - <a href="#">Baltimore School for the Arts</a> and <a href="#">Baltimore Polytechnic Institute</a> - earned the maximum of five stars.</p> <p>BCPSS has built or renovated 27 school facilities since 2016.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2024 Progress             | <p><a href="#">City Schools wins the 2024 NSPRA National School Communication Award of Excellence.</a> The National School Public Relations Association's (NSPRA) Publications and Digital Media Excellence Awards showcase the absolute best in educational publications, e-newsletters, digital media, videos, social media campaigns, infographics, blogs, and websites.</p> <p>The Baltimore City Board of School Commissioners has agreed to <a href="#">a second one-year contract extension with Dr. Sonja Santelises to serve as chief executive officer of Baltimore City Public Schools</a> through June 2026.</p> <p>City Schools' increases in proficiency in English Language Arts (ELA) on the Maryland Comprehensive Assessment Program (MCAP) tests outpaced the state of Maryland across all grades in every year of Dr. Santelises' tenure -- before and after the pandemic. Since Dr. Santelises' first full year (SY16-17) City Schools literacy proficiency has grown by 12.4 percentage points, outpacing the state's 6.6-percentage point growth during that same period.</p> <p>Throughout Dr. Santelises' tenure, the increase in ELA scores in Grades 6 - 8 has been especially notable. From the year prior to her tenure until SY23-24, the district's middle school students achieved a 106% percent increase versus a 24% percent increase statewide.</p> <p>Since the 2018-19 school year, we've gone from 50 community schools to 155 during the 2023-24 school year, with a dedicated community school coordinator at each school.</p> |

## STRATEGY 4.5: Address Our Challenges

(While these items may not be directly in the purview of all our partners, we all agree they are important and strive to report on efforts as we learn of them.)

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                         | 4.5.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Topic                     | Infrastructure:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Lead Reporting Partner(s) | Mayor's Office of Infrastructure Development (MOID), Maryland Department of Transportation (MDOT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Active Collab Partner(s)  | Amtrak, CSX, DOP, CIP,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ecosystem Partner(s)      | BDC, BMC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2022 Progress             | <p>November 30, 2021 – A groundbreaking moment at the Howard Street Tunnel in Baltimore — has launched the final phase of a <a href="#">CSX modernization initiative that will result in 100 percent of the company's intermodal network being cleared for double-stack train service</a>.</p> <p><a href="#">\$15.6 million from the Federal Railroad Administration (FRA) Consolidated Rail</a> and Infrastructure Safety Improvements (CRISI) program for its rail capacity modernization project.</p> <p><a href="#">Baltimore Metropolitan Council's 2022 Annual Report (Also see 1.5)</a></p> <p><a href="#">Update the Seagirt Marine</a> Terminal's intermodal rail yard infrastructure and support increased demand for double stacked trains of containerized cargo to markets across the U.S.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2023 Progress             | <p><a href="#">A Skanska-Fay and S&amp;B USA Construction joint venture is selected to upgrade CSX Transportation's 1.7-mile Howard Street Tunnel in Baltimore, a \$293 million project to increase headroom.</a></p> <p><a href="#">2023 SM Unified Planning Work Program Development &amp; Housing system Baltimore Region</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2024 Progress             | <p><a href="#">Frederick Douglass Tunnel Program Update: Initial Demolition Begins</a>. The Frederick Douglass Tunnel will include <a href="#">two new high-capacity tunnel tubes for electrified passenger trains, new roadway and railroad bridges, new rail systems, tracks, and infrastructure</a>.</p> <p>On March 26, 2024, the Dali left the Port of Baltimore at 12:44 a.m. EDT, bound for Colombo, Sri Lanka. At 1:28 a.m., traveling around 8 knots, the ship struck the southwest pier of the central truss arch span. The collision caused the bridge to break apart, leaving sections protruding from the water, with part of the main span landing on the ship's bow. <a href="#">Closing the channel and effectively all of Baltimore City's port facilities</a>.</p> <p><b>FSK Update:</b> August 2024, Maryland's Department of Transportation (MDOT) announced that the <a href="#">Omaha based Kiewit Infrastructure Co. was awarded the phase 1 contract for \$73 million</a> and will receive exclusive negotiating rights for the phase 2 contract. For this effort, MDOT has elected to use a Progressive Design-Build process, which brings the entire project delivery team under a single entity and contract. Reconstruction is planned to begin in 2025 and be complete in 2028. Maryland officials have said the costs are estimated to be \$1.7 billion to \$1.9 billion.</p> <p><b>FSK Update: Oct. 2024 -</b> <a href="#">Companies to Pay \$101.9 Million to Settle Baltimore Bridge Collapse Lawsuit</a>.</p> |

## STRATEGY 4.5: Address Our Challenges

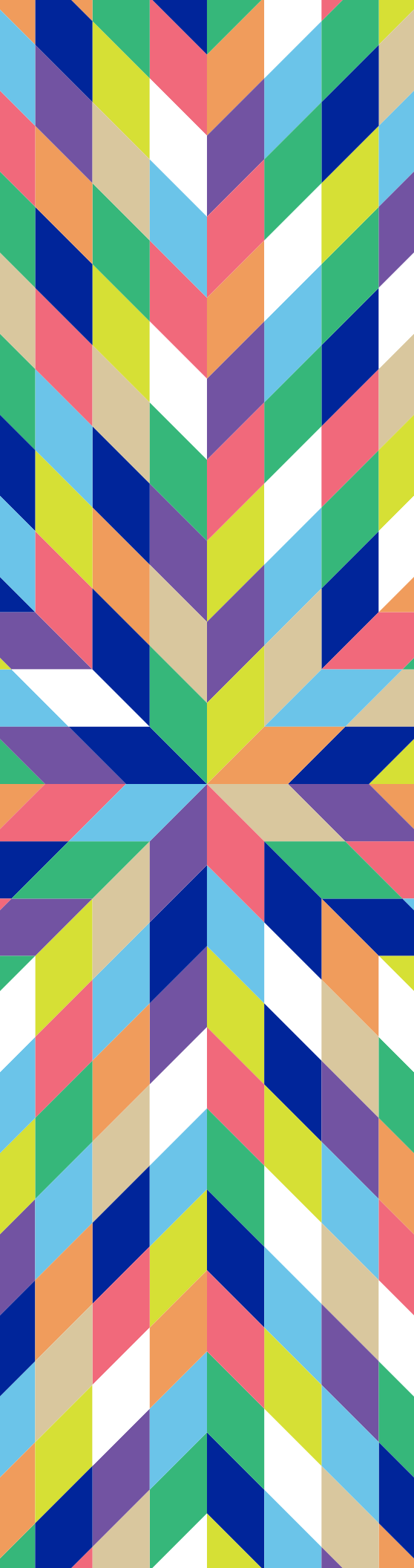
(While these items may not be directly in the purview of all our partners, we all agree they are important and strive to report on efforts as we learn of them.)

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| #                         | 4.5.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Topic                     | Digital Equity:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Priority                  | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Difficulty                | Moderate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Lead Reporting Partner(s) | Baltimore City Office of Information and Technology (BCIT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Active Collab Partner(s)  | Digital Equity Coalition, DHF, Project Waves, Enoch Pratt Library System                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecosystem Partner(s)      | (Open to Partners)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 Progress             | <p>Enoch Pratt is proud to provide free Wi-Fi via multiple outlets:</p> <ul style="list-style-type: none"> <li>• <a href="#">Outside of select Pratt Library branch buildings</a>. Walk up or drive in to get free Internet access on your device.</li> <li>• <a href="#">Community Wifi</a> brings free Internet access to Baltimore city communities using our neighborhood outreach vehicles as a Wi-Fi hotspot</li> <li>• <a href="#">Checked out mobile hotspots</a>.</li> </ul> <p><a href="#">West Baltimore projected to receive free wi-fi throughout communities and recreation centers</a></p>                                                                                                                                                                                                                                                                                                                                                                                                |
| 2023 Progress             | <p><a href="#">Project Waves</a>, <a href="#">VIDEO: How Project Waves is changing lives with Samantha Musgrave</a>.</p> <p><a href="#">Reflections from a digital equity advocate: A Q&amp;A with Cody Dorsey</a></p> <p>The city's IT leadership and others discuss what <a href="#">the Affordable Connectivity Program awareness initiative has done since its launch in April</a> — and what it still can do.</p> <p>Mayor Scott Introduces <a href="#">FreeBmoreWiFi, Baltimore's Free Public Wi-Fi Network</a>. Baltimore City's free public Wi-Fi network. This initiative marks a significant milestone in the city's commitment to digital equity and inclusive access to technology for residents. The Office of Broadband and Digital Equity (BDE), a division of the Baltimore City Office of Information and Technology (BCIT), is overseeing implementation of the network. The initiative is funded by the American Rescue Plan Act through the Mayor's Office of Recovery Programs.</p> |
| 2024 Progress             | <p>Baltimore City releases the <a href="#">"Digital Inclusion Strategy 2024-2029"</a></p> <p><a href="#">Mayor Scott Announces Grant Applications Now Open for Round Two of the Digital Equity Fund</a></p> <p><a href="#">Tech leaders making headway on Baltimore's digital inclusion strategy</a>. Baltimore has established a Digital Equity Fund, which has already allocated \$1 million to over 20 organizations for programs covering device access, digital literacy, and STEM education.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## STRATEGY 4.5: Address Our Challenges

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| #                         | 4.5.5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Topic                     | Mobility and Transit:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Priority                  | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Impact                    | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Difficulty                | Difficult                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Lead Reporting Partner(s) | MDOT, Amtrak                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Active Collab Partner(s)  | DOT, DOP, Central Maryland Transportation Alliance, BMC,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem Partner(s)      | Various Private Investors / Developers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Progress Status           | Positive Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2022 Progress             | <a href="#">President Joe Biden speaks in Baltimore about replacing B&amp;P Tunnel</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2023 Progress             | <a href="#">Governor Moore Announces Baltimore Red Line Relaunch</a><br><a href="#">Next-generation Baltimore Metro car unveiled</a><br><a href="#">All aboard! Amtrak says Penn Station will have 2 new platforms in 2024</a><br><a href="#">Updates to Baltimore Penn Station and Amtrak Corridor</a><br><a href="#">The Baltimore Regional Transportation Board is seeking public comments for a \$10.7 million work plan and budget for the fiscal year 2024 through March 9. The goal of the Unified Planning Work Program (UPWP), is to improve the development of the #transit and housing system in the #Baltimore Region.</a><br>MDOT is upgrading multiple facilities through Baltimore. ( <a href="#">Also see 2.8</a> )                                                                                                                                |
| 2024 Progress             | <a href="#">June 2024 - Governor Wes Moore announced that light rail will be the recommended mode for Baltimore's Red Line.</a> Renderings have been released of <a href="#">proposed station conditions</a> .<br>A new ADA-accessible <a href="#">West Baltimore MARC station will also be built with the Frederick Douglass Tunnel project.</a> Renderings of new station have been released.<br><a href="#">Gensler Baltimore</a> , partnered with MDOT and the Maryland Economic Development Corporation to conduct <a href="#">a comprehensive study on the potential for transit-oriented development (TOD) at key MARC commuter rail stations between Washington, DC, and Baltimore.</a> This strategy envisions transforming six stations—Seabrook, Bowie State, Odenton, BWI Airport, Halethorpe, and West Baltimore—into vibrant, mixed-use communities. |



# Baltimore Together.

A Platform for Inclusive Prosperity