

SECTION 1: MAYORAL OBJECTIVE

CULTIVATE STABLE, VIBRANT, LIVABLE NEIGHBORHOODS

The purpose of this Mayoral Objective is to ensure that everyone who lives, works, plays and learns in all Baltimore City neighborhoods have the desire and confidence to invest their time, money, and social capital in their neighborhood for a secure future.

We envision stable neighborhoods that have healthy real estate markets to promote homeownership for all income levels, are well-maintained and well-cared for, and are free from both perceived and actual crime and fear-inducing behavior.

Vibrant neighborhoods are those with engaged neighbors and strong community networks which embrace a diversity of people and lifestyles and have access to good schools, public services, commercial and retail outlets, transportation choices, cultural resources, and recreational opportunities. Livable neighborhoods are safe, have clean, green open spaces, and successfully integrate 21st century amenities into the existing neighborhood fabric.

Of utmost importance is rectifying the City's vacant property issue. With improvement in this one area, much of the City would be positively impacted, leading to a radical transformation, neighborhood by neighborhood, that will improve the overall health, feel, culture and image of Charm City, internally and externally.

SECTION 2: INDICATORS

To achieve this Mayoral Objective, the City must make progress on four key factors:

- housing,
- safety,
- neighborhood environment: and
- community fabric.

The Mayor and her Senior Staff identified the five Priority Indicators for this Mayoral Objective. They are listed below, with the most relevant factor from the Cause-Effect Map shown in parentheses. Proposals that “move the needle” on these indicators will receive priority consideration for funding. However, other elements are also important to a successful neighborhood. We have listed some of them after the Priority Indicators, and agencies are free to propose others.

It should be noted that the issue of safety is paramount to a neighborhood's vitality. To provide singular focus and oversight, the Safer Baltimore Results Team will review and handle proposals pertaining to crime prevention and response. The Team will consider any budget proposal that demonstrates a contribution to creating and sustaining stable, vibrant, livable neighborhoods.

PRIORITY INDICATORS

1. Number of vacant residential properties (Housing)



Source: Baltimore City Dept. of Housing and Community Development

Other related elements include but are not limited to inhabitable versus uninhabitable properties and vacant and abandoned neighborhood commercial and institutional properties.

2. Percent of owner-occupied structures (Housing)

Housing	2005	2006	2007
Owner Occupied	123,532	120,431	119,820
Rental Occupied	119,466	117,328	113,193
Total units	242,978	237,758	233,013
% of Units in City	51%	51%	52%

Source: American Community Survey

3. Percent of households paying more than 30% of gross income on housing (Housing)

Homeowners	31.62%
Renters	40.04%

Source: Maryland Department of Planning, 2000 Census Data

4. Rating of street pavement index (Neighborhood Environment)

Street Pavement Index Rating	2008
Acceptable	56.7%
Substandard	43.3%

Source: Transportation – biannual rating. (New effort. Only 1 year of data.)

5. Number of permits for more than \$5,000 issued for residential/non-residential new construction and/or major rehabilitation (Housing)

Construction Permit Type – over \$5,000	2006	2007	2008	2009
Residential	12,054	10,762	8,260	4,221
Non-Residential	2,636	2,553	2,467	1,423
Reported Total	14,690	13,315	10,727	5,644

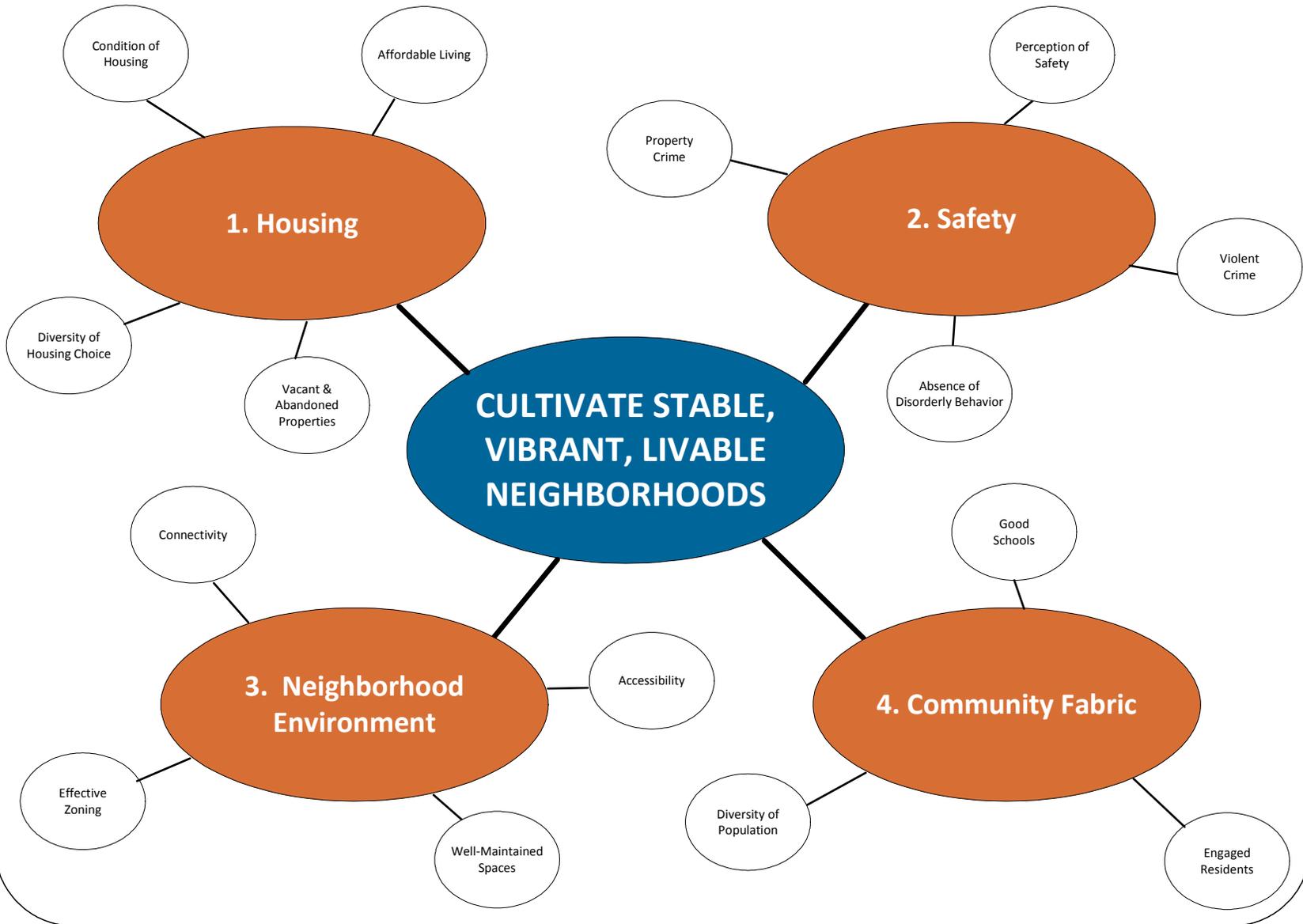
Source: Baltimore City Department of Housing and Community Development

A secondary indicator is the Percent of neighborhoods covered by a Planning Commission-approved small area plan (Community Fabric).

Other important factors affecting the quality of a neighborhood include, but are not limited to, safety and sense of security; the proximity and use of recreational spaces, libraries, other city services and facilities; access to full-service grocery stores, and the availability of other retail, cultural and environmental amenities.

SECTION 3: CAUSE-AND-EFFECT MAP

CULTIVATE STABLE, VIBRANT, LIVABLE NEIGHBORHOODS



SECTION 4: STRATEGIES

As indicated on the Cause-Effect Map, the Neighborhoods Results Team has identified four strategies critical to creating stable, vibrant, livable neighborhoods in Baltimore. In order of importance, these strategies are: housing, safety, neighborhood environment, and community fabric. These elements are multi-faceted. Within each one, we have identified and prioritized specific strategies for achieving this Mayoral Objective.

We ranked the following items as top priorities for the City to move forward on and offer more details below:

1. Vacant and abandoned housing (Housing)
2. Crime – violent and property, perception of safety (Safety)
3. Condition of Housing (Housing)
4. Affordable Living (Housing)
5. Accessibility (Neighborhood Environment)
6. Good Schools (Community Fabric)
7. Diversity of Housing Choices (Housing)
8. Well-maintained spaces (Neighborhood Environment)
9. Engaged Residents (Community Fabric)
10. Diversity of Population (Community Fabric)

STRATEGY 1. Make Quality Housing More Available and Affordable

Stable, vibrant, livable neighborhoods serve as homes to the City's population. It is the City's role to make sure quality housing is available for all residents and is surrounded by other well-maintained, occupied properties. The issue of dealing with vacant housing is paramount to the City's success.

We are seeking proposals that (in priority order):

1. Reduce the number and severity of vacant and abandoned properties

- streamline City policy and processes to acquire and transfer properties efficiently and effectively
- strategically convert vacant properties into productive usage that is most important to the neighborhood (e.g. ownership options, rental units, green space, commercial opportunities or other community needs)
- renovate or demolish vacant and abandoned property, in a manner most advantageous for that particular neighborhood
- incentivize non-government entities to acquire and rehab vacant properties
- prevent future vacant properties

2. Improve and maintain the physical condition of housing

- focus on raising awareness and upfront compliance of current rules, while also educating the public on how to correct these issues; particular focus should be paid to lead, asbestos and other unsafe housing conditions
- incentivize private homeowners and developers to improve, maintain, and beautify properties
- incentivize energy-efficient homes or collective neighborhood greening/energy efficiency efforts
- enforce standards for housing and their maintenance, whether held by the City or private entities
- create new standards of care where necessary

3. Enable affordable living opportunities for residents of various incomes

- increase the residential property tax base
- responsibly reduce residential property taxes
- raise awareness of responsible homeownership and personal financial responsibility
- enable residents to reduce overall housing and utility costs

4. Create diversity of housing choice

- promote affordable homeownership and rental living options
- promote incentives to create mixed-income housing choices
- promote inclusionary housing choices to promote de-concentration of poverty.
- promote or create incentives for historic preservation

STRATEGY 2. Make Neighborhoods Safer

Stable, vibrant, livable neighborhoods are not plagued by crime or fear. While actual violent and property crime can quickly erode neighborhoods, so can the perception of crime. Recognizing that one of the six Mayoral Objectives is “Make Baltimore a Safer City,” proposals for preventing and responding to crime should be sent to the Safer Baltimore Results Team. The Neighborhoods Results Team will coordinate closely with the Safer Baltimore Team in reviewing proposals specifically related to neighborhood safety.

STRATEGY 3. Improve Neighborhood Environments

Along with quality housing units, stable, vibrant, livable neighborhoods offer larger physical infrastructure that has the potential to improve quality of life for residents. Neighborhood environments that offer connectivity to transportation choices (including walking, biking, and public transportation) and accessibility to public services, retail outlets, recreational amenities, and cultural opportunities, offer more livable places for residents to call home. Neighborhoods should be created or revitalized so they are welcoming to all residents, regardless of color, creed, marital status or income.

We are seeking proposals that (in priority order):

1. Improve the accessibility of services and facilities important to neighborhoods

- evaluate population trends to determine the need for new/future services and/or locations so as to focus on growing and emerging neighborhoods' capacity
- increase awareness of available services and facilities
- effectively locate and deliver city services/programs in neighborhoods
- promote the community utilization of City-owned space
- increase access to retail and professional services important to residents, with special emphasis on grocery stores

2. Insure that all public and private spaces are well-maintained, clean, and inviting

- provide well-maintained public right of ways
- design or support the physical environment to discourage crime
- increase cleanliness of neighborhoods
- promote beautification of neighborhood common spaces
- encourage investment in neighborhood greening efforts

STRATEGY 4. Strengthen Community Fabric

Stable, vibrant, livable neighborhoods are comprised of engaged residents who invest their time, energy, and ideas into improving their community. Developing social capital is the best way to promote neighborhood improvement, while improving the degree of civic engagement, social networks, norms, and social trust in a neighborhood fosters actions that benefit neighborhoods.

We are seeking proposals that (in priority order):

1. Engage residents of our neighborhoods

- build capacity of neighborhood-based organizations and/or associations that are inclusive of residents, businesses and community-based entities of the neighborhoods.
- encourage neighborhood organizations to work together for maximum efficiency of public awareness and service delivery
- promote collaborative neighborhood decision-making and problem-solving that is inclusive and representative of community residents

2. Encourage diversity of growing population

A diverse city is a growing City. We are seeking proposals that would encourage truly diverse neighborhoods and housing developments to be created, grow and flourish here in Baltimore. Consideration could include but is not limited to different races or ethnicities, national origin, religions, cultures, income levels, age, gender, sexual orientation, disability, marital status and lifestyles.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Mayoral Objective, Priority Indicators, and strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Mayoral Objectives. We seek proposals that demonstrate the ability to address multiple Mayoral Objectives concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

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