



2025
IMPLEMENTATION
Matrix Update

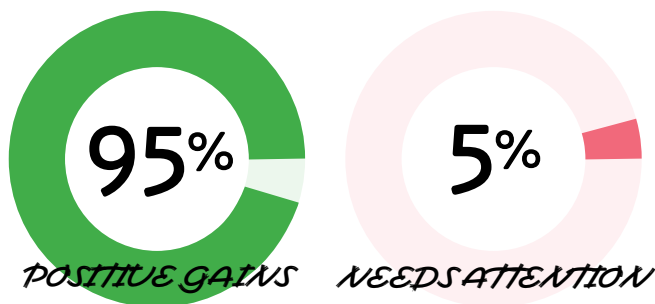


STRATEGY PROGRESS

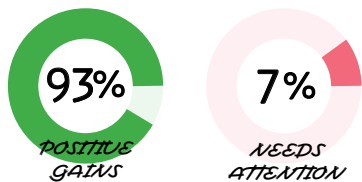
This year has seen significant strides, with many of our stakeholders reporting out on their progress and contributions. The work of Baltimore Together relies on engagement from all parts of our community. The original plan includes an Implementation Matrix: Appendix 7, articulating 99 different activities 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.

This year, overall status remained steady at 95% "Positive Progress" and 5% "Needing Attention," a slight improvement compared to 2024. Notably, "Completed" strategies increased from 18% to 26%. The stability in results is largely due to the completion of ten more strategies and deferral of two for a total of five deferred strategies.

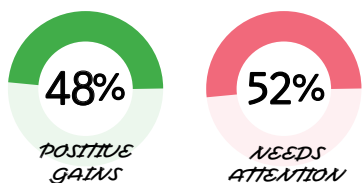
This updated matrix reflects what we heard from you, our partners. If you do not see your contributions please let us know so that we can include your efforts.



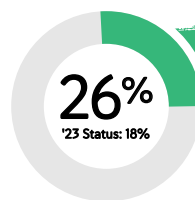
2025 Status



2024 Status

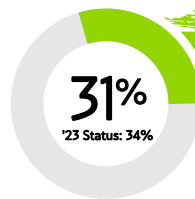


2023 Status



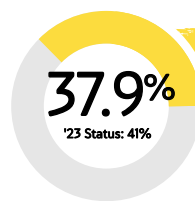
Complete

Strategies are complete, goals met, and objectives achieved—thanks to strong collaboration, we're ready to build on this success.



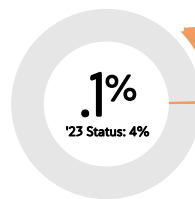
Positive Progress

We're making strong progress with clear steps and early successes. Stakeholder engagement is high, momentum is building, and continued collaboration will be key to sustaining impact.



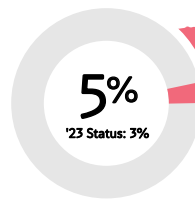
Some Progress

These strategies are underway with meaningful progress, though more work remains. Achieving full impact will require added funding, deeper stakeholder engagement, and addressing current challenges.



No Progress

This is year 4 of 5 for Baltimore Together. It is a broad, ongoing effort, but in this case, progress has narrowed to a single strategy where no measurable advancement has been made to date.



Strategy Deferred

This category has shifted from "Need the Info" to "Strategy Deferred," based on stakeholder feedback that the remaining strategies either lack sufficient engagement, require reassessment, or have shifted in priority due to market conditions. If your organization has updates or is actively advancing these initiatives, please share them with us.

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 <i>bold italicization</i> .
Priority	Priorities have been assigned, but are never set in stone as we know conditions change and new obstacles or opportunities arise. High Moderate Low
Impact	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. High Moderate Low
Difficulty	We measure difficulty with a myriad metrics, time, capacity, available resources, partner willingness, partner commitment. Easy Moderate Difficult
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	We assign this designation based on verifiable information from self-reporting, press releases, or social media. 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. Complete No Progress Positive Progress Strategy Deferred Some Progress Need Partners to Report
Progress	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. As previously stated if you have any updates please make sure to let us know via BT@baltimorecity.gov or info@baltimoredevelopment.com

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, Greater Baltimore Committee (GBC)	BDC Consultants
Ecosystem Partner(s)	BDC Consultants	Greater Washington Partnership (GWP)	BDC Consultants
Progress Status	Complete	Complete	Positive Progress
2022 Progress	Baltimore Together established a website at baltimoretogether.com . 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.	There are currently 6,300+ followers across all platforms as of Oct 2023.
2024 Progress	Updated Baltimore Together Website for 2024 Summit	Goals and metrics are updated annually on the website, with the Bloomberg dashboard on BDC website refreshed monthly, alongside data from the GWP and GBC. The State of Maryland Economic Dashboard provides quick and easy access to demographic, economic, and social data for all MD counties and Baltimore City. The MD Transferable Skills Dashboard . The MD Manufacturing Dashboards: Industry Dashboard & Workforce Dashboard .	Baltimore Together social feed added to website. There are currently 6,600+ followers across all platforms as of Oct 2024.
2025 Progress	(Strategy Complete)	While this strategy is complete, if there are any dashboards that should be highlighted please contact BDC.	Baltimore Together social feed added to website. There are currently 7,950+ followers across all platforms.

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
Strategy	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).
Priority	High	High	Low
Impact	High	Moderate	Moderate
Difficulty	Moderate	Difficult	Difficult
Lead Reporting Partner(s)	BDC	BDC	BDC
Active Collab Partner(s)	Department of Planning (DOP)	DOP, Dept. of Housing & Community Development (DHCD)	GBC
Ecosystem Partner(s)	GBC	Everyone	GWP, Baltimore Metropolitan Council (BMC), Balt. County, DOP, US EDA
Progress Status	Complete	Complete	Strategy Deferred
2022 Progress	The inaugural Baltimore Together Summit was held in November 2022. 400 leaders convened to share progress and review the strategies. At Baltimore Together, leaders said it's now or never to rewrite the city's future.	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.
2023 Progress	2nd Baltimore Together Summit taking place October 30, 2023, with 14 break-out work sessions and topics on November 1st-3rd.	Greater Baltimore Committee is launching a regional strategic plan with GBC's 12 Steps Forward.	This work may grow out of the GBC regional All In 2035 , Strategic Plan.
2024 Progress	3rd Summit taking place Nov 12th. Expansion of break-out work sessions and topics on Nov.13th-15th.	Mayor Brandon M. Scott released Downtown RISE: A 10-Year Vision , a comprehensive long-term outlook that builds on the Downtown RISE: Strategic Action Plan and Baltimore Together.	Assessing the needs and process by which to accomplish foundational steps for this in time for Baltimore Together 2.0.
2025 Progress	4th Summit taking place week of Oct 27, with break-out work sessions and topics on Oct 28th-30th.	All major governing plans for Baltimore City and the region have either directly responded to Baltimore Together or incorporated its strategies. It continues to attract engaged stakeholders and strengthen inclusive economic dev. across the city.	At this time, we are deferring this strategy as we assess the direction and structure of the next Comprehensive Economic Development Strategy (CEDS) process. (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	Some Progress	Complete
2022 Progress	(Need Partners to Track & Report)	There is a very active relationship between BCPSS and Career and Technical Education (CTE) programs.	GWP released an updated regional Inclusive Growth Dashboard in 2022. Baltimore City Launched a Open Data Dashboard 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 Tech Hub designation for the region.	Nov. 2023 - Baltimore's Promise and The Annie E. Casey Foundation, partnering with MainSpring Consulting, mapped funding from nearly 30 public & private organizations.	Greater Baltimore Committee launched a regional strategic planning process in 2023
2024 Progress	Dec. 2023 - BDC spearheaded the passage of a 23-0356 which will allow for Wet-lab construction in Commercial zones specifically C-3 and C-4.	CareerBound is projected to serve over 8,000 youth by 2030. BCPSS has developed a " Pathway to Baltimore City's Budding Talent " system for students to engage the workforce at every grade level.	GBC Launches Baltimore Regional Investment Scorecard BDC Launches Baltimore City Economic Dashboard . These two tools combined with previously developed dashboards help track progress. Also see 1.2.
2025 Progress	May 2025 - A package of bills introduced by Mayor and City Council will bring equity to Baltimore's Housing Laws , creating opportunities to increase Affordable Housing.	City Schools' Career and Technical Education Pathways offer sequential classes and internships that build career-ready skills, prepare students for college, and provide industry-recognized certifications to boost earning potential and stand out in applications.	BDC has launched the Development Outlook , an interactive tool that maps development projects and real estate investment across Baltimore City dating back to 2019.

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 Baltimore City Economic Dashboard , BDC has started to utilize the tool to compare and provide data on Baltimore Together metrics, specifically the Overarching Goals, Objectives, and Metrics updates , affectionately know as the "Red Table."	2023 marked Blue Water Baltimore's eleventh season of data collection and analysis in the waterways flowing throughout the Baltimore region. The City of Baltimore achieved LEED Gold certification for implementing practical and measurable strategies and solutions aimed at improving sustainability and the standard of living for residents. The Office of Sustainability (BOoS) has released their 2022 Annual Report, the office also released their Disaster Preparedness Report, which details Baltimore City's strategy to locally address existing and future hazards and serves as the official Hazard Mitigation Plan (HMP).
2024 Progress	BDC will continue to provide updates on this on the Baltimore Together website.	Baltimore Together stakeholders still need to investigate if Balt. City's sustainability and equity goals current align with any standard ESG reporting practices, or is this strategy no longer relevant. However, this year BOoS released their "Climate Action Plan Update" 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.
2025 Progress	This year the Baltimore Together Progress Report with be a deep dive on the "Red Table" data and provide contextual narrative to the data presented. BDC will continue to provide updates on this on the Baltimore Together website.	Strategy Deferred

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

Reimagine & Rebuild the Local Small Bus. Ecosystem

#	1.12
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.
Priority	High
Impact	Moderate
Difficulty	Easy
Lead Reporting Partner(s)	BDC
Active Collab Partner(s)	Baltimore BASE Network
Ecosystem Partner(s)	MOED, CBOs, Various Non-Profits, State Agencies
Progress Status	Complete
2022 Progress	Now called the BASE Network , the program received \$11.7 million in ARPA funds to provide grants to small businesses. \$4.7 million was awarded to over 200 businesses of which 88% were BIPOC-owned.
2023 Progress	The Base Network (15 partners) is now retooling itself coming out the COVID-19 Pandemic response. Goals include defining governance structure, better tracking and metrics, investing in storytelling, defining or redefining partner roles. Baltimore ranks 3rd in the top ten cities for COVID recovery.
2024 Progress	The BASE Network closed its APRA grant program, empowering 465 businesses to pivot and recover from pandemic challenges. 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. (1) Advocacy & Storytelling – Enhancing our narrative and amplifying our voice; (2) Education & Learning – Creating growth and knowledge-sharing opportunities; (3) Capital Access – Improving access to resources and funding; (4) Navigation & Coordination – Streamlining processes and collaboration; (5) Strategy & Structures – Refining strategies and organizational structures. This strategy is considered complete as the Network remains committed to supporting small businesses, this work will continue into the foreseeable future.
2025 Progress	This work is considered complete, as the BASE Network has developed into a strong and active system of support for small businesses. The network continues to meet collaboratively to address emerging issues such as the impact of ICE raids on business traffic, permitting challenges for new business starts, and access to capital.

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

Reimagine & Rebuild the Local Small Bus. Ecosystem

1.13

Strategy	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	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	BDC
Active Collab Partner(s)	Baltimore BASE Network
Ecosystem Partner(s)	(Open to Partners)
Progress Status	Some Progress
2022 Progress	BASE Network did not expand in 2022. It focused on grant awards and existing partnerships.
2023 Progress	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	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.
2025 Progress	The BASE Network, Baltimore Community Lending, Harbor Bank, BDC, Innovation Works, and others are convening on a regular basis to understand and fill the gaps for capital access for BIPOC businesses. As these groups serve many of the same small businesses in various capacities.

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	AccelerateBaltimore Cohort; Bmore TechConnect; Hutch Studios incubator; Light of Baltimore Incubator; Project Restore Grant; Social Entrepreneurs 2023-2023 Cohort JHU Social Innovation Lab Innovators Showcase; UM Medical Systems \$14 M of investment in 75% Black-led or Black and woman-led firms; Exelon launched a Racial Equity Capital Fund; Chase Business Banking mentorship program to local minority entrepreneurs; Johns Hopkins University partners with NIH, Howard University to Launch med-tech accelerator; 1501 Health - incubator and investment for startups. Healthworx, CareFirst, BlueCross BlueShield, LifeBridge Health.
2023 Progress	2023 Home Run Accelerator home based makers focusing on BIPOC and WBE; 2023 UP/Start Venture Competition @ MICA; Fearless partners with Oak View Group; Baltimore's Homecoming Crab Tank; Comcast Rise Grants; BGE Energizing Small Business Grant At the end of 2023, the National Institute of Health awarded UMB and UMBC a \$4 million Research Evaluation and Commercialization Hubs (REACH) grant to advance biomedical economy in the Baltimore region.
2024 Progress	BDC secured the remaining \$250K from the Rockefeller Foundation to support the BASE Network's long-term small business recovery efforts. Three BASE Network partners were awarded a total of \$869,462 through Project Restore 2.0. This grant cycle focused on supporting place-based organizations provide space for small business. TEDCO will receive up to \$50 million and will allocate the funds into four existing programs targeting tech-based businesses and entrepreneurs through the State Small Business Credit Initiative (SSBCI). TechStars AI Health Baltimore Techstars, Johns Hopkins University, and CareFirst BlueCross BlueShield
2025 Progress	BASE Network partners and ESOs are reassessing their programs as funding from federal, state, and philanthropic sources evolves. \$3M in grants awarded to 66 small businesses affected by Key Bridge collapse across Balt. City, Balt. Co. and Arundel Co. The M&T Bank Small Business Accelerator Program is an intensive weeks-long program designed to develop a diverse set of businesses. The Lab promotes business and financial inclusion through empowerment, providing owners with access to information, tools, resources, and connections they need to grow and thrive.

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
Strategy	Increase investment in BIPOC entrepreneurial opportunities and incubator programs led by people of color.
Priority	High
Impact	High
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	BDC, Various Venture Capital Firms, Banks, CDFIs
Ecosystem Partner(s)	Various Non-Profit and Philanthropic Organizations
Progress Status	Some Progress
2022 Progress	Luke Cooper's Latimer Ventures, founded earlier this year to fund Black and Hispanic entrepreneurs in Baltimore, has roped in Alana Mann
2023 Progress	Baltimore Community Foundation Launched the Black Philanthropy Circle focused on nonprofits that directly support the African American communities. Maryland General Assembly passes legislation to create TEDCO Equitech fund
2024 Progress	Conscious Venture Lab completed its 10th accelerator cohort , 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. Since inception, Ignite Capital has invested in more than 25 social enterprises, deploying over \$100K in microgrants to pre-revenue enterprises, and over \$2M in investments into enterprises currently supporting more than 100 new livable wage jobs. CLLECTIVLY has selected 18 changemakers for the inaugural Drs. Elmer and Joanne Martin Fellowship . 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. 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.
2025 Progress	Innovation Works has officially moved into The Factory—a vibrant new community hub located on West Baltimore Street . The vision for The Factory began in 2019, when the West Baltimore Renaissance Foundation (WBRF) was established as part of LifeBridge Health's long-term commitment to invest in West Baltimore. The Factory, a former gelato factory, is now home to a diverse group of non-profit organizations and service providers, each working to address key drivers of health and economic opportunity in West Baltimore. Baltimore already has a strong network of incubators, and the local market is saturated. Baltimore City entrepreneurs have access to 60+ programs right now, delivering funding, expert guidance, and workspace to launch, grow, and scale their businesses. While we may not need additional accelerators or programs at this time, many organizations are focused on better coordinating resources and tracking business engagement to fully understand the impact of the assistance provided. The priority now is not creating more, but strengthening and specializing existing incubators to improve quality and better serve entrepreneurs.

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

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

#	1.16	1.17
Strategy	Examine novel and emerging approaches to capital access for small businesses with Blueprint Local Investments and Nowak Metro Finance Lab at Drexel University.	Develop loan loss reserve capitalized by local banks and foundations, and managed by local CDFIs and other nonprofits.
Priority	Low	High
Impact	Moderate	Moderate
Difficulty	Difficult	Difficult
Lead Reporting Partner(s)	BDC	BDC
Active Collab Partner(s)	(Open to Partners)	Balt. City DHCD, BASE Network
Ecosystem Partner(s)	(Open to Partners)	(Open to Partners)
Progress Status	Strategy Deferred	No Progress
2022 Progress	The Capital Entrepreneurs Playbook was published in November 2022.	BDC was awarded \$1 million by the U.S. Small Business Administration to establish a loan loss reserve fund.
2023 Progress	(Need Partners to Track & Report)	Baltimore City DHCD and BASE Network lenders and CDFIs developed foundation criteria for the loan loss reserve program.
2024 Progress	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 LINCIS, Downtown Rise, and several community plans vetted through the Planning Commission, the funding mechanisms differ. Philadelphia's strategy, for instance, leverages EDA grants , 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. As a result, this strategy has been deferred due to capacity constraints.	(Progress on this strategy has slowed)
2025 Progress	With compliance reporting for the \$11.5 million ARPA grant to the BASE Network now formally closed out, BDC is shifting its focus toward pursuing new funding opportunities, including federal EDA grants Although Baltimore missed out on multi-million dollar Tech Hub implementation grants awarded in 2024 and 2025, local organizations continue to develop future proposals centered on cutting-edge technology and workforce impact. Local leaders remain optimistic about winning larger EDA investments soon.	With new leadership in place, BDC is reviewing this alongside the redevelopment of its loan programs.

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

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

#	1.18	1.19
Strategy	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.
Priority	Moderate	Moderate
Impact	Moderate	High
Difficulty	Moderate	Difficult
Lead Reporting Partner(s)	Baltimore Community Lending (BCL), R3 Score	(Need Partners to Track & Report)
Active Collab Partner(s)	BDC	(Open to Partners)
Ecosystem Partner(s)	(Open to Partners)	(Open to Partners)
Progress Status	Complete	Some Progress
2022 Progress	Baltimore Community Lending is piloting R3 Score , an alternative to a credit score created to assist returning citizens access capital. R3 Score wants to bring the background check into the modern age.	(Need Partners to Track & Report)
2023 Progress	Baltimore Community Lending is piloting R3 Score, an alternative to a credit score created to assist returning citizens access capital.	(Need Partners to Track & Report)
2024 Progress	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) SUPER CROWD INC. hosted their national conference in Baltimore in 2024 to teach entrepreneurs about crowd sourcing opportunities
2025 Progress	(Strategy Complete)	Under new leadership, BDC is formulating at strategy on targeting and attracting larger-scale national philanthropic funds to support small business support efforts that can be more flexible than traditional loans or even publicly-funded grant programs.

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
Strategy	Aggregate Maryland's higher education data to share with existing and prospective employers. Post data annually
Priority	Moderate
Impact	Moderate
Difficulty	Easy
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	Baltimore Collegetown, University Systems
Ecosystem Partner(s)	Maryland Dept. Education, GBC, Maryland Higher Education Commission
Progress Status	Positive Progress
2022 Progress	Baltimore Collegetown issued a 2022 Annual Report .
2023 Progress	In January, Collegetown debuted the 2023 Baltimore Lookbook. The print and digital edition features thirteen student profiles, which let you follow a day in the lives of college students, each showing their unique Baltimore. The 2023 Look Book campaign received 4.3 million impressions and reached 274k unique accounts across social media. It received 82k YouTube views for the video campaign. Baltimore Collegetown issued a 2023 Annual Report.
2024 Progress	Retaining talented, highly educated students is vital to the city's economic health. Recent data has prompted BCN staff and member institutions to reexamine their impact and explore new strategies to better retain graduates in the region. 2023 Retention Research
2025 Progress	Collegetown celebrates 25 years and releases their 2024 Annual Report - Feb 2024 From 2017-2024 Collegetown's Gown Tour contributed to over 4,600 enrollments and \$432 million in gross financial impact, thus proving how valuable and critical of a program the Tour is to our region. Through paid digital advertising, the 2024 Look Book campaign received 160k unique views on Instagram, 106k views on Facebook, and a total of 183k views on YouTube. We distributed nearly 40,000 print Look Books to admissions offices, students, and partners in the region and beyond, and content from the Look Book was featured in local publications. See the 2025 Lookbook and the Portal Page with Videos

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

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

#	1.21
Strategy	Establish Common Performance Metrics (CPM) for workforce development. Post analysis annually
Priority	Moderate
Impact	Moderate
Difficulty	Difficult
Lead Reporting Partner(s)	MOED
Active Collab Partner(s)	BDC, MD Dept of Labor (MD Labor)
Ecosystem Partner(s)	MOSMBA-D
Progress Status	Some Progress
2022 Progress	MOED launched the Workforce Dashboard
2023 Progress	Local Workforce Dev. Area Industry Projections 2022-2032 - Workforce Information & Performance are posted by MD Dept. of Labor.
2024 Progress	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.
2025 Progress	MOED is currently in the process of contracting with a 3rd party to manage the Baltimore Data Bridge. This is a deviation of initial plans due to issues developing a fully functional system that was able to comply with Maryland Public Information Act policies. This new system will require usage of Common Performance Metrics, which have been agreed upon in the past, been reinforced through other studies done with providers, and will be further reinforced with the Baltimore Data Bridge. The system should be up and running by the end of FY26.

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.
2025 Progress	The ARPA Apprenticeship Team played a pivotal role in connecting residents with apprenticeship opportunities across key sectors, including construction trades, cybersecurity, healthcare, professional services, and transportation. Their efforts also led to the successful development of four new apprenticeship programs focused on professional services and transportation & logistics.	This year BDC went through a leadership transition, new President & CEO Otis Rolley is reconnecting with various city agency and department leadership. Leadership from all agencies will be coordinating to build on existing organizational relationships

STRATEGY 2: Invest in People and Places

Invest in Human Capital

#	2.1
Strategy	Establish industry sector partnerships for growth industry sectors.
Priority	Moderate
Impact	High
Difficulty	Moderate
Lead Reporting Partner(s)	BDC
Active Collab Partner(s)	MD Commerce, MD DLLR
Ecosystem Partner(s)	MOED (<i>Open to Partners</i>)
Progress Status	Some Progress
2022 Progress	(Need Partners to Track & Report)
2023 Progress	GBC organizes regional life science consortium to compete for federal Tech Hub grant. October 23 2023, the Biden-Harris administration , through the U.S. Department of Commerce's Economic Development Administration (EDA) designated the greater Baltimore region as one of the 31 Federal Tech Hubs .
2024 Progress	Baltimore did not secure Phase 1 Funding, however the EDA was committed to supporting all designated Tech Hubs in successfully realizing their vision. In July 2024, EDA announced 19 designated Tech Hubs across the US, including Baltimore would each receive a \$500,000 Consortium Accelerator Award to continue implementing their strategies. Unfortunately, still Baltimore was not selected for the \$70 million bid for boosting bio-manufacturing and biotech capabilities, building up investor networks for entrepreneurs and revamping job training in the region.
2025 Progress	In June 2025, the US Commerce Department, announced a revamping of the Federal Tech Hubs program. Even though Baltimore still has not secured funding the designation has created much-needed strategic alignment among the regional institutions and organizations participating in the bid. To that end, to hear more about Baltimore's next steps contact Erica Myersat GBC (ericam@gbc.org) The Greater Baltimore Committee (GBC) and UpSurge Baltimore formally integrated in early 2025, with UpSurge's operations, staff, and brand now functioning under the GBC's umbrella. This merger was a strategic partnership to accelerate innovation and growth in the Baltimore Region's tech ecosystem by combining the GBC's broader private sector influence with UpSurge's specialized focus on startups.

STRATEGY 2: Invest in People and Places

Invest in Human Capital

#	2.2
Strategy	Create additional apprenticeships.
Priority	Moderate
Impact	Moderate
Difficulty	Difficult
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	MD DLLR
Ecosystem Partner(s)	MD DSCI, MATP, MOED
Progress Status	Positive Progress
2022 Progress	Open Works and Made in Baltimore have collaborated on an innovative sewing trades program called the Baltimore Sewn Trades Training Program (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	The Baltimore City Joint Apprenticeship Program 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	MOED invested \$250,000 of ARPA funds to subsidize apprenticeships for 200 Baltimore City residents by providing Baltimore City employers with \$2,500 per apprentice to pay for training, wages, or support services. Maryland Apprenticeship and Training Program (MATP) has an exhaustive tool that helps both apprentice seekers and employers find each other - The Maryland Apprenticeship Locator .
2025 Progress	Currently, more than 50 employers and organizations are participating in the Maryland Apprenticeship Program , offering over 100 different positions to Baltimore City residents throughout the Baltimore region. Baltimore City Public Schools offers Career and Technical Education (CTE) programs that prepare students for college and careers through pathways in fields such as Arts, Media & Communications, Business, Construction, and Health & Biosciences. Many programs include work-based learning opportunities like internships and clinical experiences. BCPSS CTE/Clinical Programs: Total participants since 2022 22-23SY: 527 23-24SY: 467 24-25SY: 215 BCPSS High School Intern Programs: Spring Semester Internship participants since 2022 22-23SY: 832 23-24SY: 668 24-25SY: 636 MOED's Youthworks participants since 2022: 3,651 MOED's Youthworks participants as of 2024: 6,036

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	MOED's Employment Enhancement Services (service 793) operates Community Job Hubs (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 Hire Up (subsidized city jobs), Train Up (free training), and Let's Ride to Work (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. To find a service location click here. Port Covington Construction Training Program
2023 Progress	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. New State workgroup to be created called the "MD Apprenticeship Center" to be shared at Baltimore Together Summit 2023. MD Apprenticeship Connector Launches. Amazon Selects Morgan State Univ. as First Four-Year HBCU Education Partner for Employee Career Choice Program. Diligent Academy 1st Cohort in partnership W/ SAAS Sales and SA Academy
2024 Progress	MOED issued an RFP to provide entrepreneurship training services to residents of the Park Heights Master Plan Area. 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. MOED's Hire Up Program subsidized 107 new employees since 12/1/2023, for more information contact Hire.Up@baltimorecity.gov.
2025 Progress	A consultant was selected and conducted entrepreneurship training. The first cohort convened with 34 participants. The industry sectors varied and included Food Service/Hospitality, Retail/Apparel & Fashion, Personal Care & Beauty, and Childcare. 7 new businesses were formed as LLCs. Hire Up has subsidized 501 job opportunities as of August 11th, 2025. These are all entry level jobs, with a focus on Baltimore City government employers. A small share (14%) of them being with small businesses and non-profits, primarily in the Hospitality and Food Service field.

STRATEGY 2: Invest in People and Places

Invest in Human Capital

#	2.4
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.
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	MOED
Active Collab Partner(s)	Baltimore Corps, Job Corps
Ecosystem Partner(s)	MD DSCI, MD DLLR, MATP
Progress Status	Complete
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 Woodstock, MD (Balt. County) and Laurel, MD (Prince George's County) locations
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. Baltimore Corps has undergone some re-focusing and is honing in on cultivating career advancement opportunities for local talent along side their entrepreneurial support programs. Baltimore Corps provides paid fellowship and service learning opportunities that open up pathways to careers in government, nonprofits, and business.
2024 Progress	The "Service Corps" strategy considered complete as it is being 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 ARPA dashboard for outcomes for Train Up and Hire Up. MOED is also a Baltimore Clean Corps Initiative partner, the multi-agency project led by Baltimore City Department of Planning. In 2024, Mayor Brandon M. Scott partnered with Baltimore Corps and Baltimore's Historically Black Colleges and Universities (HBCUs) to launch the Mayor's HBCU Fellowship Initiative, which will create a pipeline to careers in public service.
2025 Progress	(Strategy Complete)

STRATEGY 2: Invest in People and Places

Invest in Human Capital

2.5

Strategy Increase employment of people post incarceration

Priority High

Impact Moderate

Difficulty Moderate

Lead Reporting Partner(s) MOED

Active Collab Partner(s) PIVOT, Turnaround Tuesday, Operation Hope, The Center for Urban Families

Ecosystem Partner(s) Mission: Launch, F.A.C.E. (Freedom Advocates Celebrating Ex-Offenders), Power Inside

Progress Status Some Progress

2022 Progress

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: 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

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.

2025 Progress

Center for Urban Families just celebrated 25 years of service, see their [2024 Annual Report](#).
[Turnaround Tuesday](#) trains its participants to act on issues as leaders in their communities and in their workplaces. Through strategic partnerships with employers throughout the Baltimore region, Turnaround Tuesday has put over 1800 Baltimore citizens to work in living wage jobs.
PIVOT Baltimore is a recent grant recipient of the 2024 Employee Giving Program sponsored by the [HJ Weinberg Foundation](#) and the [Episcopal Diocese of Maryland](#).
[Johns Hopkins Releases Report](#) Evaluating Impact of PIVOT Baltimore.

STRATEGY 2: Invest in People and Places

Invest in Human Capital

#	2.6
Strategy	Increase private sector participation in Baltimore Collegetown Network Industry Days and students' connection to employment opportunities
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	Collegetown
Active Collab Partner(s)	(Open to Partners)
Ecosystem Partner(s)	GBC, BDC
Progress Status	Positive Progress
2022 Progress	BDC has placed a representative on the Board of Collegetown to facilitate more intimate cooperation.
2023 Progress	Industry Days, Launched in 2019, Industry Days connect employers to talent and students to careers in thriving industries across Baltimore. In April of 2023 Collegetown hosted their annual Industry day
2024 Progress	In Summer 2024 Collegetown launched their newest student engagement program, the Sophomore Externship Experience (SEE) Program. It provides exposure to rising sophomores who are interested in exploring a career in business in a corporate setting. Program partners included BGE, Under Armour, Whiting-Turner, and M&T Bank, with recruitment support from the CollegeBound Foundation. Industry Day 2024 (at the University of Baltimore) welcomed 67 students from across the network, featuring 17 speakers in 5 industries: Arts & Creative, Business Management, Legal & Criminal Justice, Pre-Health, and Science & Technology.
2025 Progress	BCPSS hosted 12 Career Day Events and Fairs, roughly 150+ employers participated in the 12 district events. Collegetown's 2025's Industry Day, held in April at the University of Baltimore Student Center, welcomed professionals from five industries: Arts & Creative, Communications & Marketing, Entrepreneurship, Legal & Criminal Justice, and Technology. Students attended panel sessions for their preferred industries and ended the evening with networking opportunities and professional head shots.

STRATEGY 2: Invest in People and Places

Invest in Human Capital

2.7

Strategy Track and report annual training and educational initiatives

Priority **Low**

Impact **Moderate**

Difficulty **Easy**

Lead Reporting Partner(s) *(Need Partners to Track & Report)*

Active Collab Partner(s) MOED, BCPS *(Open to Partners)*

Ecosystem Partner(s) Morgan State University (MSU)

Progress Status **Positive Progress**

2022 Progress [MOED's BCPS Alternative Options Academy for Youth](#) (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 In FY 2023, MOED's YO Academy (service 791) matriculated 72 students through the program. On average 91± students a year.

[National Center- Elimination of Educational Disparities \(NCEED\)](#). 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.

[The Center for Equitable AI and Machine Learning Systems \(CEAMLS\)](#) 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.

[During the 2023 Session, legislation was signed into law that permits the University System of MD to establish a quasi-endowment fund](#) (up to \$150 million) and use the investment income produced to provide need-based financial aid for in-state MD students.

2024 Progress 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.

2025 Progress Baltimore City Public Schools has [generated a decade of growth and achievement in Advanced Placement \(AP\) participation and performance](#). In the past two years alone, participation has grown by 30 percent, with the 2024-25 school year marking the highest number of AP test-takers in the district's history.

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, Various Partners, <i>(Open to Partners)</i>
Ecosystem Partner(s)	Various Developers & Non-Profits <i>(Open to Partners)</i>
Progress Status	Positive Progress
2022 Progress	Since 2016, DHCD has encouraged or produced 5,407 units (Multi-Family-4,778 units & Single-family-629 units) in their Impact Investment Areas. CoDeMap, DHCD Impact Investment Tracker, Investment Map, Key Stats Dashboard. Oct 2022 - Baltimore leaders secured \$47.7 million in grants to build wetlands in the Middle Branch. Dec 2022 - Southern Bridge Career Development Center is spearheading several projects in East Baltimore.
2023 Progress	April 2023 - The Housing Authority of Baltimore City (HABC) provided an additional \$10 million Choice Neighborhood Implementation grant from the U.S. H.U.D. to support the Perkins, Somerset and Oldtown (PSO) Transformation project. April 2023 - The West North Avenue Development Authority (WNADA) awards \$6.1M in grants to 14 local businesses. Jun. 2023 - Mondawmin Transit Hub receives \$20M grant from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program. The \$33.5M station upgrade project has secured \$32M. Mayor Scott, BUILD, and the GBC have announced a plan, with a \$300M city investment over 15 years, to generate up to \$3B in total investment for Baltimore's vacant properties.
2024 Progress	Oct. 2024 - The Governor's order, HB1334, establishes the Baltimore Vacants Reinvestment Council to transition 5,000 vacant properties into positive outcomes over 5 years. The initiative could generate \$3B of investment, \$50M set aside by the State of MD, \$300 million over 15 years from Baltimore City. Lifebridge's Sinai Hospital \$50 million expansion is expected to be complete by December 2024. Dec 2024 - The Southern Streams Health and Wellness Center, a \$32 million project (NIIF, State Bonds & Grants, Federal Funds) to break ground on Dec. 9, 2024. November 2024 - The first residents moved into 13 fully furnished homes in Hope Village on Holbrook St. in the Oliver community, purchased for under \$25,000, providing housing security while removing blight.
2025 Progress	In April, Baltimore City DHCD launched Reframe Baltimore, an initiative aimed at creating healthier, more affordable, and more equitable communities, directly addressing the issue of vacant properties and revitalization across the city. The Maryland Department of Transportation (MDOT) is working in partnership with State, local, and private partners to support Transit-Oriented Development (TOD) throughout Maryland. The TOD team has prepared tools and has two areas of focus: joint development of State-owned land and support for local jurisdictions leading their own TOD. Their report is planned for a fall release. Baltimore Greenway Trails, has secured \$733,000 to expand a 3-mile linear park system, promoting safe, equitable transportation and recreation.

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)	DHCD, NIIF, BDC, DOP
Active Collab Partner(s)	BCL, Harborbank of Maryland (HBMCDC), MD DHCD
Ecosystem Partner(s)	Latino Economic Development Center (LEDC), NHS (<i>Open to Partners</i>)
Progress Status	Positive Progress
2022 Progress	The Mayor's Office, Maryland Dept. of Housing & Community Development and Baltimore Housing, Neighborhood Impact Investment Fund meet regularly to track projects, funding and opportunities aligned with DHCD's framework. NIIF originated \$9.6 million in loans in FY 2022, all for neighborhoods with 85%+ Black residents.
2023 Progress	In Fiscal Year 2023, NIIF committed more than \$12M to new projects , and creating 270 full-time construction jobs . This brings total commitments in NIIF's four years of lending to approximately \$45M. NIIF continues to grow and recently secured a \$5 million grant commitment from the US Treasury's CDFI Fund to further support NIIF lending. In FY 2023, LEDC deployed over 170 loans totaling in \$7M in direct support to small businesses and entrepreneurs. In FY 2023, NHS, deployed \$1.4M in grants and loan for Baltimore City homeowner repairs throughout the middle neighborhoods. Supported 5 neighborhood beautification projects and the Mill on North Food Hall
2024 Progress	March 2024 - The North Avenue Market was acquired by a consortium of community non-profits, developers, and artists . Funding came from multiple sources, including the General Assembly, NIIF, Maryland DHCD capital grants, and Johns Hopkins University. Renovations are estimated to cost \$30 million.
2025 Progress	Harbor Bank of Maryland – 2024 Impact Report, (all Harbor Bank's affiliates): Harbor Bank of Maryland – Commercial lending and retail banking Harbor Bank of Maryland CDC – Nonprofit arm supporting community projects Harbor Bank CDE – Manages New Market Tax Credits (NMTCs) - Hope Village Dwellings for the Homeless: HBMCDC supported the creation of 13 new affordable homes in Oliver for formerly homeless residents, paired with employment and financial literacy training. A \$325K low-interest loan helped finance the project, completed in May 2024 and fully occupied by August. N. Chester St. Redevelopment: HBMCDC financed a \$2.25M mixed-use redevelopment at 801–803 N. Chester Street, transforming blighted properties into The Madison801, a minority-owned restaurant with housing above. This capped a nine-rowhome revitalization. - Robert W. Coleman Redevelopment: HBCDE invested \$4M in NMTCs to support 20 homes in the neighborhood. Baltimore Community Lending: BCL graduated 11 participants from their inaugural Building Blocks for Real Estate Development program. The 6-week training program empowers aspiring developers with the tools to succeed. Neighborhood Housing Services: In FY 2024, NHS helped 226 first-time homebuyers, 93 with down payment assistance, and provided 90 senior homeowners with an average of \$15.9K in home improvement services. Neighborhood Impact Investment Fund: In its 5th year, NIIF completed 12 transactions, committing \$14.1M and deploying \$15.8M. These investments leveraged nearly \$90 million in total project-level funding. Since inception, NIIF has closed 46 investments, deploying nearly \$50M and leveraging \$265M in private funds.

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 RE and business projects (opportunity zones.)
Priority	High	High	Moderate
Impact	High	Moderate	Moderate
Difficulty	Moderate	Moderate	Difficult
Lead Reporting Partner(s)	BDC, Fearless, Wexford Development, OVG	DPOB	BDC
Active Collab Partner(s)	DPOB (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	Fearless and Oak View Group team up 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 announce the Next Class of Black Businesses Selected for the Downtown BOOST Program. 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 4MLK building, operated by the Cambridge Innovation Center , 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) In partnership with MCB Real Estate and Made In Baltimore DPOB launched the BOOST Boutique in Harborplace . 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>
2025 Progress	4MLK has secured leases with nine companies to date, filling approximately 10,000 square feet of space throughout the building.	The Baltimore Culinary Exchange (BCX) , administered by DPOB and the Mayor's Office, provided \$1M in grants to 22 downtown restaurants and food entrepreneurs. Five entrepreneurs have been chosen for DPOB's 4th BOOST program , with each receiving \$100,000 in grant funding and comprehensive services like architectural, legal, and business development support.	Strategy Deferred

STRATEGY 2: Invest in People and Places

Strengthen the Local Retail Industry

2.13

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

Priority

High

Impact

High

Difficulty

Moderate

Lead Reporting Partner(s)

BDC

Active Collab Partner(s)

DOP, DHCD, MOSMBA-D

Ecosystem Partner(s)

Place-Based Community & Business Orgs.

Progress Status

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.

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.

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.

2025 Progress

BDC will publish its first Corridor Assessments and "Commercial District Profiles" this fall, with results from community and business surveys presented at the Baltimore Together Summit. A [pilot program](#) was used to vet the process with an initial 10-partner cohort.

STRATEGY 2: Invest in People and Places

Strengthen the Local Retail Industry

2.14

Strategy Explore more funding for the Main Streets program

Priority **Moderate**

Impact **Moderate**

Difficulty **Difficult**

Lead Reporting Partner(s) Baltimore Main Streets, MOSMBA-D

Active Collab Partner(s) DHCD, MD Dept of Commerce

Ecosystem Partner(s) *(Open to Partners)*

Progress Status **Complete**

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

2023 Progress FY23 funding increased from \$25k annually to \$35k, providing an additional \$80,000 pass through funding to our partner sites.

2024 Progress

FY24 funding increased from \$35k annually to \$60k, providing an additional \$200,000 pass through funding to our partner sites.

FY24 establishment funding for Park Heights Main Street of \$100,000.

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 [Park Heights Main Street designation](#).

July 2024—Multiple Main Streets also received Project Restore 2.0 funding amounting to \$1.5 Million

2025 Progress The Main Streets Program is now fully staffed and funded within the Mayor's Office.

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, NIIF
Progress Status	Complete
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.
2025 Progress	This goal is considered complete, over the past four years, numerous developments, both privately and publicly owned, have incorporated strategies to keep rents accessible for a range of business types and sizes. There is no one-size-fits-all solution. Each project, whether new construction or a renovation, is shaped by variables such as overall market conditions, the value of the immediate sub-market, construction costs, and the project's specific goals and purpose. Baltimore has seen a variety of approaches to address affordability, including the Baltimore Peninsula's MBE leasing efforts, Harborplace's subsidized rents, pop-up stalls in the Public Market System, Maryland's Project Restore program, DPOB's Downtown BOOST program, and other targeted business attraction, retention, and expansion initiatives. These efforts demonstrate that while permanent affordability may not be feasible in perpetuity, creative, time-limited interventions can play a significant role in supporting diverse and growing businesses.

STRATEGY 2: Invest in People and Places

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

#	2.16	2.17
Strategy	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.
Priority	Moderate	Moderate
Impact	High	Moderate
Difficulty	Moderate	Moderate
Lead Reporting Partner(s)	BDC	(Need Partners to Track & Report)
Active Collab Partner(s)	Place-Based Community & Business Orgs.	Main Streets, BDC
Ecosystem Partner(s)	DOP, DHCD, MOSMBA-D	DOP, DHCD
Progress Status	Complete	Some Progress
2022 Progress	After identifying all commercial corridors, BDC ran a pilot program in East Baltimore to refine its data and analysis methods. The process integrated best practices from cities such as Philadelphia and Brooklyn.	(Need Partners to Track & Report)
2023 Progress	BDC will present work to date at the upcoming summit; objective is to identify and engage stakeholders to assist in data gathering.	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.
2024 Progress	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. 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.)
2025 Progress	BDC will publish its first Corridor Assessments and "Commercial District Profiles" this fall. Once data analysis is complete on this initial cohort BDC will put out another open call for commercially-focused neighborhood partners to participate.	BDC is re-certifying all RDBLs to get them back on track. Baltimore City Finance will issue a single payment to all certified RDBLs, reconciling the COVID-era backlog. A majority of LINC's funding has been spent in targeted areas. BDC, Planning, & DOT continue to work with stakeholders in Pennsylvania Avenue and Liberty Heights to identify action items for remaining funds and gather to discuss agency and community efforts.

STRATEGY 2: Invest in People and Places

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

#	2.18	2.19
Strategy	Evaluate effectiveness of business development incentives in commercial corridors, design and adopt new toolkit.	Connect merchants' associations to retail programs.
Priority	Moderate	Low
Impact	Moderate	Low
Difficulty	Moderate	Easy
Lead Reporting Partner(s)	BDC	(Need Partners to Track & Report)
Active Collab Partner(s)	DHCD, MD Commerce	BDC, MOSMBA-D
Ecosystem Partner(s)	(Open to Partners)	Community-based Organizations (CBOs)
Progress Status	Some Progress	Positive Progress
2022 Progress	(See 2.16, this is the beginning of this work.)	(Need Partners to Track & Report)
2023 Progress	(See 2.16)	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.
2024 Progress	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.
2025 Progress	BDC is still evaluating and considering these in relation to the CDA Initiative. Additionally BDC is contributing to the Mayor Tax Credit Workgroup, see 2.20, 4.5, and 4.7.	The aforementioned CDA initiative has engaged 10 locally based, commercially focused community partners to strengthen long-term relationships between BDC and participating organizations. As BDC expands its work to address additional corridors in the study, more community partners will be brought into this effort.

STRATEGY 2: Invest in People and Places

Invest in Baltimore's Downtown

#	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 CBD to address vacancies and boost the economy. The number of relocated workers has since grown to 5,160.
2023 Progress	Downtown Partnership of Baltimore releases report about Market Rate Analysis Housing Demand in downtown Baltimore and adjacent neighborhoods. 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).
2024 Progress	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. The MD Dept. of Planning moved into their new offices at 120 E. Baltimore Street. MD Dept. of Human Services completes their move to their new downtown Baltimore office on 25 S. Charles St. (775 employees). The MD State Dept. 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). Several other state agencies are scheduled to move in the near future: - MD Dept. of Aging + MD Dept. of Disabilities, 60 employees–36 S. Charles St. (Jan. 2025) - MD Dept. of Labor, 842 employees–100 S. Charles St. (Nov. 2024) - MD Dept. of Health, 2,656 employees–300-400 N. Greene St. (Q2 2026) - MD Dept. of Budget and Management, 322 employees–300 E. Lombard St. (Date TBD) - MD Dept. of Health, 90 employees–201 N. Charles St. (Date TBD) - DGS, Tax Court, DBM Capital (TBD) 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.
2025 Progress	The Mayor's tax Credit Workgroup is prepping it's finalized recommendations. This work will help shape the next iteration of Baltimore's comprehensive tax credit package and address in incentivization of vacant office space.

STRATEGY 2: Invest in People and Places

Invest in Baltimore's Downtown

#	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	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. DHCD Impact Investment Area project tracking for the Neighborhood Cabinet project. This is connected and updated live from Google Sheets managed by the DHCD representatives for each neighborhood.
2023 Progress	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). 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 the \$3.0 billion strategy to acquire and rehab vacant properties.
2024 Progress	BDC Completed 11 projects in 2023-Q1 2024 city-wide (10 in downtown) leveraging \$139M to achieve \$820M in private investment. Projects like Guardian House, 4500 Harford Road, 300 W Fayette, Topgolf & CFG Bank Arena. Baltimore's Board of Estimates approved BDC request to sell five city-owned blighted properties to build \$26 million affordable housing project on downtown Baltimore's West Side. BDC's sale to Okoro Development has been approved, 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. The property at 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. Yeager Holdings, in collaboration with Ascension Construction and Jacobi Real Estate Group is behind the project.
2025 Progress	Dwell on Park at 400 Park Avenue nears completion, a \$29 million project transforming seven city-owned properties and four key features into multifamily units, retail, restaurant, and office space, revitalizing and modernizing the historic Chinatown district. The \$26.8 million Mayfair Place development moving again after Baltimore's Board of Estimates approves am Inclusionary Housing Loan of \$960,000. Hela Franklin is restarting construction in Q1 of 2026. BDC has completed the building condition assessment of the remaining Howard & Lexington structures and is preparing for next steps. BDC is taking on the redevelopment of the long-stalled project, marking a shift from previous approaches. BDC will step in directly to serve as the project's developer alongside other development partners.

STRATEGY 2: Invest in People and Places

Invest in Baltimore's Downtown

#	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	High
Impact	High
Difficulty	Difficult
Lead Reporting Partner(s)	DOP, BDC
Active Collab Partner(s)	MCB, DPOB
Ecosystem Partner(s)	Various Future Developers
Progress Status	Some Progress
2022 Progress	Dec 21, 2022, The Maryland Board of Public Works approved the final set of leases to move 12 state agencies to downtown Baltimore. More than 3,300 state employees will be moved . The Board of Estimates also approved a \$500,000 grant for Baltimore City to assist in the redevelopment of State Center. State funding approved for Oriole Park renovations.
2023 Progress	State Center's market feasibility and conceptual pre-development study ; MCB Real Estate purchase of Harborplace and initial community engagement sessions, reactivating existing structures and concept design release on Oct 30th, 2023, for public comment; New Lexington Market worth the drive ; CFG Bank Arena opens with a bang ; University of Maryland invest \$121 million for New School of Social Work building .
2024 Progress	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. MD Department of Human Services completes their move to downtown office on 25 S. Charles St. (775 employees). 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). Several other state agencies are scheduled to move in the near future: • 60 employees–36 S. Charles St. (Jan. 2025) • 842 employees–100 S. Charles St. (Nov. 2024) • 2,656 employees–300-400 N. Greene St. (Q2 2026) • 322 employees–300 E. Lombard St. (date TBD) • 90 employees–201 N. Charles St. (date TBD)
2025 Progress	The State of MD is taking the next steps toward transit-oriented development at State Center in Baltimore. Gov. Wes Moore announced a path forward in the redevelopment of the State Center complex in Baltimore City . The agreement between the Maryland Department of Transportation, Maryland Department of General Services and the Maryland Economic Development Corporation will lead to a vibrant transit-oriented community with new housing, retail, and green space A new RFP for a consultant team to evaluate the most effective strategy for bringing the State Center site to market and securing a development partner to be obtained in a future solicitation is now live.

STRATEGY 2: Invest in People and Places

Invest in Baltimore's Downtown

#	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, Rails to Trails
Progress Status	Positive Progress
2022 Progress	Baltimore received State Capital Funding to revitalize Downtown, totaling more than \$155M in investment. The DPOB was awarded \$10M of that to support infrastructure improvements, retail, and economic development initiatives. Mar. 2022, DPOB sponsored the North Harbor Area of Special Sign Control legislation and approval. Also launched Art of Baltimore which highlights 15 local artists of various mediums for 15 weeks on our interactive kiosk network (Ike).
2023 Progress	Capital improvement projects such as the reinvigorate 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 take place to support small businesses and improve the general streetscape. RFP for Lexington Market Metro Hub; RFP for Charles Center Metro Stations; RFP for Liberty Park Dog Run; DPOB Alley Beautification.
2024 Progress	DPOB has secured 10-20% of time on each digital sign in the ASSC for community and small businesses content This annual value of free advertising is approximately \$2.5M. 13+ digital billboards throughout Downtown. DPOB has unveiled plans to revitalize the Liberty Dog Run into a vibrant community greenspace. Supported by capital funding from the State Legislature's SB0291e. Designs for the Eutaw Street Streetscape improvements were presented to the community at a Downtown Rise session at Lexington Market, and to Business Stakeholders at a subsequent meeting. The Maryland Science Center announced over \$10 million in capital projects and programs to enhance the visitor experience for its 50th anniversary, introducing new exhibits, reduced admission for accessibility, and renovating Harbor Plaza. University of Maryland, Baltimore broke ground on their state-of-the-art School of Social Work building. This \$120M project will not only elevate UMB's programs but also become the first net-zero emissions and geothermal energy building in Downtown. August 2024, The National Aquarium Harbor Wetland presented by CFG Bank is a free, outdoor exhibit between Piers 3 and 4 of the National Aquarium campus.
2025 Progress	Harbor Point celebrated the grand opening of Point Park on May 1. BDC played a key role in making the 4.5-acre waterfront park possible through public financing support. The \$22 million project was primarily funded by TIF bonds to revitalize underused areas of the city. Work is underway on the \$18 million final phase of Rash Field Park's redevelopment, with completion expected by late summer 2026 now that all funding is secured. Baltimore Greenway Trails: Baltimore City secured \$733K of funding to acquire abandoned rail parcels to expand a 3-mile linear park trailway system.

STRATEGY 3: Build from Strength

Highlight and Celebrate Thriving and Promising Companies

#	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	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, Longeviti, 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. Notable BDC assisted attractions into the City: • CFG Bank Signs Lease at Baltimore Peninsula • Alertus moves Downtown • Home Chef opens distribution center in Baltimore • DLA Piper returns to city, to Harboreast
2024 Progress	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. Notable BDC assisted attractions or expansions: • Morgan Stanley expanding at Baltimore's Harbor Point development • Hellenic Cables, global cable manufacturer comes to Baltimore • 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" • SKS Forest Group Announces Expansion of Baltimore Lumber Yard for Pallet Manufacturing
2025 Progress	As of October 2025, BDC is assisting 33 companies that approached for support in opening their business in Baltimore City in 2025. Of these, 9 are potential leads, 13 are in progress or deciding on Baltimore, 14 have selected Baltimore as their preferred location, and 2 have successfully relocated to the city this year. Notable BDC assisted attractions and expansions: • Syngene International, a global research company, announced it will be establishing its first U.S. facility in Baltimore. Separate but related, in 2024, Bora Group completed its acquisition of US Sterile Fill/Finish Facility from Emergent, retaining 300+ employees. Both provide hope for reclaiming lost jobs after Emergent's exit. • Longeviti Neuro Solutions signed a 10,000 sq. ft. lease at Baltimore Peninsula to manufacture, distribute its neuro devices internationally. • Greenlight Networks moves into Baltimore bringing \$100M investment in fiber Internet to Baltimore. • Victory Polymers, secures production facility in East Baltimore.

STRATEGY 3: Build from Strength

Tap into Strengths to Expand Opportunities for Business

#	3.2
Strategy	Create a mechanism to include philanthropic organizations in investment strategies outlined by Baltimore Together.
Priority	Low
Impact	Moderate
Difficulty	Difficult
Lead Reporting Partner(s)	MD Philanthropy Network (MDPN)
Active Collab Partner(s)	BDC, Baltimore Community Foundation, France-Merrick Foundation, JP Morgan Chase, Goldseker Foundation (Open to Partners)
Ecosystem Partner(s)	GBC, DHCD
Progress Status	Some Progress
2022 Progress	The Rockefeller Foundation awarded \$500K to support the BDC's efforts to enhance access to working capital, growth financing, and other forms of stabilization for BIPOC-owned small businesses in Baltimore. Through the BASE Network direct assistance reached over 495 small businesses and 14 technical assistance partners impacted by the pandemic.
2023 Progress	The France-Merrick Foundation awarded over \$3M for civic and economic development projects and initiatives: The Goldseker Foundation awarded over \$3.7M for community and economic development project or initiatives.
2024 Progress	\$3M in grants were awarded to 66 small businesses affected by the Francis Scott Key Bridge collapse. The grants, ranging from \$10K to \$50K, were distributed through the Baltimore Community Foundation's MD Tough Baltimore Strong Key Bridge Fund, with non-profit partners administering the funds, Latino Economic Dev. Center, Anne Arundel Co. Economic Dev. Corp., and Baltimore Community Lending. The France-Merrick Foundation awarded over \$3M for civic and economic development projects and initiatives: - Moms As Entrepreneurs, a \$50K to support a website and database systems project to enhance membership platform functionality and accommodate program expansion. - B&O Railroad Museum, a \$300K grant to support the 200th anniversary of American railroading with a new museum entrance and major campus renovations. The Goldseker Foundation awarded over \$5.7M for community development, education, and nonprofit capacity building and, increasingly, through mission- and program-related investments project or initiatives. - TREND Community Development Corporation received \$75,000 for Edmondson Village - Baltimore Public Markets Corp, with a \$50K grant has established The Market at Hollins. This new small-scale grocer anchors the newly reopened Hollins Market in Southwest Baltimore - UpSurge Baltimore received \$50,000 to further tech industry sector growth. JPMorgan Chase committed a total of \$8.45M in 2024 to support economic and community development in Baltimore, with a significant focus on West Baltimore. This investment is part of a broader five-year, \$20 million commitment to underserved communities in the city.
2025 Progress	Under new leadership, BDC is developing a strategy to attract major national philanthropic funding for flexible, non-traditional support to small businesses. Also See 3.5 in regards to JP Morgan Chase Investment in "The Factory" in West Baltimore.

STRATEGY 3: Build from Strength

Tap into Strengths to Expand Opportunities for Business

#	3.3
Strategy	Convene existing African-American led financial institutions such as Harbor Bank shares Corporation, Brown Capital Management, MECU, and Meridian Management Group to strengthen <i>capital access and mobility</i> in Baltimore.
Priority	Moderate
Impact	Moderate
Difficulty	Easy
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	Innovation Works, Balt. Community Lending, MECU, Harbor Bank shares Corporation, Brown Capital Management, MECU, Meridian Management Group, Latimer Ventures, Rare Breed Ventures (Open to Partners)
Ecosystem Partner(s)	BDC, GBC, GBBCC
Progress Status	Complete
2022 Progress	(Need Partners to Track & Report)
2023 Progress	(Need Partners to Track & Report)
2024 Progress	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.
2025 Progress	Although the strategy simply called for a convenings and is considered complete, since that panel, conversations have continued under the leadership of Black Founder's Table to strengthen how capital providers, technical assistance partners, and program leaders coordinate to directly serve Black businesses. The focus has been on closing gaps in support, ensuring that Black founders are neither overlooked nor overburdened by the entrepreneurial support system. These ongoing discussions are helping align resources so that Black businesses can pursue the right programs and access the right capital at the right time.

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, Coppin State University, Annie E. Casey Foundation
Ecosystem Partner(s)	BDC, MOSMBA-D
Progress Status	Complete
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, the Mentor Network 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	Innovation Works (IW) celebrated their five-year milestone , 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	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. Coppin State University's Center for Strategic Entrepreneurship 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. Ten high schools participated in the Excellence in Entrepreneurial Learning (EXCEL) 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. Full Report in released in July 2024.
2025 Progress	While this strategy is considered complete as models such as Innovation Works' Mentor Network and Coppin's EXCEL Program are in full swing and continue to evolve we will continue to track progress and support their efforts in Mentor-focused learning. Innovation Works set ambitious goals for supporting entrepreneurs, job creation, and attracting investment, with a strategic plan laid out for FY24-26 to amplify their impact and strengthen financial sustainability. April 30, 2025 — Coppin State University marked its 125th anniversary with the 2025 Economic Inclusion Conference at Coppin (EICAC '25), a landmark gathering designed to redefine how Baltimore youth and young adults access economic opportunity. Held in partnership with the Mayor's Graduating Seniors Career Fair and Baltimore City Public Schools (BCPSS), the event welcomed more than 1,000 attendees to campus, including over 800 high school seniors, 100 local employers, elected officials, and other community stakeholders.

STRATEGY 3: Build from Strength

Tap into Strengths to Expand Opportunities for Business

#	3.5
Strategy	Invest in social innovation entrepreneurs by providing a platform and resources to bring solutions to social issues to market.
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	EcoMap Tech, Fearless, HackBaltimore, ETC, Baltimore Corps, Innovation Works, Ignite Capital
Ecosystem Partner(s)	BDC
Progress Status	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.
2023 Progress	Eco-Map secures \$3.5 million of investment , after a year of dramatic growth, EcoMap Tech has closed a Seed Series 2, with the investment targeted towards product development and customer experience Fearless launched new divisions to expand their capabilities and better serve their customers. "To really move the needle, we have to think bigger than just tech."
2024 Progress	May 2024, Innovation Works hosted their inaugural Baltimore Neighborhood Economics Lab , 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. Innovation works through their investment arm, Ignite Capital , made 21 investments with no defaults, deploying \$1.6M and attracting \$3M in co-investor capital to their portfolio social enterprises, generating 37 FTEs and 68 PTEs.
2025 Progress	Innovation Works is one of the beneficiaries of JPMorgan Chase & Co. \$8.45 million philanthropic investment in Baltimore. This particular initiative aims to tackle the city's vacant homes crisis through one of the social enterprises they support, Parity , stabilizing housing supply, promoting affordable homeownership, and driving small business growth and commercial corridor revitalization. This strategy is shown as "Some Progress," not to down-play the efforts that have been achieved over the last 4 years but to speak to the reality of the moment. While securing this crucial funding from JPMorgan Chase is a major win for Innovation Works and the social enterprises they serve, Baltimore still needs more funding partners. Additional investment is essential to maximize impact and expand support for these for-profit ventures, which address critical challenges in education, public health, and mental well-being while creating jobs for city residents.

STRATEGY 3: Build from Strength

Tap into Strengths to Expand Opportunities for Business

#	3.6
Strategy	Develop marketing materials for recruiting CEOs for growing life science businesses.
Priority	Low
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	BDC, GBC
Ecosystem Partner(s)	Bio Technical Institute (BTI) (Open to Partners)
Progress Status	Some Progress
2022 Progress	Both GBC and BDC are rebuilding their Marketing Teams' capacity.
2023 Progress	BDC is developing a series of resources and specific listings to target key individuals within the sector for reach outs.
2024 Progress	BDC has established a Life Science Advisory Team: Stefanie Trop, PhD, Director Office of Life Sciences-Commerce Patricia Larabee - President and CEO of Facility Logix, LLC Nina Lambert, PhD, Assistant Director IMET Matthew Cimino, PhD, Innovation and Business Development- Commerce Deborah Hemmingway, Phd, Managing Partner, Echphora Capital 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.
2025 Progress	BDC has prepared marketing materials and gathered testimonials from various successful Life Science & Bio Tech companies for use in marketing campaigns, slated for release in Q4. Designed to assist in creating "buzz" around Baltimore's life sciences sector in key circles to attract additional venture capital investment to the City. The campaigns will include the following: - One-Pagers & Campaigns: Launched a series of life science one-pagers distributed to City leadership and public officials, highlighting Baltimore's venture capital growth, job creation potential, and recent company successes. - Public Narrative: Messaging has emphasized Baltimore's affordability compared to peer hubs (Boston, Philadelphia, DC), and the unique strength of its research institutions. - Public Officials Engagement: Increase understanding of the sector's importance to family-supporting job growth. Also see 4.11

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	(Need Partners to Track & Report)
Active Collab Partner(s)	(Open to Partners)	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	UpSurge Baltimore reported that health care companies made up 37% of Baltimore's startups in 2022, raising \$438 million in venture capital dollars in 2022.	UpSurge 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	Maryland Stem Cell Research Commission Announces Over \$14 Million in Awards to Accelerate Cures The Maryland Department of Commerce has a life science advisory committee . These meetings are open to the public. They have discussed their roles in recruiting, planning, and bring the Medtech event back to Baltimore .	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. Also see 1.14
2025 Progress	BDC's Life Science Advisory Team identified a set of initiatives to strengthen Baltimore's life sciences ecosystem. Key goals included: - Developing marketing materials to increase awareness of the life science industry within the public sector and among elected officials. - Creating "buzz" around Baltimore's life sciences sector to attract additional venture capital investment to the City. - Defining BDC's role in supporting local life science companies, with a focus on advocacy, awareness-building, and connections to resources. The group also emphasized the importance of resource mapping and stronger collaboration with institutions such as Johns Hopkins Technology Ventures, the University of Maryland BioPark, and LaunchPort.	Maryland's Life Sciences Advisory Board is comprised of 18 members, the Board includes the Secretary of the Maryland Department of Commerce, a representative designated by the Maryland Technology Development Corporation (TEDCO) and 16 members appointed by the Governor. Out of the 16 gubernatorial appointed positions 7 are CEOs COOs or Founders of Life Science Businesses.

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

Key Industry Clusters: Life Sciences / Bio Health

#	3.9
Strategy	Develop transitional wet lab space to initially house firms before they move to a permanent home.
Priority	Moderate
Impact	High
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	Complete
2022 Progress	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&D / lab / manufacturing capabilities. California-based Alexandria Real Estate Equities has shared plans for a six-story, 170,000-square-foot building with 15-to-18-foot ceiling heights and a design intended for mission-critical lab, office or manufacturing use.
2023 Progress	4MLK, 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. 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.
2024 Progress	In the past two years 295,000 SF of R&D and Wet-lab capable space has been added to the market.
2025 Progress	Baltimore currently has just over 500,000 square feet of commercially available purpose-built wet-lab space, with about half still available. Given a 12-month net absorption rate of 52,300 square feet (Costar absorption rate estimate), it would take nearly five years to fill the existing inventory—indicating that, for now, the city has sufficient wet-lab capacity. 4MLK Life Science Building at University of Maryland BioPark 800-801 W. Baltimore St., BioInnovation Center at UM BioPark 31 Light Street Labs Harbor Launch at IMET Colwell Center Wet Labs 1812 Ashland Ave. & 855 N Wolfe St. at Science and Technology Park at Johns Hopkins Launchport @ City Garage BMORE Labs 6200 Seaforth St. 6411 Beckley St.

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

Key Industry Clusters: Life Sciences / Bio Health

#	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, TEDCO
Ecosystem Partner(s)	(Open to Partners)
Progress Status	Positive Progress
2022 Progress	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. In June of 2022, Bank of America gives \$50K in grants of funding for BTI programs, One \$20K grant from The Bank of America Charitable Foundation, Inc., and one \$30K grant from Bank of America Greater Maryland BioHub Maryland Pathways \$2.25 mil award - life sciences
2023 Progress	Maryland Stem Cell Research Commission Announces Over \$14 Million in Awards to Accelerate Cures. The Maryland Life Sciences Advisory Board (LSAB) joined forces with the Maryland Tech Council (MTC) to create a task force 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." Tech Council receives \$2.5to fill Life Science gaps (BTI) has opened a second location and celebrates 25 years
2024 Progress	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. Maryland Tech Council: New bio-pharma manufacturing training agreement signed with National Institute of Bio-processing Research and Training, and bio-processing manager hired as of February 2024
2025 Progress	TEDCO, Maryland's economic engine for technology companies, announced the awardees for the first round Equitech Growth Fund. A total of nearly \$7 million will be distributed among the 14 projects located across Maryland. Of these awards, over \$4.7 million will support six projects focusing on building Maryland's infrastructure, while more than \$2.2 million will go towards eight entities supporting workforce development. The Equitech Growth Fund helps power inclusive, diverse growth across the state. The Equitech Growth Fund 2024 award cycle is projected to support training for more than 3,200 students studying information technology (IT), potentially place 2,500 of these students into jobs annually, and support the creation of more than 160 science, technology, engineering and math (STEM) jobs in Maryland during the first year alone. Baltimore companies include: LaunchPort, LLC (received awards for two projects), Early Charm Ventures, and TCesure, LLC

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

Key Industry Clusters: Life Sciences / Bio Health

#	3.11
Strategy	Explore creation of an accelerator program, like those in Massachusetts and Philadelphia , to bring capital, technical help, and mentorship.
Priority	High
Impact	Moderate
Difficulty	Difficult
Lead Reporting Partner(s)	Johns Hopkins Technology Ventures , University of MD UM Ventures
Active Collab Partner(s)	JHU Fast Forward , The Pava Marie LaPere Center for Entrepreneurship
Ecosystem Partner(s)	TEDCO
Progress Status	Some Progress
2022 Progress	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. 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 reporting and their portfolio.
2023 Progress	JHTV PORTFOLIO STATS \$32.1M in Licensing Revenue 3,692 Active Patents 1,800+ Avail. Technologies for Licensing 371 Products in development 263 Products on the Market JHTV STARTUPS 151 Active Startups 14 New Startups \$328M invested in FY 2022 Portfolio \$264M venture funding raised by 21 startups \$1.6M TEDCO MII Awards The University of Maryland, Baltimore (UMB) just announced a bold new program towards fostering greater biomedical entrepreneurship and commercialization through the receipt of a landmark four-year, \$4M Research Evaluation and Commercialization Hubs (REACH) grant from the National Institutes of Health. This transformative grant, shared with UMBC, aims to propel the biomedical ecosystem in West Baltimore and Greater Baltimore while also prioritizing the cultivation of a diverse workforce.
2024 Progress	JHTV PORTFOLIO STATS JHTV STARTUPS Baltimore Economic Dashboard: Startups UpSurge's 2024 Baltimore Tech Ecosystem Report: Capital
2025 Progress	Maryland Commerce awarded "Build Our Future" pilot grants to eligible tech sectors, including several Baltimore City recipients: - Blackbird Laboratories for creation of Baltimore BioHub a 35,000 SF incubator and wet lab; - Novel Micro-devices to establish a pilot manufacturing facility to produce microfluidic cartridges for infectious disease diagnostics; - LaunchPort to enable domestic production of medical device components previously sources from other US regions and abroad.

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

Key Industry Clusters: Technology

#	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	High
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, UpSurge 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, the 100th Equitech event 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. Upsurge and other Ecosystem partners have created multiple digital channels for these discussions to also take place.
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 Baltimore Region Investment Summit 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.
2025 Progress	The 2025 Baltimore Region Investment Summit, hosted by the GBC at Center Stage, gathered over 300 business, government, and investment leaders to highlight Baltimore's economic momentum and growth potential. The event unveiled GBC's new Bold Moves brand, showcased \$4.5 billion in 2024 economic activity. Panels and speakers spotlighted strengths in biotech, logistics, real estate, and creative sectors, alongside major infrastructure and innovation investments. Key outcomes included the release of the State of the Baltimore Region Tech Ecosystem report , new partnerships, and the announced merger of UpSurge Baltimore with GBC to accelerate a thriving, inclusive innovation economy.

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	High	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 Fast Forward	GBC, BDC, Digital Harbor Foundation (DHF), YouthWorks (Baltimore City Tech Internships), DENT, UMBC, Per Scholas, MOED
Progress Status	Positive 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.	The Excellence in Entrepreneurial Learning (EXCEL) Research Project , 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	ETC, one of Baltimore's oldest entrepreneurship incubators, appointed Arti Santhanam as its new executive director on February 1. She was tasked with implementing a new strategic plan to renew the organization's value. The Uprise Program, and Upsurge initiative , 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 final report released July 2024 .
2025 Progress	ETC Baltimore, an subsidiary of BDC, has launched the ETC Venture Studio to accelerate growth for life sciences startups in areas like medical devices, diagnostics, women's health, and equitable healthcare delivery. The studio will provide hands-on operational, regulatory, and fundraising support, connect companies with vetted advisors and investors, and offer access to the ETC Catalyst Fund, focusing on retaining and scaling companies in Baltimore. Its first cohort includes Geletric Medical and IndyGeneUS Bio.	A panel on EXCEL 2.0, a collaboration between Coppin State University, the Annie E. Casey Foundation, and The Equity Brain Trust will be held during the Baltimore Together 2025 Summit . Building on the EXCEL 1.0 study, this initiative moves from research to action by embedding evidence-based systems and competencies into youth entrepreneurship programs for ages 16–29. Panelists will discuss how applied research, ecosystem engagement, and real-time data can strengthen pathways for young entrepreneurs and inform funders, policymakers, and educators. This all aims to inform how programs should be built.

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

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

#	3.15
Strategy	Establish mechanism to coordinate potential state and federal funds for eligible funding.
Priority	Moderate
Impact	Moderate
Difficulty	Easy
Lead Reporting Partner(s)	Maryland Dept. of Commerce
Active Collab Partner(s)	BDC, Maryland Manufacturing, Extension, Partnership (MD MEP)
Ecosystem Partner(s)	Mayor's Office of Infrastructure Development (MOID), Regional Manufacturing Institute of Maryland (RMI)
Progress Status	Positive Progress
2022 Progress	Transforming Manufacturing in a Digital Economy Workgroup (Make it in Maryland.) 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. August 22, 2022—Governor Larry Hogan announced the launch of the Maryland Manufacturing 4.0 grant program, 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.
2023 Progress	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. The Future is Now. Realizing the Promise of Industry 4.0: A Strategic Plan to Ensure a Competitive Future for Manufacturing in Maryland Governor Moore announces a new round of MD Manufacturing 4.0 with \$1 Million of funding
2024 Progress	June 21, 2024 — Governor Moore announced that the Maryland Department of Commerce received a \$1,010,000 grant 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. Maryland Manufacturing 4.0 Grant Recipients - May 2024
2025 Progress	Baltimore City received significant funding in the first round of the Maryland Business Ready Sites Program, aimed at preparing "shovel-ready" sites to attract investment, support business growth, and create jobs in the city. - Hellenic Cables Americas (South Baltimore): \$450,000 Site Improvement Grant to develop a 48.2-acre parcel for the company's first U.S. manufacturing facility, focused on cable production for grid modernization. - TREND's Edmondson Village (West Baltimore): \$200,000 Site Improvement Grant to support redevelopment of the Edmondson Village Shopping Center, serving an industrial end-user and creating food manufacturing jobs. - Crown Cork & Seal Site (East Baltimore/with Cross Street Partners): \$200,000 Site Improvement Grant for infrastructure upgrades at the 16.9-acre Crown Cork & Seal redevelopment, enabling light manufacturing and engaging the local artist community. In 2024, Maryland Port Authority received \$147 million of grant funding through the EPA Clean Ports Program to support clean jobs and support Port zero emissions goals. These funds have been met with an investment of over \$36 million from other partners and the State, creating a total \$182 million to advance climate planning and infrastructure and equipment electrification.

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

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

#	3.16
Strategy	Create interactive map of logistics infrastructure in the region <i>to focus and support potential rezoning efforts.</i>
Priority	Low
Impact	Low
Difficulty	Easy
Lead Reporting Partner(s)	BDC
Active Collab Partner(s)	The Bureau of Transportation Statistics (BTS), DOP, BMC
Ecosystem Partner(s)	GBC, MD Dept Commerce
Progress Status	Complete
2022 Progress	(Need Partners to Track & Report)
2023 Progress	Baltimore City has released a new Land-Use Map , 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.
2024 Progress	The State of Maryland does maintain a geo-map with filterable criteria such as labor force, consumer expenditures, public infrastructure, and incentives.
2025 Progress	The Bureau of Transportation Statistics (BTS) TransBorder Freight program provides North American freight data by mode of transportation, commodity type, and geographic detail for U.S. exports to and imports from Canada and Mexico. The data are used for trade corridor studies, transportation infrastructure and border planning, marketing and logistics analyses, and other transportation research. BTS publishes a monthly statistical release that highlights key trends in this data, and are often cited by popular trade publications and media outlets. The interactive data dashboards below allow users to visualize data by mode of transportation, commodity, and port of entry or exit. Baltimore Metropolitan Council (BMC) maintains interactive maps and dashboards related to transportation infrastructure investments. These include project maps for the Resilience 2050 long-range transportation plan, which identifies capital projects, roadway and freight investments, and may specifically feature logistics corridor upgrades. The BMC uses advanced geospatial technology to visualize investments and trends, with public-facing dashboards and online mapping tools accessible through their website. Contact Zach Kaufman (zkaufman@baltometro.org) for more Info Maryland GIS Freight Network Map identifies official freight routes, including truck corridors in Baltimore, supporting logistical planning and investment analysis for businesses moving goods through the city and region. Insights and Impacts from the Francis Scott Key Bridge Collapse CATT Lab has been a pioneer in real-time traffic data integration. The RITIS platform, which began by unifying data from three D.C.-area agencies, now goes beyond situational awareness to deliver deeper insights for national roadway analysis, ultimately empowering transportation professionals across the country. CATT Lab actively seeks new data sources, exploring the potential of alternative feeds like real-time global aircraft and maritime tracking (as seen above). Recent research with these global feeds extends to unlocking valuable insights from historical track data as well. Baltimore City Department of Transportation provides interactive maps showing where current infrastructure improvements, such as road resurfacing and transit upgrades, are taking place across the city.

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

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

#	3.17
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.
Priority	Moderate
Impact	Moderate
Difficulty	Difficult
Lead Reporting Partner(s)	BDC
Active Collab Partner(s)	MD Dept Commerce
Ecosystem Partner(s)	GBC, BMC, Towson University
Progress Status	Complete
2022 Progress	(Need Partners to Track & Report)
2023 Progress	(Need Partners to Track & Report)
2024 Progress	BDC has received this information from two stakeholders: MDOT - 2023 Economic Impact of the Port of Baltimore . State of Maryland Commerce - Maryland Supply Chain Analysis (Towson University- 2024)
2025 Progress	BDC developed an analysis of the growing and declining industries in Baltimore using the location quotient (LQ), as well as the aggregate metrics for number of businesses, employment, and total wages of employees. A Location Quotient (LQ) shows how concentrated an industry is in a city or region compared to the nation. If an industry has a higher share of local jobs than it does nationally, the LQ will be above 1. This helps show which industries are especially strong, unique, or in decline in that place. Out of 131 industries with sufficient data and a large enough market presence: 25 industries experienced growth 28 industries declined 78 industries remained stable Industries showing growth include: - Certain manufacturers (food mfg., medical diagnostics, navigational, electro-medical, control instrument mfg., Glass & Glass product mfg. chemicals, etc.) If you would like to learn more about Baltimore's true "high growth and high declining industries" reach out to BDC - Support activities for Transportation - Various Technical and Support Services - Certain Care Facilities Industries experiencing decline include: - Other types of manufacturers - Wholesalers - Passenger Transportation - Automotive Sales & Repair - Bars and Liquor stores - Other Personal Services

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

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

#	3.18	3.19
Strategy	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	Low	Moderate
Impact	Low	Moderate
Difficulty	Moderate	Moderate
Lead Reporting Partner(s)	BDC	BPA
Active Collab Partner(s)	(Open to Partners)	Port of Baltimore
Ecosystem Partner(s)	(Open to Partners)	MOED, BDC
Progress Status	Complete	Complete
2022 Progress	(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. Their Education & Outreach 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)	BPA hosted their annual Expo. Follow their progress on facebook.
2024 Progress	MD Commerce :The Maryland Transferable Skills Dashboard 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 BPA was pleased to host its largest Expo yet on May 2, 2024 at CCBC Dundalk. 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.
2025 Progress	(Strategy Complete)	The Baltimore Port Alliance (BPA) bested itself by hosting its largest Hiring and Career Expo yet on May 1, 2025 , at the Community College of Baltimore County (CCBC) Dundalk campus. The event featured 43 employers from the maritime industry, welcomed over 300 job seekers, and included free professional photos for 57 attendees to enhance their job applications. It was part of BPA's initiative to build the next-generation workforce at the Port of Baltimore by connecting job seekers with employers and job openings in various fields related to maritime, transportation, and logistics. As long as this event—or a comparable effort—continues, this strategy will be considered successfully implemented.

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. Initiative of Community College of Baltimore County (CCBC) Transportation, Distribution, and Logistics Institute (TDLI)	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)	BDC	DOP
Active Collab Partner(s)	Port of Baltimore, CCBC	BPA, The Trucking Alliance, Freight Task-force, BDC
Ecosystem Partner(s)	BPA, BDC, Collegetown, MITAGS	BMC
Progress Status	Positive Progress	Complete
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 2040 Maryland Transportation Plan (MTP)	DOP is actively engaged on this topic and will release findings in "Our Baltimore" Comprehensive Plan.
2023 Progress	For military members transitioning to civilian maritime careers , MITAGS offers 3 programs to obtain a Merchant Mariner Credential (MMC): Maritime Apprenticeship Program , Able Seaman to Mate , and Mate to Master .	DOP is actively engaged on this topic and will release findings in "Our Baltimore" Comprehensive Plan. Baltimore Metropolitan Council's Freight Movement Task Force monitors freight movement .
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 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 .	The "Our Baltimore" Comprehensive Plan 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." See pages 233-236 of plan . DOP updated Baltimore'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.
2025 Progress	The Community College of Baltimore County, in collaboration with MPA and BPA, hosted its annual Maritime Educator Externship in July. The week-long program taught nine local secondary teachers, career coaches, guidance counselors, and administrators about maritime and logistics career pathways. Programs like these provide practical experience, and a pathway for future career and leadership opportunities.	(Strategy Complete, See 3.16)

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	Some 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	Complete Streets - 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. Druid Park Lake Drive Complete Streets Design Effort completed and funding requested in CIP Dept of Planning is working on a new Land Use Map for inter-agency and public use. Draft - Proposed Land Use Map
2024 Progress	"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. Baltimore City has released their new Land-Use Map Streets of Baltimore is an initiative of the Baltimore City Department of Transportation that promotes community engagement with projects across the city.
2025 Progress	A Mayoral Taskforce has been created to review the Building Code to alleviate or update outdated codes. The City of Baltimore streamlined permit categories to make the process easier for applicants - but that change created unexpected bottlenecks, with simple permits now waiting in the same line as complex ones. The good news is we've made major progress: the backlog is down from 2,000 to under 300. We've fixed referral issues, added staff support, and are rolling out third-party reviews to keep things moving. The system is improving every day, and we're committed to making it work better for everyone. "For context, other jurisdictions have faced similar challenges. Arlington County, VA, for example, has struggled with Accela-related permitting delays for more than a year and a half - despite dedicated efforts to resolve them. These kinds of transitions are tough, but we're learning quickly and staying focused on solutions."

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 BMW relocates and opens expanded vehicle distribution center in Sparrows Point .
2023 Progress	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. Tradepoint Atlantic to add 165-acre container terminal to support Port of Baltimore. Governor Moore announced that the Port of Baltimore's state-owned and private terminals handled a record 52.3 million tons of foreign cargo, valued at \$80 billion, in 2023, highlighting a recovery from pandemic impacts and global supply chain challenges.
2024 Progress	Governor Moore welcomed His Majesty King Abdullah II of Jordan to Annapolis. His Majesty's presence marks the first time a foreign head of state has visited the Maryland State House on official business. Governor Moore welcomes State of South Australia Premier Peter Malinauskas to renew an economic memorandum of understanding between Maryland and South Australia.
2025 Progress	FTZ activations or expansion this year - FTZ - Wallenius Wilhelmsen Expansion - FTZ - Ancora Warehousing users BDC conducted research on top imports to the Port of Baltimore (POB). Identified imported commodities, with customs value over \$100 million in 2024 and determined the percentage of that custom value that came from countries with tariffs being imposed on them. Additionally identified imports to the POB that represented a significant proportion of the total customs value for the US, e.g. tin and articles thereof which accounted for 39.9% of total US imports for 2024. Currently analyzing a brief analysis of food commodity imports to the US and the potential impact of tariffs.. BDC attended a special event aboard the ship focused on "Trade & Investment: Strengthening the Economic Ties between the Netherlands and the Mid-Atlantic." Their visit highlighted BDC's commitment to advancing international partnerships that support innovation, investment, and sustainable economic growth.

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 foreign direct investment and business attraction success 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)	BDC, ETC, GBC, UpSurge	International Sister Cities, District Export Council
Ecosystem Partner(s)	(Open to Partners)	BDC
Progress Status	Positive Progress	Strategy Deferred
2022 Progress	Maryland Commerce : The Maryland Global Gateway Soft Landing Program 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	Governor Moore announces companies to participate in MD Global Gateway Program 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: MD Dept. of Commerce awarded more than 100 small and mid-sized MD 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. The Maryland Innovation Lab pairs MD's leading corporations with startups from across the globe (or from right here in MD). Each lab cohort focuses on a new industry. The current Lab is searching for ideas to revolutionize logistics, enhance supply chain resilience, and help develop with cutting-edge solutions. Invest in a New Business as a Immigrant 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.
2025 Progress	Headquartered in Bengaluru, India, Syngene International recently acquired the state-of-the-art Baltimore biologics manufacturing facility for \$36.5 million and plans to invest another \$13.5 million in renovations. Reactivating this large facility in East Baltimore is a major step forward for our city. In the 2024/2025 funding cycle by the State of Maryland Dept. of Commerce, Baltimore City companies received export grants to assist in global trade; ARMOR systems, BC3 Technologies, Futech Engineering Solutions LLC, LINKSciences LLC, Neurointact, Inc., Star-K Certification Inc., Baltimore Cyber Range LLC, Juxtopia LLC, Longevity Neuro Solutions Inc., SKS Forest Group.	(Strategy Deferred)

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	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. On the heels of that plan DPOB is also developing a masterplan for Downtown from the Inner Harbor to State Center.	In the past two years, Lexington Market and much of the Public Market system have undergone major redevelopment, with over \$52 million in reinvestment. \$40 million - Lexington Market Redevelopment \$4.9 million - ARPA funding for Lexington Market \$5 million secured Avenue Market Redevelopment \$2.1 million - Hollins Market Redevelopment - Broadway Market Plaza Redevelopment
2024 Progress	Mayor Brandon M. Scott released Downtown RISE: A 10-Year Vision , 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, serves as a framework to make Baltimore's Downtown more livable, pedestrian friendly, and vibrant.	Avenue Market is still securing \$3.7 Mil for exterior improvements and community hub/co-working space. Expected completion date is Spring 2026. Hollins Market, one of the oldest public market buildings in the United States, has recently reopened after a significant \$2.1 million renovation.
2025 Progress	Downtown RISE released a "tracker" highlighting progress across its four strategic pillars. - Economic & Community Dev. – Attract businesses and encouraging return-to-office. - Infrastructure – Invest in streets, parks, transit, and capital projects. - Arts & Culture – Support institutions, public art, and placemaking. - Safety & Cleanliness – Improve security, trash removal, and upkeep.	A former public market, North Avenue Market see new life – see 2. 9 Avenue Market is still scheduled to go through a redevelopment, however the timeline of all significant Public Market projects are on hold until the Board is able to evaluate them alongside bring on a new permanent CEO.

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

Key Industry Clusters: Hospitality and Tourism

#	3.28
Strategy	Promote Black historical assets as a tourism destination.
Priority	Moderate
Impact	Low
Difficulty	Easy
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	Visit Baltimore (VB)
Ecosystem Partner(s)	MCAAHC , GBBCC, BAD, NGBIWM, Reginald Lewis Museum
Progress Status	Some 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.
2023 Progress	New signs part of project directing visitors to city's African American cultural heritage sites . The signs will guide patrons to African American cultural heritage sites. 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 new phased plans for redevelopment .
2024 Progress	The Lillie Carroll Jackson Civil Rights Museum was ranked 4th on USA Today's list of the "10 Best Free Museums" for 2024 . 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.
2025 Progress	As of July 2025, Phase II of the Baltimore National Heritage Area's (BNHA) Heritage Wayfinding Signage Initiative was launched , adding 31 additional wayfinding signs throughout the city to further guide residents and tourists to important African American heritage sites and cultural institutions.

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

Key Industry Clusters: Hospitality and Tourism

#	3.29
Strategy	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	High
Impact	High
Difficulty	Moderate
Lead Reporting Partner(s)	BDC, MCB, WPB, MD Science Center
Active Collab Partner(s)	DPOB, Gensler + Design Team
Ecosystem Partner(s)	(Open to Partners)
Progress Status	Positive Progress
2022 Progress	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. The deal to sell Harborplace to MCB was announced in April 2022 by Mayor Brandon Scott. The new USS Constellation Education Center and Inner Harbor Water Taxi Terminal open for business.
2023 Progress	The \$16 million Rash Field Phase II needs roughly \$2M more in funding before the project can break ground. On July 13th MCB officially closed its acquisition of Harborplace and announces the design team. Throughout the year MCB held community engagement sessions. The '23 Summit will mark the next phase of public comment.
2024 Progress	The WPB has secured funding to complete the final phase of Rash Field Park's redevelopment, with construction starting this fall. Also see 2.23. October 10th, the Supreme Court of Maryland re-certified ballot question F regarding redevelopment plans at Harborplace, and Baltimore City passes referendum (Question F). The Harborplace redevelopment vote in Baltimore went through on November 5, 2024. Baltimore City voters approved Question F by a margin of about 60% to 40%, which allowed for the zoning changes and redevelopment plans to proceed. The Maryland Science Center announced over \$10 million in capital projects and programs to enhance the visitor experience for its 50th anniversary.
2025 Progress	Harborplace: Throughout 2025, MCB held several community forums to update residents on plans and gather feedback, including one in August 2025. In 2025, Baltimore advanced the \$18 million second phase of the Rash Field Park renovation, supported by city, state, and Waterfront Partnership funding. Construction began in April and will add 5 ACs of new amenities, including a recreation lawn, gardens, trails, kayak launch, flexible plaza, and the restored Pride of Baltimore memorial. Completion is expected by June 2026, with parts of the park remaining open during construction. In 2025, the Baltimore City Department of Transportation (DOT) continued its study and support of the Harbor Connector. The Harbor Connector operates in concert with the Charm City Circulator bus system to provide multi-modal transit in downtown Baltimore and the waterfront

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)	Park Heights Renaissance , BDC, DHCD	State of Maryland, BDC, DPOB
Ecosystem Partner(s)	Local Private Investors	Visit Baltimore, (<i>Open to Partners</i>)
Progress Status	Positive Progress	Some Progress
2022 Progress	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. Instead of serving as a place for one major activity, horse racing, Pimlico can become a new multi-faceted entertainment venue that draws people with a wide range of interests , while continuing to host one of the nation's premier sporting events, the Preakness Stakes.	BDC will await results of MSA traffic study of Downtown before moving on Convention Center.
2023 Progress	MSA and the Governor's office extended the Maryland Horse Racing Act's termination date 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.	Maryland Stadium Authority received \$25 million for capital improvements.
2024 Progress	The Maryland Board of Public Works approved the transfer of Pimlico Race Course ownership from The Stronach Group to the state , effective July 1. This ensures the Preakness Stakes remains in Baltimore, establishes year-round thoroughbred racing at Pimlico , and creates an economic hub in the Park Heights community.	MD SB896 , 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. Ten New Murals were unveiled at the Baltimore Convention Center during Burshfest , created by 20 artists, all inspired by the festival's "Hidden Gems" theme, aiming to highlight undervalued parts of the city.
2025 Progress	Demolition started in June 2025, The Maryland Stadium Authority—in partnership with MEDCO, and the Maryland Jockey Club, with the Park Heights community —will oversee the transformation of the Pimlico Race Course, home of the Preakness Stakes, into a year-round racing facility. New construction beginning in early 2026.	The Baltimore Convention and Tourism Redevelopment and Operating Authority Task Force , created by the Maryland General Assembly, operated from July 2024 to June 2025 to study governance, financing, modernization, and renovation strategies for the Convention Center and adjacent areas. Final Report delivered in June 2025 .

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 plan on game changing upgrades to M&T Bank Stadium, which include adding a parking garage, relocating the press box to build more suites, and new plazas on the north and south sides of the stadium.
2024 Progress	Both the Baltimore Ravens and the Baltimore Orioles are undergoing upgrades to their stadiums: The Baltimore Orioles have asked fans to take a survey regarding plans for a renovation at Oriole Park 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. Baltimore-born billionaire David Rubenstein took over as controlling owner of the Baltimore Orioles at the start of the season. Along with improving Oriole Park at Camden Yards, Rubenstein is looking to develop areas around the stadium as well. Architect and Builder has been selected for renovations. The Baltimore Orioles and T. Rowe Price, deepened their partnership 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 all aimed at benefiting Baltimore. The Ravens are renovating M&T Bank Stadium in a three-part, \$430 million project called "The Next Evolution". Some improvements will be finished by August 2024, ahead of the start of next year's regular season, while others are scheduled to be completed ahead of the 2025 and 2026 campaigns. 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.
2025 Progress	Ravens: Phase 2 renovations at M&T Bank Stadium are well underway for the 2025 NFL season, following major first-phase upgrades in 2024. A new field-level Legend Suites, expanded concourses with upgraded dining, over 100 new HD TVs, and "The Perch" fan zone on the upper level. The stadium's former ticket office is becoming a 4,900-square-foot retail space, while Gate A debuts the self-serve "Ravenous Chicken" stand. The North Plaza is being reimaged into Baltimore's first open-air tailgate and concert venue with multi-level viewing, a sports bar, and a Ravens history exhibit. Phase 3 is already in planning, with more social spaces and South Plaza upgrades expected in 2026. Orioles: A new state-of-the-art indoor-outdoor Premium Club is being built behind home plate, offering 380 members exclusive amenities such as VIP parking, a private entrance, and rotating high-end dining options. The project also includes a full renovation of the Press Box with modern features. New A/V features enhance gameday experience with a new videoboard (2.5 times larger and 12th largest in MLB), a new right field wall display, and over 1,125 feet of 4K ribbon boards. Additional upgrades include a new sound system, unified digital control room, and significant improvements to infrastructure, accessibility, and finishes.

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. 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	CFG Arena which opened on April 9th 2023 , now a premier destination 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 \$1.8B	New Entertainment District for Baltimore , Streetscape Improvements awaiting financial approvals. 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. CFG Bank Arena Named Billboard's 4th Busiest Concert Venue in the World! Achieving the 4th highest grossing venue worldwide in the 10,000 - 15,000 capacity category .	The \$14-million streetscape project on Warner St. in The Walk @ Warner Street entertainment district began on September 9th . 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."
2025 Progress	CFG Bank Arena has attracted a growing number of visitors since it's 2023 renovation - as of September 2025, the venue has hosted nearly 700,000 visitors this year to date. CFG Bank Arena's growing popularity and world class performances have placed it in the 96th percentile nationwide for stadiums, arenas, and athletic fields based on visitation. Source: PlacerAI	The Warner Streetscape project is moving forward once again. While rising construction costs caused delays, the project is now fully funded thanks to the efforts of the BDC and Caves Valley Partners. This marks a major step toward delivering a vibrant, connected corridor that will enhance access, walkability, and economic activity in South Baltimore. In August 2025, crews returned to the site and work accelerated, with the exterior already about 90% complete. The project is now on track for a 2026 opening , fulfilling its role as the nucleus of "The Walk at Warner Street," near M&T Bank Stadium and Horseshoe Casino

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

Key Industry Clusters: Creative Industries

#	3.35
Strategy	Continue Baltimore Together's Creative Industries workgroup to advise on retention and attraction of business and investment in creatives in City 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.
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	MiB, BDC
Ecosystem Partner(s)	BOPA, BCAN
Progress Status	Positive Progress
2022 Progress	(Need Partners to Track & Report)
2023 Progress	Excited to announce the first-ever BAM event. 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. There will also will be a workshop about neighborhood reinvestments.
2024 Progress	BAM hosted a "Baltimore Art Movement: Taxpayer Night Turnout." 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. The Central Baltimore Partnership (CBP) shares the Station North Economic Development Implementation Road-map NAICS code information collected. Collaboration with stakeholders is pending.
2025 Progress	Arts District Event Attendance Study: BDC staff conducted a study of attendance at Arts District-sponsored events in 2024. Using Placer.ai, we analyzed the impact of special events on visitors to all four arts districts. Data showed that events contributed to higher-than-average district visitations in most cases. The study also revealed annual patterns in district visitations, demographic information about visitors, and visitor origination and destination locations (visitor journey). Data can be used to improve marketing for future events and as evidence of the impact of events for fundraising efforts. Creative Industry Business Entity Tracking: BDC staff have created the first citywide Creative Industry Business database. Using data sourced from Business Analyst and Costar, we filtered the full range of businesses using a set of NAICS codes categorizing creative industries. Mapping this list will allow staff to identify concentrations of CI businesses and target resources appropriately. Baltimore Music Leaders; BDC staff have engaged a working group called Baltimore Music Leaders, consisting of a range of Baltimoreans working in the music industry. This group is actively contributing to policy recommendations to support this sector.

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

Key Industry Clusters: Creative Industries

#	3.36
Strategy	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
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	BDC, DHCD
Active Collab Partner(s)	Station North AD, Black AD, Bromo AED, Highlandtown AED
Ecosystem Partner(s)	Local Private Investors
Progress Status	Some Progress
2022 Progress	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. Area 405, an artist studio hub and maker space located in the Station North Arts District (Greenmount West) is renovated adding new studio and gallery space in portions of the 71K SF building that are currently underutilized.
2023 Progress	TEDCO announces Awardees 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. RFA Released: 4/5/23 Applications Closed: 5/31/23 Finalists Notified: June 2023 Winners Announced: July 2023
2024 Progress	WNADA provided a discretionary grant of \$25,000 to fund the Open Work's pilot program at the Coppin State University's Business School. 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). In April 2024, NIIF restructured the original acquisition facility to provide permanent debt and increased its commitment by \$976,000. The new facility provides a more stable capital structure with better terms and enables its project sponsors to focus fundraising efforts on additional building improvements, including renovation of the third and fourth floors to provide additional affordable studio spaces for artists and makers in Baltimore City.
2025 Progress	The University of Maryland, Baltimore (UMB) Office of Community and Civic Engagement (OCCE) has launched a new partnership with Open Works, one of the nation's largest nonprofit makerspaces, to expand access to hands-on maker education in West Baltimore. The Trenton Art Garage is an architect/developer-led redevelopment of a long vacant alley block building in the community of Greenmount West in the Station North Arts and Entertainment District. The once-abandoned warehouse - formerly a horse stable and auto upholstery factory - was transformed into a dynamic hub of affordable artist workspace and workforce housing. The project stands as a model for community-driven adaptive reuse.

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	Positive Progress
2022 Progress	BDC assisted in the acquisition of funding for the The Sanaa Center . The project led by Black Arts District and Civic Group will activate a vacant plot and help create a full block of arts and cultural institutions in the 1900 block of Pennsylvania Avenue . A State Bond has been requested .
2023 Progress	BDC along-side Baltimore Arts Realty Corporation (BARCO) are working on relocating Charm TV (Mayor's Office of Cable and Communications) 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	The Sphinx Club LLC has secured a new development partner and approved by BOE to move forward with the long-stalled project. The new development will convert the existing structures 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. 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.
2025 Progress	Charm TV is on track to break ground in Q4 of 2025, 90% of funding has been secured. The Sanaa Center underwent its first UDAAP meeting in Feb of 2025 . Approximately \$7.2 million in capital has been raised so far, with an additional \$10 million targeted to fully fund the project before groundbreaking. Maryland's State Revitalization Program provided a \$250,000 grant to support the construction.

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

Key Industry Clusters: Creative Industries

#	3.38
Strategy	Develop creative entrepreneurship training and apprentice programs to meet the demand from Baltimore City youth interested in creative careers
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	MICA, BCAN (Open to Partners)
Ecosystem Partner(s)	Dent Education, Jubilee Arts, 100 Black Men of Maryland, Junior Achievement, Digital Harbor
Progress Status	Some Progress
2022 Progress	See 2.7
2023 Progress	MICA opens Creative Entrepreneurship Innovation Lab inside the Ratcliffe Center for Creative Entrepreneurship.
2024 Progress	See 2.7 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, Anthony Culp uses 3D-printed building blocks to create his widgets. Learn more about the UP/Start Venture Program here .
2025 Progress	In 2025, the Maryland Institute College of Art (MICA) relaunched its Baltimore City Arts Network (BCAN) under the leadership of Laura Bacon, a leader in arts-driven community development. BCAN is expanding artist residencies, public art projects, workshops, and creative programming to reach a wide range of artist communities. The program is also reestablishing partnerships with city agencies, nonprofits, and grassroots groups, including an internal focus to support MICA's student community. Students and faculty are actively involved, gaining hands-on experience while contributing to Baltimore's cultural ecosystem. Together, these efforts aim to amplify the role of the arts in fostering community connection and economic opportunity.

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

Key Industry Clusters: Creative Industries

#	3.39
Strategy	Engage local creatives to promote Baltimore's potential, and celebrate and promote local cultural works as export goods from Baltimore
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	MiB, BCAN
Active Collab Partner(s)	BDC
Ecosystem Partner(s)	BMA, BOPA, Main Streets, Baltimore Arts Districts
Progress Status	Positive Progress
2022 Progress	Made in Baltimore (MIB) secured \$47K to create an Accelerator Program for small creative businesses. 15 businesses participated in inaugural cohort.
2023 Progress	MIB secured over \$475K to run their second Home Run Accelerator 2023 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. BCAN partnered with U.S. Senators Ben Cardin and Chris Van Hollen (D-Md.) to receive \$1,000,000 in Congressionally Directed Spending. BCAN's funding will go a long way to expand the resources that they offer to artists, designers, creatives, and cultural entrepreneurs.
2024 Progress	147 of Made In Baltimore's 346 certified-businesses accounted for \$13 Million in maker and retailer revenue in 2024. Mayor Brandon M. Scott invited Baltimoreans across the city to join "Art After Dark," a captivating evening of creativity and community in celebration of International Placemaking Week. Whitney Frazier of WGF Studio, will feature street artists, muralists, and graffiti writers transforming the old Lexington Avenue retail corridor. They will turn shopfront gates into vibrant art, with the creations projected onto a nearby wall under the direction of Terry Kilby from Evergreen Digital Imaging.
2025 Progress	Made in Baltimore has over 350+ certified businesses. The relocation of Artscape downtown in May 2025 showcased Baltimore's commitment to cultural vibrancy. New digital billboards promote local events, and the city boosted art installations, public safety initiatives, and cleanliness to create a safer, more welcoming atmosphere for residents and visitors. Scout was a major new affordable art fair at Artscape 2025, curated by Baltimore native and acclaimed artist Derrick Adams, with assistance from arts editor Teri Henderson. It debuted inside the historic War Memorial Building in downtown Baltimore during Artscape's Memorial Day weekend celebration, marking a transformative moment for both the festival and the city's creative community. Dwell magazine name Baltimore one of the "New American Design Capital" where Shawn Chopra owner and founder of Good Neighbor was featured along with 9 local makers and designers.

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	Maryland Department of Commerce support for the Arts starts with the Art & Entertainment Districts State Designation. 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. The Highlandtown Arts & Entertainment District is the second largest in the state, overlapping with five residential neighborhoods and the Crown Industrial Park complex, they released their Strategic Plan for 2022 - 2026.
2023 Progress	(Need Partners to Track & Report)
2024 Progress	The City of Baltimore provides limited funding support to cultural organizations each year through the capital budget. Every two years, organizations can apply for General Obligation (GO) bonds for eligible capital improvements to their facilities. The Baltimore Music Census 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, up-to-date data about the city's music ecosystem. October 2024, the Mayor's Office issued a letter to terminate Baltimore Office of Promotion & The Arts' (BOPA) contract with the City. As an independent, 501(c)(3) nonprofit organization and the designated arts council for the City of Baltimore, BOPA stated it "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."
2025 Progress	See 3.35 BDC staff conducted a 2024 Arts District Event Attendance Study using Placer.ai, which showed that special events drove higher-than-average visitation across the four arts districts. The analysis also provided demographic insights, annual visitation patterns, and visitor journey data to support future marketing and fundraising. Additionally, BDC created the city's first Creative Industry Business database by mapping businesses identified through NAICS codes. This tool will help pinpoint concentrations of creative industry activity and guide targeted resource allocation.

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, DPOB Squeegee Initiative, Just Economy, Center for Hope: Lifebridge
Ecosystem Partner(s)	University Partners, Annie E. Casey, GBC
Progress Status	Some Progress
2022 Progress	In July, Mayor Brandon Scott convened the The Squeegee Collaborative — 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. Lifebridge opens the "Center for Hope" and partners with the city to pilot expanding the Safe Streets Program to partner with non-profit partners.
2023 Progress	January 1, 2023 – GVRS expansion congruent with implementation of BPD redistricting to better balance the allocation of personnel and resources. Dec 2023 – As of December 12, the Safe Streets Baltimore program has successfully mediated over 1,379 conflicts that could have resulted in gun violence as part of Baltimore's Community Violence Intervention System.
2024 Progress	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. Their minutes from meeting can be found here Sept 2024 – MONSE Reported homicides are down 28.9%, non-fatal shootings are down 36.9% so far this year – building significantly on the historic progress they've made since last year. Oct 2024 – MONSE announced their Anti-Human Trafficking grant awards for FY'25. 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. TurnAround Inc. and Araminta Freedom will receive one-time \$50,000 awards while Maryland Volunteer Lawyers Service, City of Refuge Baltimore, Drink at the Well, and Uplift Alliance Inc. will each receive one-time \$25,000 awards.
2025 Progress	Mayor Scott's first-term data and reports can be found in his official "Building Baltimore's Future Together" first-term report, released in late 2024, accessible at scottfirsttermreport.org. The report highlights achievements in reducing violent crime, such as historic drops in homicides, improving city services through CitiStat and 311 Reimagined, and initiatives to address digital inclusion. It also details strategies for fostering economic growth, public health improvements The Baltimore Police Department (BPD) reported a 22% reduction in gun violence in the first half of 2025, along with decreases in auto thefts, robberies, arson, and carjackings by 34%, 23%, 10%, and 15% respectively as of July 2025.

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	Maryland Affordable Housing Trust; Affordable Housing Projects Get Boost From City In FY 2022, Live Baltimore conducted 27 virtual homebuying workshops, which educated 777 individuals, all Trolley Tour homebuying events were hosted in person . 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	Live Baltimore's (LB) customers' home purchases accounted for more than 16% of the City's homebuying activity in FY 23 . Thanks to the ARPA and the City of Baltimore, LB launched its first self-administered down payment assistance program, " Buy Back the Block " will allow up to 270 grants to be made eligible to renters over the next 3 years.
2024 Progress	Around 75% of participants in Johns Hopkins' Live Near Your Work program were already living in the city before seeking a grant. 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 . The University of Maryland, Baltimore (UMB) also uses its program to revitalize nearby neighborhoods. 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 . Live Baltimore's latest reports site that 113 employers currently offer Live Near Your Work. Reinvest Baltimore is a coordinated effort between the State, Baltimore City, and nonprofit and for-profit partners to eliminate concentrations of vacant properties, revitalize neighborhoods and provide incentives for redevelopment. July 2024, DHCD released the Comprehensive Housing Plan outlining a long-term vision for Baltimore's housing policy. Sept. 2024, the Baltimore City DHCD announced the availability of \$8.1M in funding from the Affordable Housing Trust Fund to support homeownership projects sponsored by Community Land Trusts. Affordable housing tax increment financing (TIF) legislation 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: 24-0594 City-Wide Affordable Housing Bond Issuance and 24-0595 City-Wide Affordable
2025 Progress	So far in 2025, eight new Baltimore City employers have enrolled in the Live Near Your Work program . Some of which include CareFirst, University of Maryland Rehabilitation & Orthopedic Institute, Seawall, and Ovenbird Bakery. The first-ever Buy Back the Block program , funded through the American Rescue Plan Act, ran from March 2023 to July 2025. During this time, Live Baltimore distributed 117 awards totaling \$1,590,000, including 111 Purchase Grants (95%, \$1,470,000) and 6 Purchase & Renovation Grants (5%, \$120,000). Awardees purchased homes in 57 neighborhoods across the city, generating \$23,912,574 in total home sales and an estimated \$1,079,281 in annual city tax revenue. Awardees ranged in age from 23 to 78 years old, with Black, single women buyers comprising 58% of participants.

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, Tuscany-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, Phylicia 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).
2025 Progress	(Strategy Complete) Read about how it all started for Live Baltimore's original legacy campaign "I ♥ City Life"

STRATEGY 4: Compete to Succeed

Work to Increase Population.

#	4.4
Strategy	Reimagine and reorganize Baltimore's Downtown Center as a place to live, work and play
Priority	High
Impact	High
Difficulty	Difficult
Lead Reporting Partner(s)	Mayor's Office, BDC, DPOB
Active Collab Partner(s)	WFP, MOED, DOP, DHCD, MCB
Ecosystem Partner(s)	Live Baltimore, Visit Baltimore, CDCs, CDOs,
Progress Status	Positive Progress
2022 Progress	April 2022, MCB Real Estate agreed to purchase Harborplace buildings from receivership, the deal was finalized in December 2022. (Also see 3.29)
2023 Progress	The with the design phases of Harborplace underway we are moving toward this becoming more of a reality. (Also see 3.29)
2024 Progress	November 5th, Baltimore will vote on ballot question F regarding redevelopment plans at Harborplace. While the Harborplace site awaits the Nov. vote, the landlord is offering business owners some of the "premier waterfront real estate" in the city at "deeply, deeply" discounted rents, said Adam D. Genn, Vice President of MCB. "Almost all of the new tenants are women or minorities." Downtown's West-side is progressing with small- to mid-sized minority developers leading redevelopment and attracting diverse businesses, with Howard Street quietly becoming a hub for diverse set of commercial businesses. (Also see 3.29)
2025 Progress	Baltimore residents are invited to weigh in on the \$7 billion Downtown RISE master plan, which focuses on entertainment connectivity, transforming Pratt Street into a "Main Street," transportation upgrades, and pedestrian safety. Public meetings in 2025 will gather community feedback to refine the plan and build support for a vibrant downtown. In 2025, Baltimore advanced downtown revitalization through small business reforms, and new incentives to attract retailers, with a focus on supporting BIPOC-owned enterprises. Major infrastructure upgrades, including Phase 2 of Rash Field Park and enhanced transit and streetscapes, massive street repaving and water-main replacements. The city also emphasized cultural vibrancy by relocating Artscape downtown, expanding art installations, and boosting event promotion, safety, and cleanliness. Public safety was further strengthened with new technology at the Downtown Security Operations Center, improved surveillance, and expanded sanitation facilities.

STRATEGY 4: Compete to Succeed

Work to Increase Population.

#	4.5
Strategy	Extend, promote, and utilize the High-Performance Market Rate Tax Credit in re-purposing vacant / underutilized office buildings
Priority	Moderate
Impact	High
Difficulty	Moderate
Lead Reporting Partner(s)	Mayor's Office, DHCD
Active Collab Partner(s)	City Council, BDC
Ecosystem Partner(s)	Live Baltimore
Progress Status	Some Progress
2022 Progress	(Need Partners to Track & Report)
2023 Progress	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	New inclusionary housing requirements 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). 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. (Also see & 4.7)
2025 Progress	Baltimore's Inclusionary Housing Program is a recently enacted law aiming to increase affordable housing availability in new multifamily, market-rate developments of 20 or more units that receive city financial assistance or significant land use authorization or subsidy. The revised Rules and Regulations for the Inclusionary Housing program have been published. An Inclusionary Housing Dashboard has been created to track the progress of adding affordable units to the market. The Mayor's Tax Credit Workgroup is finalizing recommendations following a nearly two-year review of Baltimore City's tax credit programs.

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	Complete	Some Progress
2022 Progress	(Need Partners to Track & Report)	(Need Partners to Track & Report)
2023 Progress	Baltimore is one of three independent U.S. cities, along with St. Louis (5.45% local sales tax share) and Carson City (3.0%). Unlike these peers, Baltimore receives no share of the roughly \$420 million in annual sales tax it generates for the state. Each 1% allocation could bring the city over \$70 million a year—meaning a 2% share could fund solutions to Baltimore's housing crisis.: - Debt service on \$1.5 Billion in City GO bonds for our vacant properties program; - 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.; & \$10 Million in annual support for renters.	(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.	The Tax Credit Workgroup 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, sustainable growth in general fund revenues, and maximizing efficiency in subsidies.
2025 Progress	This strategy is now complete as there is a plan outlined in Baltimore City 10-year Budget Plan. Mayor Scott announced his plan to reduce property taxes. Baltimore City has the highest property tax rate in Maryland at \$2.25 per \$100 of assessed value. As part of the soon to be unveiled 10-year financial plan, the mayor announced a property tax reduction to under \$2 by 2028..Hear about it in the " State of the City 2025. "	The Mayor's Tax Credit Workgroup is finalizing recommendations following a nearly two-year review of the City's tax credit programs. This effort will shape the next iteration of Baltimore's comprehensive tax credit package, addressing both residential and commercial incentives. The work is prioritizing forward-looking strategies, including feasibility analysis, benchmarking best practices from other cities, and setting clear goals and performance metrics. Final recommendations are expected in early 2026. Also see above

STRATEGY 4: Compete to Succeed

Develop and Sharing a New Narrative About Baltimore.

#	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	Kondwani Fidel becomes one of Baltimore Banner's Creatives 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."
2023 Progress	Baltimore Museum Of Art hosting Exhibition at Lexington Market 2023 Baker Artist Awardees - Selected artists exemplify excellence in three areas: mastery of craft, depth of artistic exploration, and a unique vision. 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: - Visual Arts: Nancy Linden, Richard Liu, Quentin Moseley, M. Jordan Tierney, Lars Westby, Jowita Wyszomirska - Interdisciplinary: Hoesy Corona, Oletha DeVane, Liz Downing, Katherine Fahey, Kei Ito, Fahimeh Vahdat - Film/ Video: Marnie Ellen Hertzler, Jonna McKone, Corrie Parks, Margaret Rorison, Russell Sharman, Chung Wei-Huang - Literary Arts: Elizabeth Dickinson, Sylvia Jones, Edgar Kunz, Tonee Moll, Nguyen, Heather Rounds - Music: Judah Adashi, Abdu Ali, Irene Jalenti, Mark Navarro, Outcalls Band, Anthony Parker - Performance: Anna Fitzgerald, Christopher Johnson, Colette Krogol, Nicole Martinell, Glenn Ricci, Juanita Rockwell
2024 Progress	Elizabeth Talford Scott, featured in both BMA and Reginald Lewis Art Museum Joyce J. Scott: Walk a Mile in My Dreams featured at BMA East Baltimore poet and writer Kondwani Fidel has won a National Capital Emmy Award 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. Identifying our Cultural Amenities: The Baltimore Gallery & Museum Guide is a pilot project of Maryland Art Place, Full Circle Fine Art Services, and the Greater Baltimore Cultural Alliance 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.
2025 Progress	Launched in 2019, the Birdland Murals series features nine monumental works created in partnership with PNC Bank. Seven murals are at Oriole Park, one faces the stadium on the Convention Center, and another anchors a historic building in Waverly near the original Memorial Stadium—celebrating Baltimore's vibrant art scene while enriching the fan experience. Each Birdland Mural was created by a different artist or duo, with the majority hailing from Baltimore.

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 Balt. 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) (Also See 1.20)
2023 Progress	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± come from around the region. This year, Artscape received an overwhelming response with over 1,000 applications from artists to participate. United States Artists supports artists with varying practices throughout the country. In Jan of 2023 two born-and-raised Baltimoreans were selected for the fellowship, Krystal C Mack and Abdu Ali.	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. (Also See 1.20 for Collegetown's Narrative work.)
2024 Progress	Winner of Project Runway: All Stars is Bishme Cromartie, who hails from East Baltimore, demonstrated his strong connection to his roots and a desire to change the narrative surrounding Baltimore's representation in the fashion industry. The Community Concert Choir of Baltimore has raised over \$500K and is on a mission to preserve Black music traditions. They performed in Rome for the Pope this past year, and are headed for their "Carnegie Hall" debut in 2025.	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). (Also See 1.20 for Collegetown's Narrative work.)
2025 Progress	2025 Rubys Artists Grants Announced: Providing \$255,000 to 15 New Projects. The Saul Zaentz Innovation Fund has given voice to disinvested filmmakers, supporting diverse filmmakers to write, design, produce, and distribute content. BCAN has restarted see 3.38 The MiB Lookbook 2024 won the Best Non-Profit Brand Campaign at the 2025 Brandie Awards!	The Baltimore metro region, including Columbia and Towson, ranked No. 3 on the ADP list of best U.S. cities for recent college graduates to find jobs. For recent college graduates looking for a job, the greater Baltimore region offers an annual wage estimate of \$52K and a hiring rate of 3.5%. GBC Bold Moves, GBC debuted a Baltimore Region economic brand a two-year placemaking effort to position the Baltimore Region for greater out-of-market business investment

STRATEGY 4: Compete to Succeed

Develop and Sharing a New Narrative About Baltimore.

#	4.11
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.
Priority	Moderate
Impact	Moderate
Difficulty	Moderate
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	(Open to Partners)
Ecosystem Partner(s)	BDC, UpSurge, Fearless, MiB
Progress Status	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 Season 4 , they featured Baltimoreans who are making moves.
2023 Progress	Baltimore companies raising capital, A big part of UpSurge's mission is pursuing the possible. So, we started this report with a question: what would it take to grow investment capital in Baltimore's startup ecosystem? Lexington Market publication in NOVA Magazine. Gov. We Moore Announce creation of Maryland innovation Lab 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.
2024 Progress	The GBC released their 10-year regional plan. GBC hosted the inaugural Baltimore Region Investment Summit on June 27, 2024, at the Maryland Institute of Contemporary Art. As an official spin-off of the SelectUSA Investment Summit, the event showcased Baltimore's investment potential to the global business community, featuring leaders from tech, healthcare, life sciences, real estate, and creative sectors.
2025 Progress	GBC Bold & Investment Summit Visit Baltimore released the a free training course called the "Charm City Certified" with the goal of equipping residents & workers as expert storytellers with insider knowledge of Baltimore's neighborhoods, history, and hidden gems.

STRATEGY 4: Compete to Succeed

Develop and Sharing a New Narrative About Baltimore.

#	4.12
Strategy	Promote Baltimore's Black cultural assets as tourist destinations linked to our distinct history.
Priority	Moderate
Impact	Moderate
Difficulty	Easy
Lead Reporting Partner(s)	(Need Partners to Track & Report)
Active Collab Partner(s)	Visit Baltimore
Ecosystem Partner(s)	GBBCC, BAD, NGBIWM, Reginald Lewis Museum
Progress Status	Some Progress
2022 Progress	(Need Partners to Track & Report)
2023 Progress	Black Baltimore Renaissance- Baltimore by Baltimore - 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! 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. (Also See 3.28)
2024 Progress	Cross Street Partners and Beloved Community Services Corp redeveloped the Henry Garnet School (PS103) into the Justice Thurgood Marshall Amenity Center , 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 significance in the nation's Civil Rights Movement.
2025 Progress	In 2025, the National Great Blacks In Wax Museum in Baltimore unveiled a new design as part of a major expansion and revitalization project. The Black Male Initiative (BMI) in Baltimore features a notable 2025 photography exhibition called "The Daily Hustle," which highlights Baltimore's Black workers and business owners. Curated by Webster Phillips, a third-generation photographer, the exhibit showcases images of Baltimore's African American community reflecting resilience, community strength, and entrepreneurship, challenging negative stereotypes about the city. Meet the Curators at the Reginald Lewis Museum who has been helming the museum for the last two years reinvigorated exhibit particularly TITAN: The life and legacy of Reginald F. Lewis. Robert Parker, Chief Curator and Director of Interpretation and Curator Imani Haynes. The "TITAN: The Legacy of Reginald F. Lewis" exhibit at the Reginald F. Lewis Museum in Baltimore opened in February 2025 and runs through April 2026. This groundbreaking exhibit honors Reginald F. Lewis, the first African American to own and run a billion-dollar company. It offers an in-depth look at his extraordinary life, tracing his journey from a working-class Baltimore student to a global business leader and trailblazer. After canceling a major exhibition of her work at the Smithsonian Institution in Washington due to concerns about censorship, artist Amy Sberald is bringing it to Baltimore instead.

STRATEGY 4: Compete to Succeed

Develop and Sharing a New Narrative About Baltimore.

#	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 Baltimore's Promotion Strategy . 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	Following an organizational review that began in late 2023, the Greater Baltimore Committee (GBC) has announced the selection of place-branding agency Resonance Consultancy Ltd., 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. 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, distilling a cohesive brand narrative around the region's business sectors and developing a public-facing business attraction website, among other deliverables. To participate sign up here. 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. The American Society of Association Executives Annual Meeting & Exposition will come to the Baltimore Convention Center in 2023. 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.
2025 Progress	Under the leadership of two-term Mayor Brandon Scott, the city has come a long way in healing itself and finding homegrown solutions to violent crime laid bare by decades of disinvestment and de-industrialization. This progress has been highlighted by all local outlets, Forbes Magazine , Essence Festival 2025 , CNN , PBS , The Quintessential Gentleman .

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, DPOB Squeegee Initiative, Just Economy, Center for Hope: Lifebridge, Safe Streets, GVRS Community Partners
Progress Status	Some Progress
2022 Progress	Mayor Scott's "Building a Better Baltimore" Tracker is launched Dec 2021 (continually updated as of June 2024) In May 2020, the Baltimore Police Department upgraded to a new digital Records Management System. 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. In January 2022, MONSE launched the Group Violence Reduction Strategy (GVRS) in partnership with the Baltimore Police Department (BPD) and the State's Attorney's Office (SAO).
2023 Progress	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. 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. The team found no evidence of displacement. This finding is consistent with broader research in the area and prior scientific inquiries on this strategy.
2024 Progress	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. This independent team has developed a dashboard which shows compliance scores based on the Monitoring Team's most recent assessments of BPD's progress. Baltimore Police Department releases 2024 Mid-Year Crime Report and key highlights.
2025 Progress	When Mayor Scott first took office, he committed to building public safety, prioritizing our young people, and creating healthier communities. While we still have much work ahead of us, we've made meaningful progress, and Baltimore is moving forward. Check out the First Term Report. You can also track the City's Community Violence Interventions Ecosystem on Open Baltimore.

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.)

#	4.5.2
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	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. 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 - Baltimore School for the Arts and Baltimore Polytechnic Institute - earned the maximum of five stars. BCPSS has built or renovated 27 school facilities since 2016.
2024 Progress	City Schools wins the 2024 NSPRA National School Communication Award of Excellence. 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. The Baltimore City Board of School Commissioners has agreed to a second one-year contract extension with Dr. Sonja Santelises to serve as chief executive officer of Baltimore City Public Schools through June 2026. 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. 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. 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.
2025 Progress	July 8 – Sonja Brookins Santelises, CEO of Baltimore City Public Schools, has been named the new chair of the Council of the Great City Schools' Board of Directors for a one-year term, effective July 1. Santelises has served as the chair-elect since last year and succeeds Marcia Andrews, a school board member from Florida's School District of Palm Beach County. The 162-member board is composed of the superintendent and a school board member from each of the 81 big-city school districts represented by the Council, the only national organization exclusively representing the needs of urban public schools.

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.)

#	4.5.3
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
Ecosystem Partner(s)	BDC, BMC
Progress Status	Positive Progress
2022 Progress	November 30, 2021 – A groundbreaking moment at the Howard Street Tunnel in Baltimore, has launched the final phase of a CSX modernization initiative, 100% of the company's intermodal network cleared for double-stack train service. \$15.6M from the Federal Railroad Administration (FRA) Consolidated Rail and Infrastructure Safety Improvements program for its rail capacity modernization project. BMC's 2022 Annual Report (Also see 1.5) Update the Seagirt Marine Terminal's intermodal rail yard infrastructure and support increased demand for double stacked trains of containerized cargo to markets across the U.S.
2023 Progress	A Skanska-Fay and S&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. 2023 SM Unified Planning Work Program Development & Housing system Baltimore Region
2024 Progress	Frederick Douglass Tunnel Program Update: Initial Demolition Begins. The FDT will include 2 new high-capacity tunnel tubes for electrified passenger trains, new roadway and railroad bridges, new rail systems, tracks, and infrastructure. 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., the ship struck the southwest pier of the central truss arch span. The collision caused the bridge to fail. Closing the channel and effectively all of Baltimore City's port facilities. FSK Update: August 2024, MDOT announced that the Omaha based Kiewit Infrastructure Co. was awarded the phase 1 contract for \$73M and will receive exclusive negotiating rights for the phase 2 contract. MDOT will use a Progressive Design-Build process, uniting the project team under one contract. Reconstruction begins in 2025, with completion in 2028, at an estimated cost of \$1.7–\$1.9 billion. Oct. 2024 - Companies to Pay \$101.9M to settle FSK Bridge Lawsuit.
2025 Progress	FSK Update: The bridge design has been released and rebuild is underway, with demolition in progress since July 2025 and steel beams for the new span already on site. The redesigned bridge, shifted southeast to allow concurrent demolition and construction, is slated for completion by fall 2028. Frederick Douglass Tunnel Update: Currently in active construction, with crews mobilizing along North Ave and Harlem Ave for utility relocations, soil borings, and demolition of acquired properties as of August and September 2025. Stay updated with Clark Construction. Howard Street Tunnel Update: The tunnel clearance project is complete ahead of schedule, on September 26, 2025 the tunnel re-opened. It will increase business at the Port of Baltimore by approximately 160,000 containers annually.

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.)

#	4.5.4
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	Enoch Pratt is proud to provide free Wi-Fi via multiple outlets: • Outside of select Pratt Library branch buildings. Walk up or drive in to get free Internet access on your device. • Community Wifi brings free Internet access to Baltimore city communities using our neighborhood outreach vehicles as a Wi-Fi hotspot • Checked out mobile hotspots. West Baltimore projected to receive free wi-fi throughout communities and recreation centers
2023 Progress	Project Waves, VIDEO: How Project Waves is changing lives with Samantha Musgrave. Reflections from a digital equity advocate: A Q&A with Cody Dorsey The city's IT leadership and others discuss what the Affordable Connectivity Program awareness initiative has done since its launch in April — and what it still can do. Mayor Scott Introduces FreeBmoreWiFi, Baltimore's Free Public Wi-Fi Network. 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.
2024 Progress	Baltimore City releases the "Digital Inclusion Strategy 2024-2029." Mayor Scott Announces Grant Applications Now Open for Round Two of the Digital Equity Fund Tech leaders making headway on Baltimore's digital inclusion strategy. 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.
2025 Progress	Greenlight Networks, a top-ranked fiber-to-the-home Internet provider, is expanding into Baltimore with a planned \$100 million investment. Starting in Q3 2025, Greenlight will bring high-speed fiber Internet to residents and small businesses. Construction is already underway in Belair-Edison, Mt. Washington, Roland Park, Frankford, Hamilton Hills, Arcadia, Glenham, and Hampden. Additional neighborhoods will be announced in the coming months. Digital Equity Fund Launched in April 2023, the Digital Equity Fund (DEF), in partnership with Baltimore City Information and Technology (BCIT), supports 32 community-based organizations implementing 37 digital inclusion projects. Grantee organizations serve residents who are frequently left behind in the digital economy. (BCIT) DEF I awarded 27 grants; DEF II awarded 10 grants; 188 neighborhoods across Baltimore benefited: \$2,869,163 awarded.

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.)

#	4.5.5
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	President Joe Biden speaks in Baltimore about replacing B&P Tunnel
2023 Progress	Governor Moore Announces Baltimore Red Line Relaunch Next-generation Baltimore Metro car unveiled All aboard! Amtrak says Penn Station will have 2 new platforms in 2024 Updates to Baltimore Penn Station and Amtrak Corridor 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. MDOT is upgrading multiple facilities throughout Baltimore. (Also see 2.8)
2024 Progress	June 2024 - Governor Wes Moore announced that light rail will be the recommended mode for Baltimore's Red Line. Renderings have been released of proposed station conditions . A new ADA-accessible West Baltimore MARC station will also be built with the Frederick Douglass Tunnel project. Renderings of new station have been released. Gensler Baltimore , partnered with MDOT and the Maryland Economic Development Corporation to conduct a comprehensive study on the potential for transit-oriented development (TOD) at key MARC commuter rail stations between Washington, DC, and Baltimore. This strategy envisions transforming six stations—Seabrook, Bowie State, Odenton, BWI Airport, Halethorpe, and West Baltimore—into vibrant, mixed-use communities.
2025 Progress	Use the Transit Station Area Profile Tool (TSAPT) to explore socioeconomic and demographic data, employment, median housing sales and more at Maryland's rail transit stations areas. The Transit-Oriented Development (TOD) Capital Grant and Revolving Loan Fund ("TOD Fund") provides financial assistance to local jurisdictions and development partners to promote the equitable and inclusive development of transit-oriented development at State-designated TOD sites. Baltimore City "State Designated" TOD Sites are as follows: Baltimore Penn Station, Penn-North Metro Station, Reisterstown Plaza Metro Station, State Center, and West Baltimore MARC Station. State designation opens up state-level funding sources.



Baltimore Together.

A Platform for Inclusive Prosperity