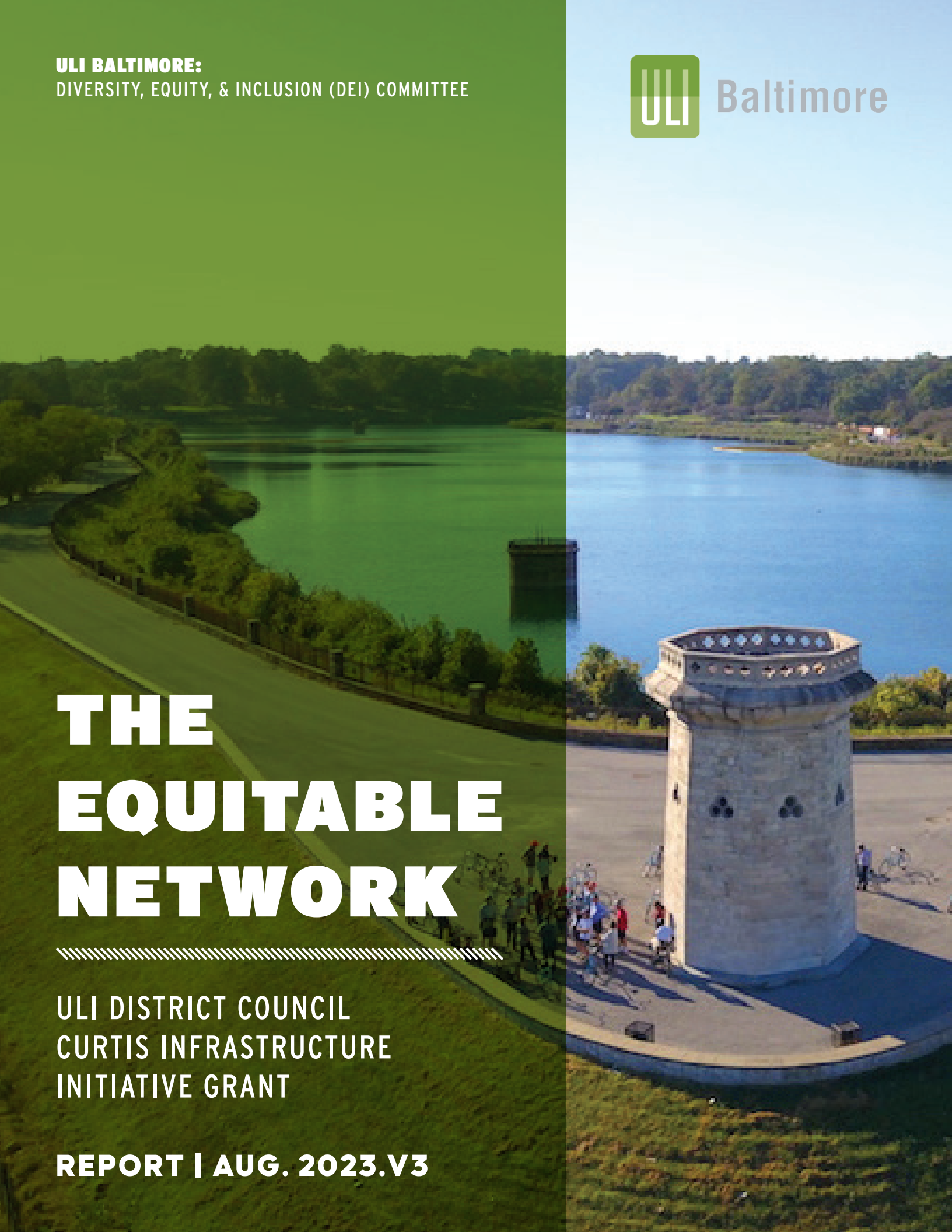


ULI BALTIMORE:
DIVERSITY, EQUITY, & INCLUSION (DEI) COMMITTEE

An aerial photograph of a large body of water, likely a reservoir or lake, with a stone tower in the foreground. The tower is octagonal with a decorative top and several small windows. People are gathered around the base of the tower. The background shows a line of trees and a clear blue sky. The image is split vertically, with the left side having a green overlay.

THE EQUITABLE NETWORK

ULI DISTRICT COUNCIL
CURTIS INFRASTRUCTURE
INITIATIVE GRANT

REPORT | AUG. 2023.V3



West Baltimore, I-70 Highway to Nowhere



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The Urban Land Institute

About the Urban Land Institute

The Urban Land Institute (ULI) is the world's oldest and most extensive network of cross-disciplinary real estate and land use experts. Established in 1986, the Urban Land Institute is a non-profit education and research institute with more than 46,000 members across the globe. ULI is its membership and delivers on the mission of shaping the industry's future and creating thriving communities.

Unique among professional organizations, ULI brings together people from all stages of their careers in the real estate development sector worldwide. ULI offers informative conferences, events, and publications to share knowledge, further members' careers, and give back to the profession and communities it serves.

About ULI Baltimore

There are nearly 600 members in our Maryland Region, and we serve Western Maryland, Central Maryland, the Eastern Shore, and portions of the Capital Region from our Baltimore office. The physical boundaries of the council include the following counties Allegheny, Anne Arundel, Baltimore, Baltimore City, Caroline, Carroll, Cecil, Dorchester, Fredrick, Garrett, Harford, Howard, Kent, Queen Anne's, Somerset, Talbot, Washington, Wicomico, and Worcester.

ULI Baltimore Diversity, Equity, and Inclusion

ULI Baltimore is committed to creating an environment where everyone is valued, welcome to learn, connect and grow.

We endeavor to promote equity within our organization and industries by setting standards for unbiased engagements, advocating for inclusive policies, and empowering authentic partnerships.

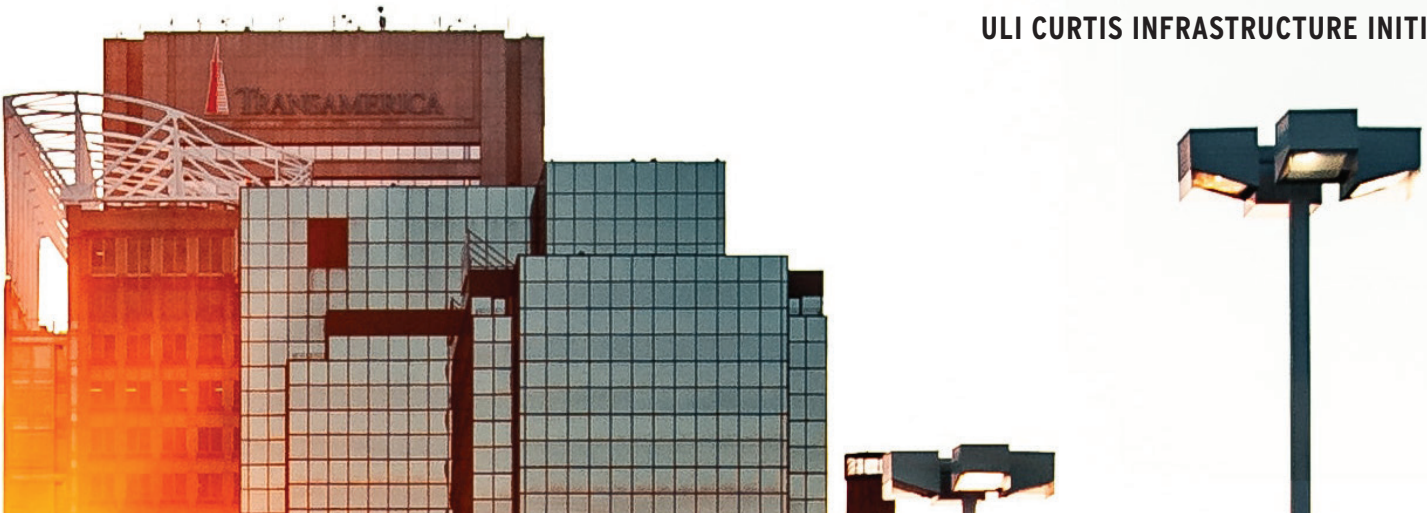
In our desire to develop thriving communities through the power of real estate and land-use practices, ULI Baltimore acknowledges that there are ideologies and processes that we need to incorporate into our standard operations. Sustainable land use development requires many different skills, backgrounds, voices, and experiences to create a space accessible to everyone. We recognize that we must shift our definition of success beyond revenues and profit margins to incorporate processes that focus on human capital investments and community development for our work to be equitable. This is the thinking we want to foster in real estate practices. We understand it is a monumental undertaking to redirect an entire industry's mission, but we embrace these challenges and are committed to identifying actionable solutions.

To that end, the Diversity, Equity, and Inclusion Committee (DEI) has convened to facilitate the hard work of establishing how equity plays a starring role in all ULI Baltimore efforts. As a committee, we will guide our fellow membership, committees, and leadership on best practices and policies to achieve our commitment to creating *"an environment where everyone is valued, welcomed to learn, connect, and grow professionally."*

In addition to creating a space where members can show up and engage with one another as their authentic selves, we agreed to redefine current norms through education, setting equitable standards, and creating measurable opportunities.

Our new norms are defined by the following:

- Our admission that all land has a history that must be recognized;
- Our declaration of intrinsic human dignity;
- Our acknowledgment that we are more effective together



than divided;

- Our recognition that we never stop learning;
- Our passion for supporting and improving communities virtuously;
- Our desire for authentic relationships with our colleagues.

The Curtis Infrastructure Initiative

In the vein of equity, this report represents work completed by ULI Baltimore for the ULI Curtis Infrastructure Initiative (CII). The initiative identifies and promotes forward-looking, equitable, resilient infrastructure investments that enhance long-term community value. CII supports a thoughtful approach to infrastructure planning and implementation, addresses the pressing needs of today, and improves diverse communities for the long term.

A building block for communities everywhere, infrastructure encompasses transportation, critical utilities, and the means of communication. But beyond these foundational physical and digital structures and facilities, infrastructure broadly includes the key spaces that build community—anchor institutions, the civic commons, and housing.

The initiative focuses forward the following criteria.

- **We need restorative infrastructure investment that increases equity and sustainability.** The U.S. must address the legacy of past investment practices that have divided communities physically, socially, and digitally. Holistic and integrated infrastructure investment requires efficient resource allocation and must intentionally address repairing systemic inequities.
- **We need to invest in public transportation and mobility.**

Enhancing public transportation is essential for increasing job access and bolstering economic opportunity. People-centric urban development must include reliable, frequent, and accessible public transportation.

- **We need infrastructure that helps us combat the global threat of climate change.** As the cost of inaction related to climate change increases, promoting decarbonization and other net-zero strategies is vital. Adaptation and resilience are critical components of infrastructure investment so communities can withstand and bounce back from extreme weather events.
- **We need to connect everyone to affordable and high-quality Internet.** In today’s digitalized world, the availability of high-speed Internet is critical for economic participation and mobility. Broadband infrastructure is as necessary as electricity and water.
- **We need supportive infrastructure investment that increases housing attainability.** As the U.S. continues to face a housing shortage, providing more affordable housing is imperative for ensuring communities can thrive. Infrastructure investment and flexible and smart land use regulations can help catalyze new private-sector housing production.

“The purpose of [the Curtis Infrastructure Initiative is] to contribute toward the building of a better future by providing resources of inspiration, discovery, and innovation. I believe that infrastructure and land use processes shape how we live, how we work, where we live, where we work, and how we move goods and services.”

-James J. Curtis, III, ULI Life Trustee

WELCOME TO BALTIMORE

Introduction

In participation with and supported by the Urban Land Institute Curtis Infrastructure Initiative, ULI Baltimore presents The Equitable Network, a proposal to build connective micro-transit infrastructure within Baltimore's neglected neighborhoods. "The ULI Curtis Infrastructure Initiative promotes locally driven infrastructure solutions that are equitable, resilient, and enhance long-term community value." Michael Spott's Shaw Symposium on Urban Community Issues provides guidance for sustainable problem-solving and equitable investment directions for infrastructure. We have utilized four of the five strategies identified by Spott to guide our work in developing The Equitable Network. These are as follows:

- Enable equitable access to transportation, particularly transit.
- Reconnect and reinvigorate neighborhoods damaged by past infrastructure investments.
- Address historical disparities in community investment, particularly those based on race, and ensure equitable access to economic opportunities and the benefits of redevelopment.
- Improve health, enhance environmental sustainability, and reduce climate risks.

Building on this framework, this report prioritizes infrastructure-led development to enable equitable access to green spaces and safe micro-transit modes. The Equitable Network would fulfill and, in some cases, introduce complete streets, inviting multi-modal transportation between notable city parks, connecting traditionally neglected neighborhoods via public parks, and with broader city transportation infrastructure. Since enhanced public transit and mobility are essential for increasing access to jobs and bolstering economic opportunity, people-centric urban development must include reliable, frequent, and accessible public transportation. Residents and visitors alike would benefit from complete streets through its recommendation around improved transportation, pedestrian safety, multi-model cohesion, and density.

The Equitable Network applies restorative infrastructure investment by integrating mechanisms for catalyzing community voices. This project addresses the legacy of past investment that has divided communities physically, socially, and digitally, repairing systemic inequities. Infrastructure, for the purposes of this project, incorporates proposed pathways and nodes along the streets for those traversing between substantial green spaces in Baltimore City.

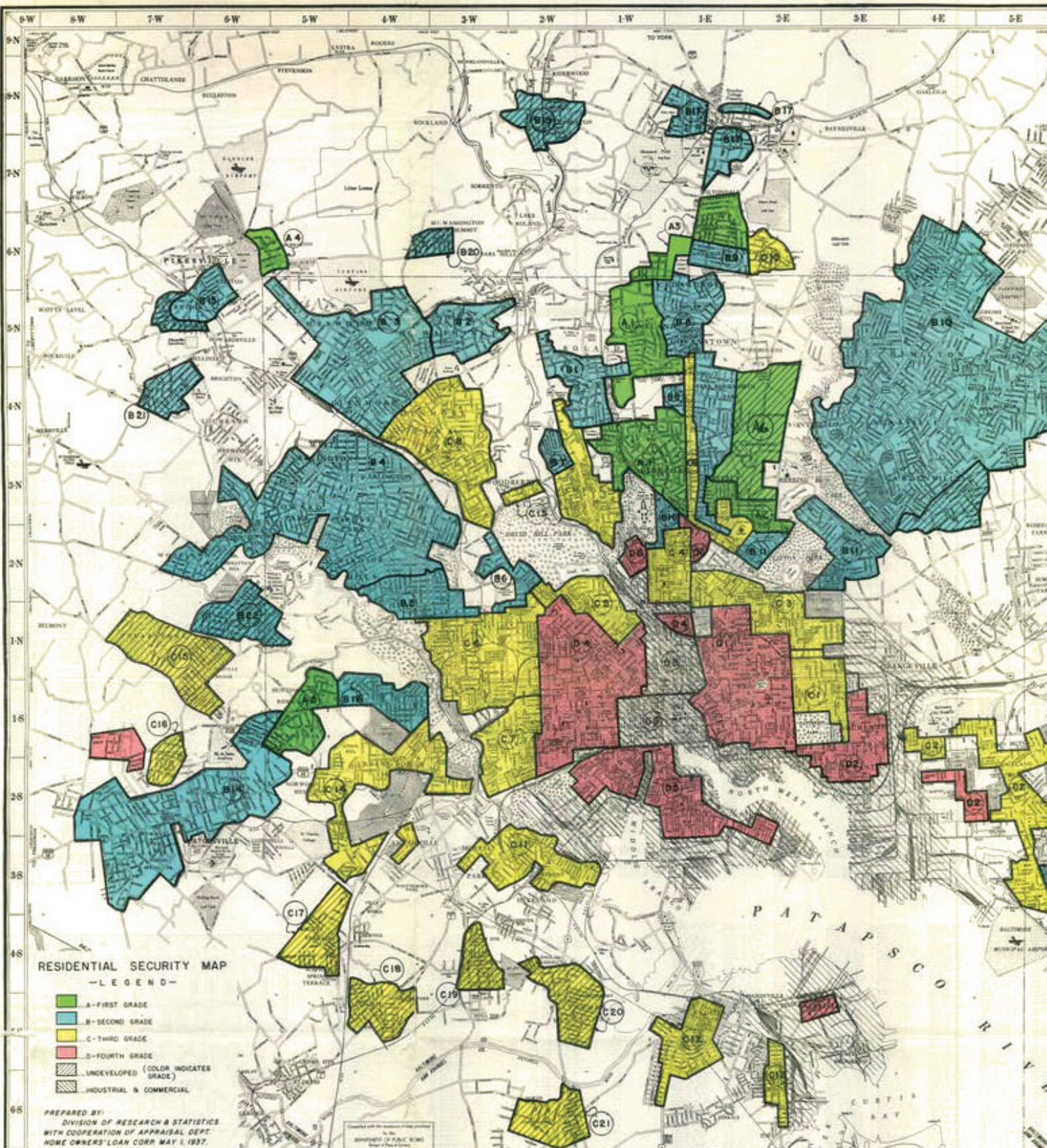
Baltimore neighborhoods tend to be either booming or broken, as a tale of two cities. Like many post-industrial cities throughout the United States, Baltimore's downtown communities along the harbor waters continue to develop with market-rate housing and retail. In contrast, many communities beyond the waterfront stretching to Baltimore County continue to struggle and fall into further decay. The historical layout of the city relegated downtown to dense residential blocks, with the center for office and institutional uses, while the waterfront was for manufacturing or port



West Baltimore



Canton Waterfront Park, East Baltimore



RESIDENTIAL SECURITY MAP
—LEGEND—

- A—FIRST GRADE
- B—SECOND GRADE
- C—THIRD GRADE
- D—FOURTH GRADE
- UNDEVELOPED (COLOR INDICATES GRADE)
- INDUSTRIAL & COMMERCIAL

PREPARED BY:
DIVISION OF RESEARCH & STATISTICS
WITH COOPERATION OF APPRAISAL DEPT.
HOME OWNERS' LOAN CORP. MAY 1, 1937.

STREET MAP OF THE
BALTIMORE AREA
260 Square Miles, including
Towson - Pikesville - Catonsville

Compiled, Published, Engraved and Printed by
THE GEORGE F. CRAM COMPANY
Home Office and Plant, Indianapolis, Indiana

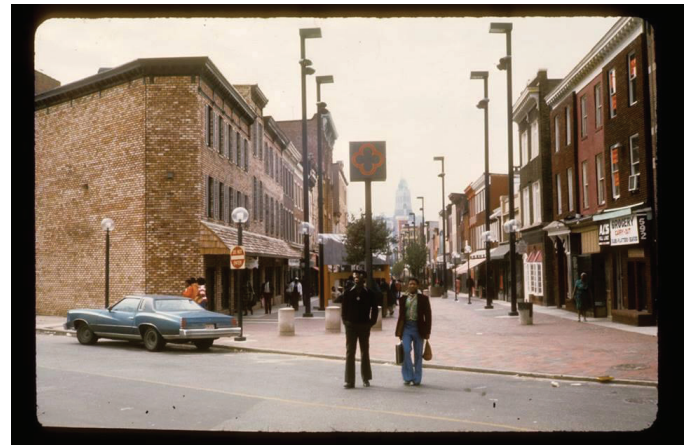
The Baltimore Residential Securities Map of 1937 was completed by the Federal Housing Authority more commonly known as the Redlining Map. The area of the map shown in red and yellow explicitly demonstrates that neighborhoods predominantly occupied by African Americans, immigrants, and composed of older housing stock were considered high risk for home loans, therefore banks would not lend in these areas.

trade-based industry. City planners and bankers encouraged segregated communities at the time with redlining practices. When Baltimore's waterfront industries dwindled, so did its economic engine. Without the city's financial backbone and the catalyst of the unrest during the Civil Rights Movement, the city's population went through two significant reductions: "White Flight" of the 1960s-70s, where at least 12% of the White population left for Baltimore County – quickly followed by "Black Flight" over the next decade. At its population height, Baltimore was America's sixth most populous city, with almost a million residents. Major migrations reduced a city of a million to 600,000. A metropolis built for over a million people with 35% of its population vacated.

Over time, abandoned industrial buildings and lots became dilapidated and an eyesore. Eventually, the underutilized waterfront was converted to top-tier mixed-use property to bring people back to the city. Executed repeatedly, this fostered densification of successful development along the water's edge and up the Charles Street Corridor, known as the "White L," the city's north-south spine, and the compression of vacancy and poverty in the west and east wings of the city, the "Black Butterfly," both terms coined by Dr. Lawrence Brown.¹

It is no coincidence but truly unfortunate that Baltimore is still ranked on various lists as one of the most dangerous and worst places to raise a family in America. Until the real-estate profession takes active accountability to share the responsibility and burden of past practices, there will be an imbalance in development and opportunities with shared ramifications for all.

To build a more equitable Baltimore, ULI's Curtis Infrastructure Initiative highlights the key spaces that build community as a function of infrastructure, providing the means for connection, creative placemaking, and opportunity.



Old Town Mall before the major impacts of 'Black Flight', 1976.



Inner Harbor, Harbor East, and Future Harbor Point, Rendering by Beatty Development Group.



Dr. Brown looks closely at the causes of segregation, many of which still exist in current legislation and regulatory policies.

¹ Dr. Lawrence Brown, [The Black Butterfly: The Harmful Politics of Race and Space In America](#), January 26, 2021

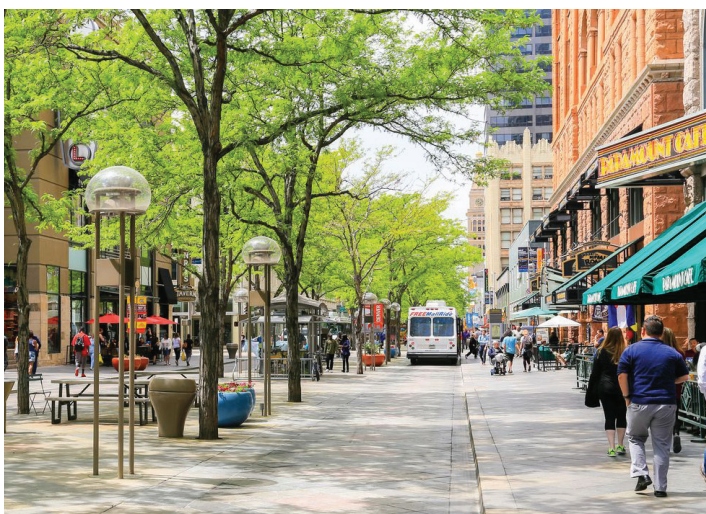


The Equitable Network

The Equitable Network aims to build resilience within Baltimore's "Black Butterfly," connecting disinvested communities to Baltimore's green infrastructure initiatives: Green Network Rails to Trails Greenway Trail. Gaps in the existing pathways and green infrastructure led to the ideation of The Equitable Network. Given the contrasting conditions between the developed downtown and the east and west wings of the city, this project consciously prioritized site opportunities where equitable infrastructure is lacking.

Purpose

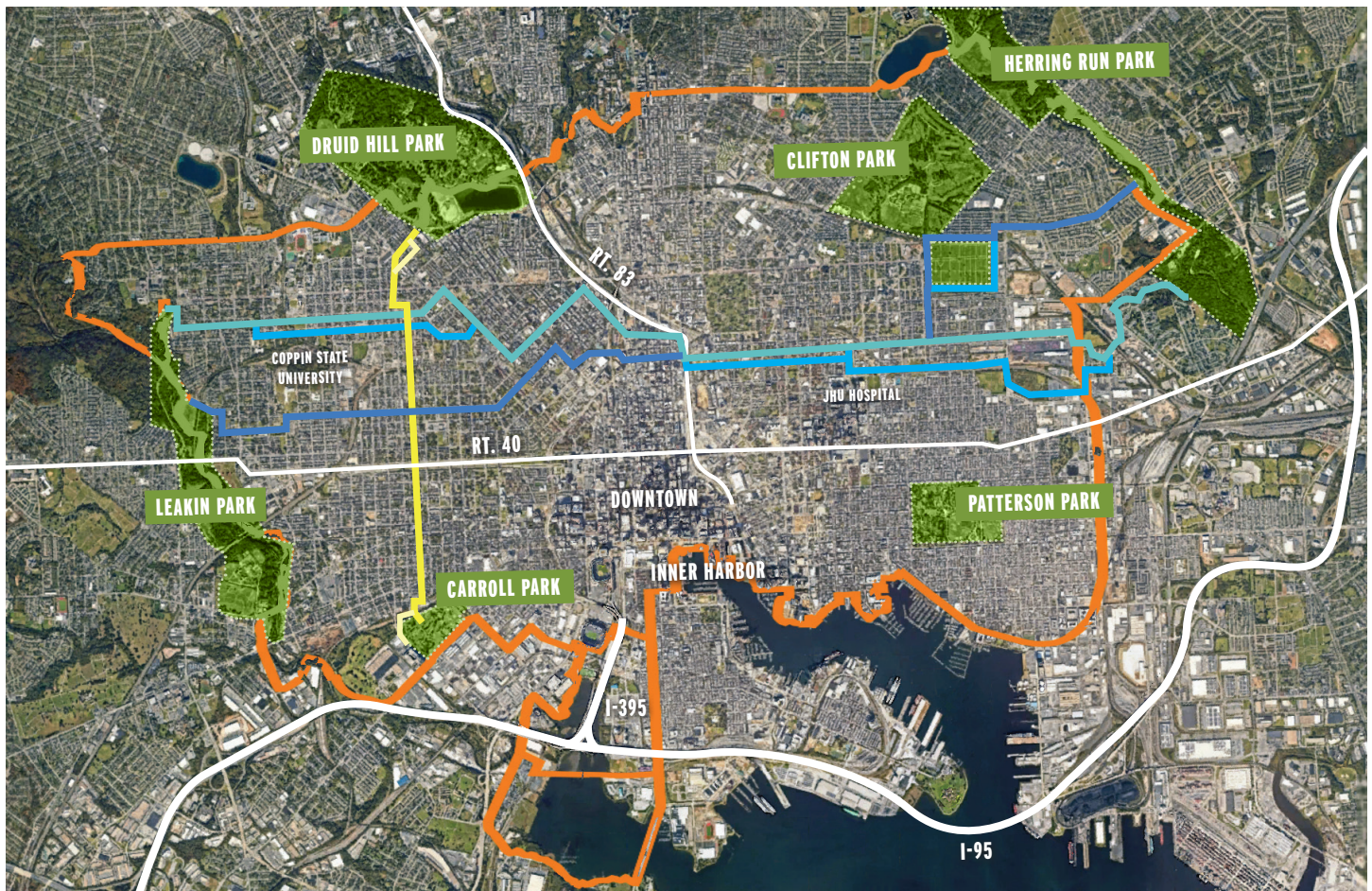
This report recommends micro-transit and streetscape improvements within disinvested communities throughout Baltimore, building on Baltimore's Green Network Plan and the Rails to Trail Infrastructure Plan. The pilot focuses on West Baltimore, making connections from park-to-park specifically on Mount Street and Gilmore Street, two north-south roads in West Baltimore that lead to Druid Hill Park and Carroll Park, two of the city's largest and oldest parks that are less than a ten-minute drive apart.



16th Street Pedestrian Mall in Denver, Colorado. This planning arrangement works for commercial environments why not use it to improve and revitalize residential environments?

The park-to-park connection was a topic of discussion, alongside land vacancies and underutilized structures that could most benefit. After deep dives into current traffic patterns, various community-led master plans, and current land usage, the complete list of criteria was developed to select a pilot route.

1. **Focus on areas outside the "White L;"**
2. **Build on both existing networks, the Green Network and the Baltimore Greenway Trails Network;**
3. **Path should go from park-to-park, using the parks as anchors;**
4. **Find the most efficient or straight path inside Baltimore's existing city grid;**
5. **Consider pathways that would allow for place-based redevelopment or new activation along the route;**
6. **All and any design should comply with Baltimore City's Complete Streets Guide.**



Preliminary route selection, mapping by Brennan A. Murray, Baltimore Development Corporation

Why These Criteria?

Focus Outside the “White L”

The previously cited history and the all too typical development practices in Baltimore, 40 years of only investing where it’s currently working, have to change. This plan directly intends to spur equitable and community-led investment in some of our most neglected areas to collectively raise the city’s standard of living. It may seem simple, but this decision set the tone for this project’s decision-making process.

Building on the Existing Networks

The goal of the Green Network is a worthy one, but its execution needs to be improved inside specific communities when compared to the overall Network. We intend to use Baltimore’s existing and proposed networks, the Green Network and The Rails to Trails Baltimore Greenway Network, and overlays of multiple variables and criteria to identify opportunities to provide disinvested communities access to the greater network.

The Greater Washington Partnership conducted a study highlighting the economic and social benefits of the Baltimore Greenway², emphasizing the direct benefits of trail construction, residential property valuation, transportation and safety, local business spending, environment, and health. Echoing these findings, the Equitable Network aims to provide a methodology for engagement with local neglected neighborhoods to spread the reach of the Greenway’s benefits.

The secondary goal of the “Equitable Network” is to foster healthy, walkable environments inside existing communities and encourage cross-pollination of people from neighborhood to neighborhood. This plan also creates a standard process for developing and designing the secondary and tertiary routes identified in the Green Network that have yet to be actualized while providing greater access to the Rails to Trails Greenway Network.

² Greater Washington Partnership, [Economic and social benefits of completing the Baltimore Greenway Trails Network](#), October 2020



Pilot Route Overlay on Baltimore Greenway Trail Network: Southwest Baltimore Aerial View, Courtesy Unknown Studio

Green Infrastructure as Community Anchors

One of the guiding directives of the Rails to Trails Greenway was to connect to existing trail networks that conveniently connect to many of the city's larger parks. Carroll Park is home to the historic Mount Clare Mansion, green spaces, play areas, and recreational amenities. Druid Hill Park, one of the city's most programmed parks, houses the Maryland Zoo and is a hub of recreational activities, amenities, and the Jones Falls Trail System. The historical layout of the city placed many of its larger parks outside of the core. These two parks are outlined with built infrastructure, multi-lane, multi-direction roads, and limited pedestrian access for the immediate neighboring community members. The car-centric built environment surrounding the large green spaces has reduced their vibrancy and liveliness. Isolation of the surrounding neglected and disenfranchised communities only creates further destitution, with no outlet for alleviation. Studies show the physical and mental health benefits of green spaces³ and contact with nature can increase a sense of security in a neighborhood or foster a sense of community. Blocking access to two large historic parks from their immediate neighboring communities is, at the very least, a waste, if not a detriment to community wellness. Instead, these anchor parks should have more pedestrian connections to West Baltimore.

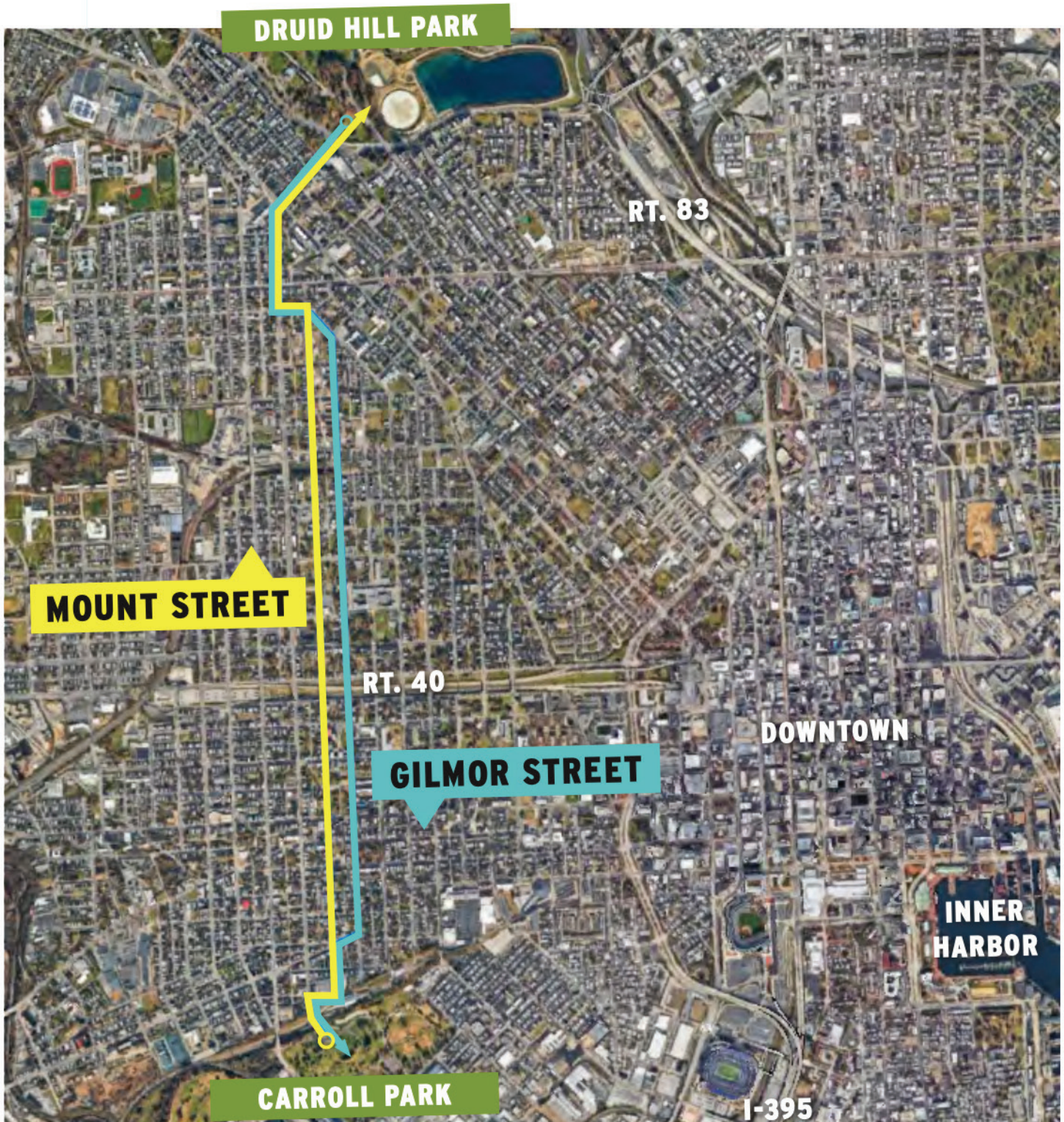
Staying on the Straight and Narrow

The committee studied multiple potential routes in both longitudinal and lateral directions. Three primary routes were identified, one traveling north-south primarily along Mount Street and Gilmore Street; and two east-west routes identified using multiple streets to make a park-to-park connection. Because one of the priorities was to build on the pre-proposed Baltimore Greenway, the east-west route was very long and difficult to map efficiently due to the existing city grid and the Jones Falls Expressway, which bifurcates the city. The committee also took our grant funding and committee staff output into consideration as it related to efficiently engaging all the various communities along the east-west routes into account when making the decision. The committee concluded that the straighter north-south route was more manageable per the grant, and the feasibility of its eventual adoption and construction was stronger.

A Catalyst for Community-Led Redevelopment

Vacant properties and lots are abundant in West Baltimore, but still, existing residents deserve infrastructure investment and improved streetscape conditions. Displacement is a typical byproduct of development, but implementing a locally contextualized revitalization plan can and should consider

³ Naturalized Parks Project by [The Alana Institute in Brazil](#); Barton, J., & Rogerson, M. (2017). [The importance of greenspace for mental health](#). *BJPsych International*, 14(4), 79-81.; [Seeing Community for the Trees: The Links among Contact with Natural Environments, Community Cohesion, and Crime](#), *BioScience*, Volume 65, Issue 12, 01 December 2015, Pages 1141-1153.



Pilot routes, mapping by Brennan A. Murray, Baltimore Development Corporation

the current uses of public assets, lacking features, and substantive community needs. A Complete Street could be the transit infrastructure undeniably created for residents of neglected neighborhoods between the parks.

This pilot is not the 'Highline' concept or any of those that have followed for two reasons. First, some of those concepts need to consider what surrounded it before, whether it was a dead zone or had thriving communities along its route. Secondly, the Highline and its copycats have typically attempted to connect

PROCESS & METHODOLOGY

satellite high-end redevelopment projects to traditionally or heavily 'invested development areas.' All too often, existing communities that may not currently produce the capital output that new projects traditionally demand are ignored (and typically replaced). We want to encourage community building and foster neighborhood pride that gives ownership and accountability back to those who already live there. The goal is to improve a community's view of itself, not replace those from the community with outsiders. This is where the idea of the activation areas or nodes comes into play.

Place-based Activation

After the committee identified the primary route, multiple overlays of traffic, the density of occupied, unoccupied space, vacant lots, and city-owned land are studied and reviewed to develop a 'string of pearls' consisting of connector nodes along the routes. These nodes will offer opportunities to cultivate exchanges and interactions. To that end, along the route, each connector node, or pearl, will need community stakeholders to champion and equitably develop context-based plans and designs that resonate with residents and businesses. Ultimately the communities will take ownership, and these efforts will assist in revitalizing and rebuilding these disinvested communities, connect them, and tie them into the larger networks. The diagram to the right represents the sites selected for "node activation." In the case of the pilot program, the committee identified thirteen parcels to present to residents and local community organizations for amenity and development consideration. The thirteen node selections were based on reviewing various urban renewal plans, meetings with local associations and community development organizations, surveys of vacancies, and current property ownership.

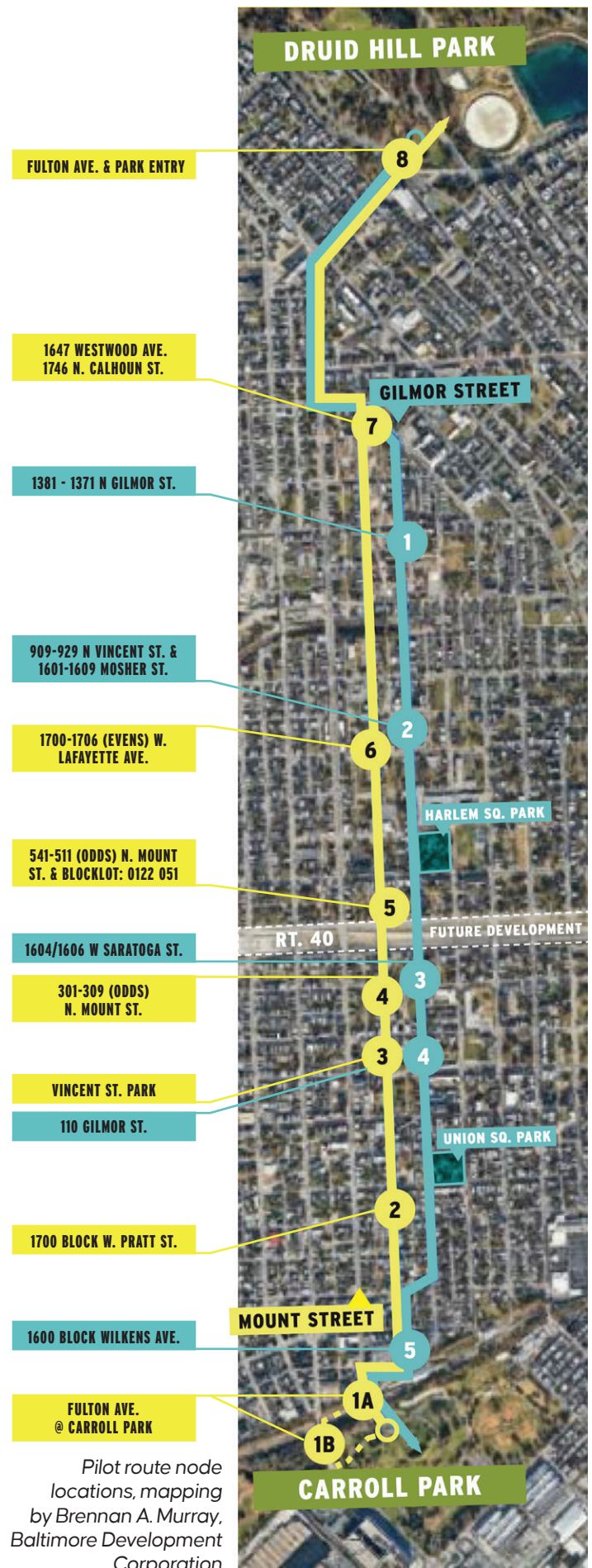
Follow Complete Streets

Baltimore Complete Streets includes safety measures like widening sidewalks, lowering speed limits, constructing curb extensions, and adding upgraded street furniture to amenitize sidewalks as public spaces. This pilot will use it as a guide but intake community concerns around Complete Streets.

Raised Curb



Curb protected lanes, typically preferred by cyclist, but should always be considered on a case-by-case basis.



ANCHOR SPECIFICS

Mount Clare Anchor

The City of Baltimore is moving forward with a plan to revitalize the Carroll Park playground, fields, skate park, pump track, and multi-modal bike lanes in conjunction with the landscape architect JCLA, the Pigtown Master Plan, nearby schools, and the nearby community. The infrastructure improvements aim to relocate and upgrade recreational facilities, traffic modalities and separation, vehicular circulation, cohesion with the Gwynns Falls bike trail, and parking accommodations.

Child-friendly infrastructure is vital for equitable and inclusive park access. To supplement this restorative, the Equitable Network proposes further opening access to Carroll Park to adjacent communities through a section of the park, home to the Mount Clare Mansion Museum, Baltimore's oldest colonial home. While it is incredible that Baltimore still has one of these excellent examples of Colonial architecture, the Equitable Network pilot program would encourage the museum to better recognize and share the story of enslaved people held captive here. The goal is to share the comprehensive history of this site so that no person's experience who lived and worked on these plantation grounds is overlooked or forgotten.

While Pigtown has open and safe access to Carroll Park, transit infrastructure, namely the historic B&O rail line, cuts off the park's north and west perimeter communities. The



Family crosses railroad tracks at an unsanctioned crossing to access Carroll Park. Mt Clare Mansion centered behind trees - Photography by Ghadeer Mansour, ULI Baltimore

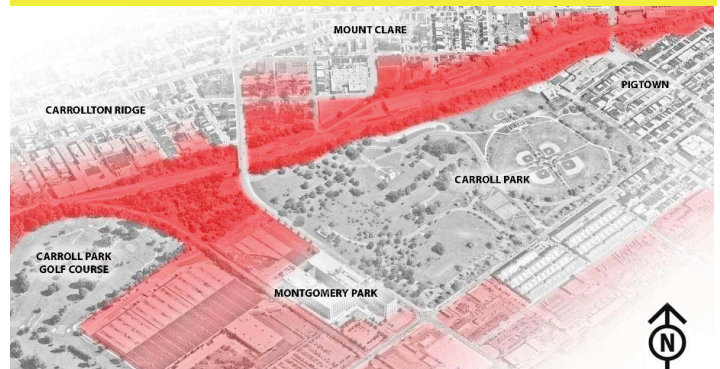
committee reviewed pedestrian-only bridges as an option to achieve access. But upon review and research, the committee found they are often not an inclusive or effective infrastructure option.⁴ They prioritize cars over people and do not make cities more walkable since they typically move people further away from roads. They tend to be secluded, steep, inconvenient, and expensive.

In the case of Carroll Park in West Baltimore, residential neighborhoods line the northern perimeter. Yet, the railway prevents safe access as many pedestrians jump the track for access to the park. There is a bridge that creates access for vehicles and pedestrians above the railways along South Monroe Street. Still, it is a measurable distance out of the way for residents along the park's northern perimeter, unlike the southern boundary lined with open access along Washington Blvd. A vast divide also seems to correlate with the differences between the park's northern and southern demographics.

Mount Clare Museum House. It was built in 1763 by Charles Carroll the Barrister. The house is now used as a museum. It is the oldest Colonial structure in Baltimore.

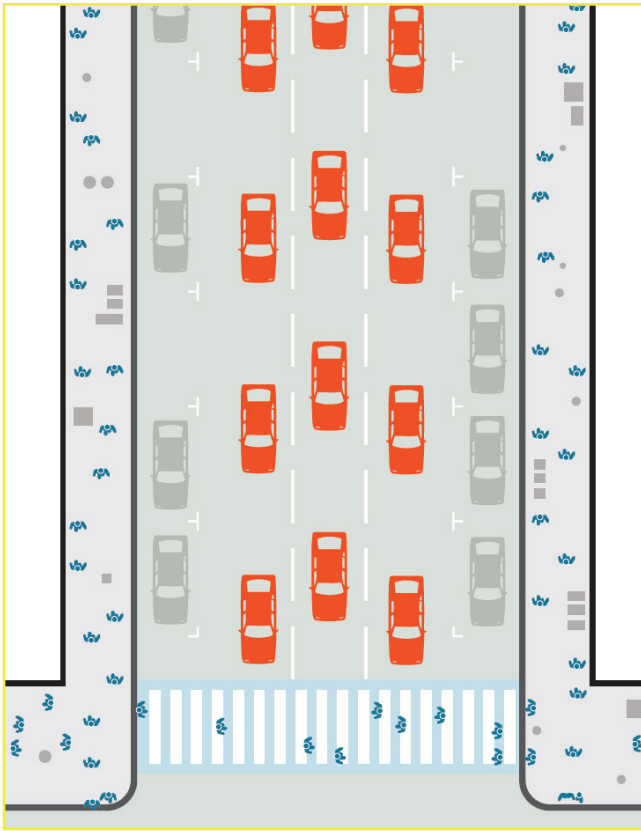


The historic "First Mile" rail corridor cuts West Baltimore communities off from Carroll Park. Illustration by Marc Szarkowski.



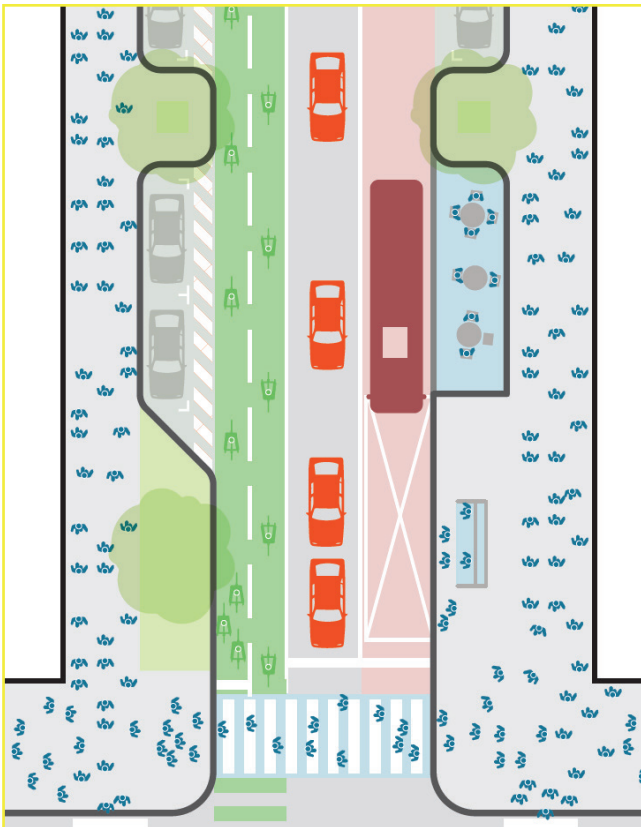
⁴Pedestrian Bridge Disadvantages: <https://www.itdp.org>

SITE SPECIFICS



The Equitable Network aims to integrate bike and pedestrian corridors alongside traditional car traffic to allow the flow of a complete multi-modal street. A multi-modal, more human-equitable allocation of space between modes of transportation increases the capacity of a roadway. This redistribution of space allows for various non-mobility activities such as seating and resting areas, bus stops, trees, planting, and other green infrastructure strategies. This multi-modal model is how the northbound and southbound pilot routes should be developed to provide space for multiple modes of transportation and ample street activation opportunities.

The physical barriers parallel to Mount Clare Mansion symbolize and manifest the limited opportunities beyond the fences. Open access can provide inspiring views and entry into the Mount Clare Mansion Museum and Carroll recreational park. An at-grade crossing can enrich the connectivity of Carroll Park and neighboring residents' safe access. It has been proposed over the years to open community access to Carroll Park, but the railways pose a strong safety and liability concern. The resources needed and costs associated with a pedestrian bridge would be steep, so this report suggests a safe, at-grade crossing across the train tracks instead.



This notion is not new, nor is it original to ULI Baltimore. In 2015 Southwest Partnership (SWP) released its Vision Plan for Southwest Baltimore, and it called for an at-grade rail crossing to take place at S. Stricker Street/S. Calhoun Street. The Heritage Trail called for an innovative idea for the Baltimore City Parks and Recreation to extend Carroll Park over the tracks to improve residential access in Mount Clare. This bold move would require the city to not only assume the liability of the rail crossing but also provide a footing when

In 2015 SWP suggested extending Carroll Park over the tracks to increase use of the green space and improve the residential opportunities in Mt. Clare.



The illustrations above demonstrate the capacity for a 3-m wide lane (or equivalent width) by different modes at peak conditions with normal operation. Courtesy of Global Design Cities.

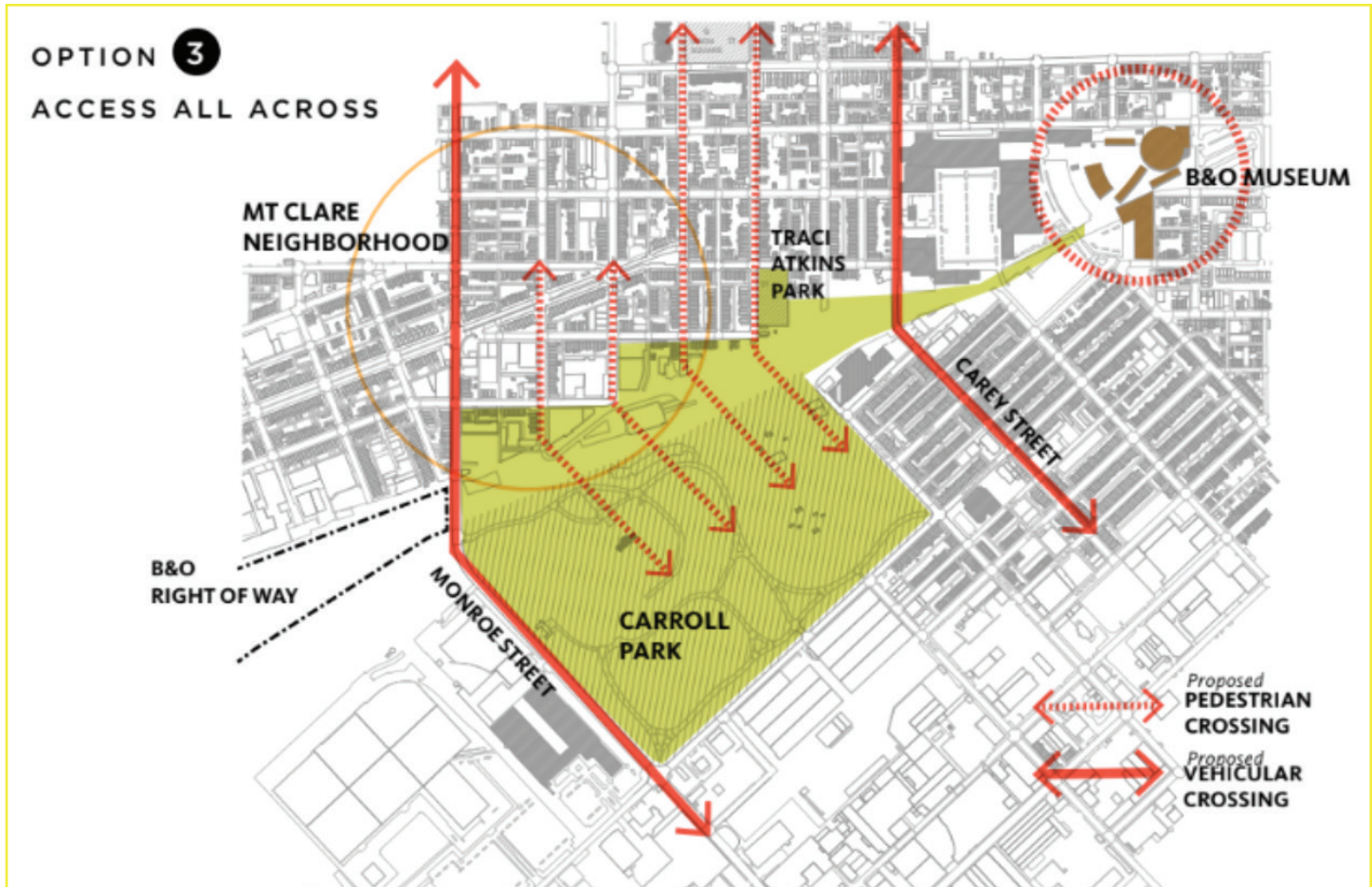
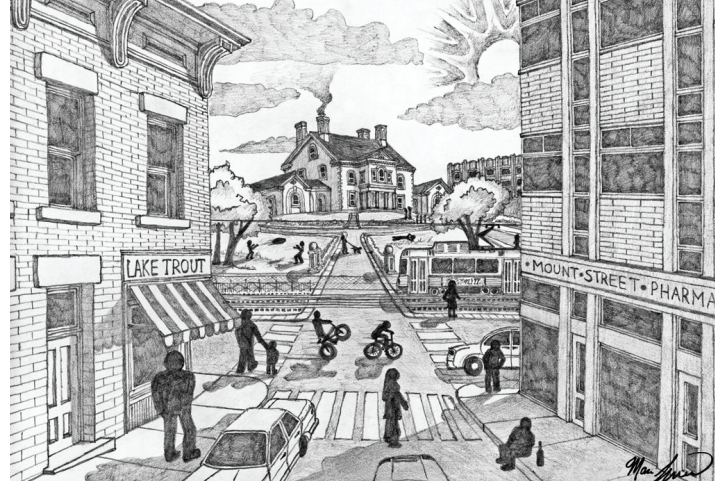
negotiating right-of-way around the rail line. However, in alignment with the community's vision for their neighborhood, this report supports that crossing and another crossing into the park at the bottom of Fulton Street as the payoff would be immense and provide multiple access points from the Mount Clare community.

In 2014, Marc Szarkowski, a local planner who recreationally reimagines spaces and places, reenvisioned Mount Street. The southbound end of Mount Street reaches a metal chain link fence, where trash gathers and beyond the park begins. This, of course, prevents healthy use of the park from the immediate neighborhood; Szarkowski proposed an extension of Mount Street into Carroll Park with the historic Mount Clare Mansion as the street's focal point in conjunction with live use of the B&O Railroad Museum tracks.

Outside of the proposed ideas for the park, the playground, skatepark, and green spaces at Carroll Park are currently being renovated by Jonathan Ceci Landscape Architects, who have engaged with the community for ideas and design

specs. To enhance and work in sync with this restoration, the Equitable Network also agrees that opening up park access to all surrounding communities of the park is in the best interest of everyone.

Proposed Mount Street extension into Carroll Park, as conceived by Marc Szarkowski in 2014. Which inspired the committee's desire to see more connections into the park.



Access Option #3, Southwest Partnership Vision Masterplan, 2015

Looking south from inside Druid Hill Park at the Madison Avenue entrance. Note the park used to reach all the way up to the ceremonial gateway.



A street scene of the Madison Avenue entrance at Druid Hill Park looking north, which still stand today but disconnected from the current park boundaries.



Druid Hill Anchor

As the third oldest park in the country, dating back to 1860, park access was tragically severed by the development of the Druid Park Expressway. There is now community and government support for this public space to reconnect to adjacent neighborhoods in light of the \$140 million reservoir water tank renovation, which also makes space for parkscape improvements. The stakeholder engagement sessions urged for calmer traffic with minimal delays in commuting time, restoring the park gateway on Madison Avenue with two-way traffic instead of the current one-way pattern. Parking is also a concern since the trolley in the park has been eliminated, and public transportation, in terms of any bus line, needs to be connected inside the park. Ybor City, Tampa, is a successful precedent with a free streetcar and off-site parking not to disturb the historic park.

Completed in 1868, the gate to Druid Hill Park on Madison Avenue was a grand statement that the public passed through to access the park. Today, the gates are cut off from the park by high-speed, multi-lane roadways with an absence of any notable foot traffic. Improving pedestrian pathways along the perimeter of Druid Hill Park would provide safer access for neighboring communities and potentially reactivate and reconnect the park gates.

The future of Druid Hill Park is bright as Unknown Studios, the contracted landscape architect, is working with the Baltimore City Recreation and Parks Department to make drastic programmatic and traffic improvements. Key features include the Department of Transportation's Druid Park Lake

Drive (DOT DPLD) Complete Streets Design Effort, marine engineering, access to the water, new events space, potable drinking water, and the \$50 million Druid Lake Vision Plan connecting public spaces to adjacent neighborhoods, all with the basis of a community-integrated process. The renovation of Druid Hill Park also presents an opportunity for properly integrating the pilot route directly into the park while providing an opportunity to make a safer crossing at N. Fulton Street.



In April of 2022, the Greater Mondawmin community came together to improve street-crossing safety for pedestrians walking to Druid Hill Park through a beautification project.



Birds eye view of the eight lanes of vehicular barrier and unsafe crossing conditions that the parkway creates at the N. Fulton St. intersection, regardless of beautification.



Unknown Studio's plan will restore and create new gateways to the park which were severed decades earlier through the construction of Druid Park Lake Drive.

Stakeholder Engagement

ULI Baltimore's DEI Committee conducted various methods of community engagement. Attending community events and festivals to share the plan. Conducting one-on-one meetings with many local organizations, local developers working in the area, and various community associations to garner unfiltered feedback. This initial phase of community involvement and feedback was crucial for community-led planning. It also allowed those with an 'ear to the ground' to guide the committee during our decision-making processes and helped prepare the committee for the report out and open community workshop in May of 2023.

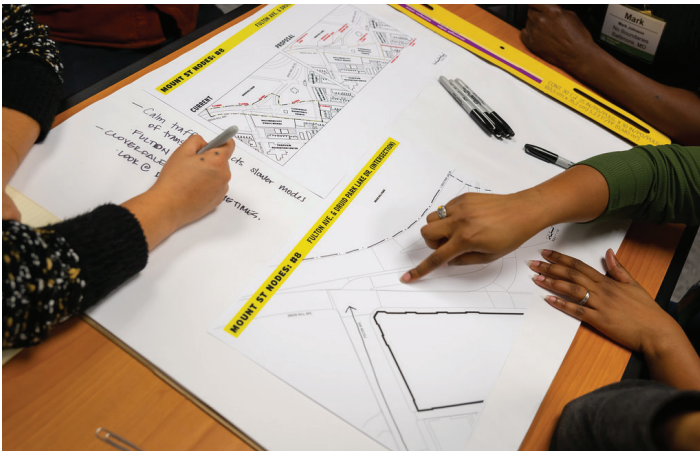
The workshop was conducted with local neighborhood stakeholders and organized meaningful discussions around land use and node activation along the proposed pilot route. With the surplus of city-owned vacant land, the public can benefit from properly envisioned community spaces. The community came together at Doxa Ministries, an engaged local church within the pilot area, to determine the conversion of vacant city-owned land. "PSA" Presentations shared with the community set the stage for visions for the future. The committee decided that beyond our work, they would also use this as an opportunity for

transparency and information sharing around some of the work we were privy to as real estate professionals. The first presentation was regarding the status of the adjacent redevelopment of Druid Hill Park by Unknown Studio. This also teed the Equitable Network presentation, which, if realized, would engage with the reimagined Druid Hill Park project.

Instead of solely relying on the proposed Greenway pathways to pass by these neighborhoods and to provide safer access to the major greenspaces of Carroll Park and Druid Hill Park, The Equitable Network, as an arm of the Curtis Infrastructure Initiative at ULI Baltimore, prioritizes engagement with those neighborhoods and residents in between through place-based activation. Vacant city-owned land is highlighted, and discussions took place with residents about each node's potential use. The Baltimore Green Network intentionally includes disinvested communities for revitalization, incorporating schools, shopping centers, and other services by improving the mobility of residents. The Equitable Network fosters community ownership and input by engaging with the community first to gain insight and set a vision or a consensus plan before taking any concept into the schematic design stages. The nodes could provide an outlet for the residents' expression and community identity.



The key component of this entire process is community participation, collaboration, and consensus.



Teams were provided GIS information, satellite imagery, street views, amongst other data to aid their discussions.



Each team had a facilitator either from ULI Baltimore's DEI Committee or a volunteer design or real estate professional.

After the presentations, four groups of five community members collaborated on ideas for the predetermined node uses in specific city land lots. The committee provided each team with a workbook of information that provided the following:

- satellite plan views of the nodes and the entire route length with the route location overlay;
- contextual street views or precedent images;
- to scale GIS Mapping, which showed the boundaries of the city-owned properties with current or proposed local developments, amenities, and community organizations called out (non-profits, churches, and service-based offerings.);
- and some suggested topics for discussion based on contextual location.

Teams were encouraged to tackle the specific node or nodes of their choosing. The groups affectionately gave themselves team names and were so committed to the session that they continued thirty minutes beyond the initially allotted time. After an hour and a half, the teams reported their conversations and findings to each other. The community vocalized the need for more investments without displacement, safer streets, economic empowerment, and healthy lifestyle choices. Ultimately, the collective vision is to indirectly attract contextualized and community-desired real estate investments, empowering community public spaces while setting the stage for private investments.



The community worked through ideas, sketched concepts, and discussed solutions for their own neighborhood(s).



Each team reported out to each other a summary of their ideas and primary focuses.

Group 1: Road Dodgers

Group one named themselves the "Road Dodgers," they focused on Node 8, the N. Fulton Avenue entryway into Druid Hill Park. The group concluded by returning the area to the park as it is currently unsafe to cross due to wide roads and a high volume of vehicular traffic. In addition, the group proposed a bypass connection at Fulton Ave, diverting traffic onto Cloverdale Road, with more opportunity for two-way access at Madison Avenue in an area that is mainly one-way main streets. Pedestrian travel would connect to the existing basketball courts for a seamless entry point.

Team Photo

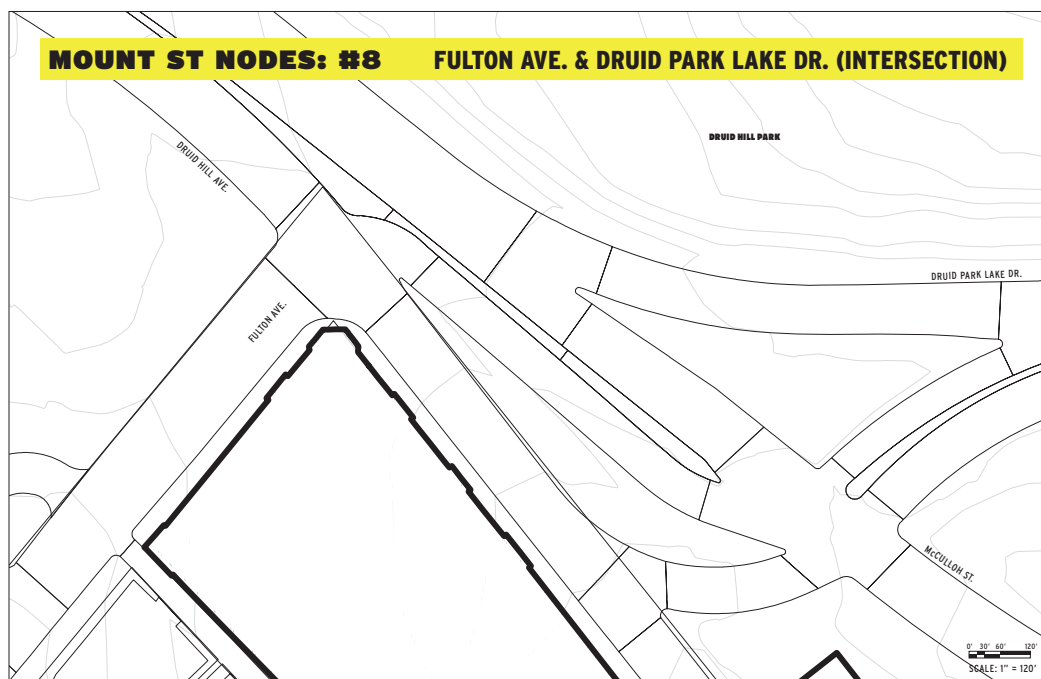


Team: Road Dodgers

Node(s) of Focus



Node GIS



Group 2: Total Scope

Group two, or "Team Total Scope," suggested an overall system of programs across all nodes. Their focus included safety, lighting and visibility, parking preservation, using vacant lots for overflow parking, weekend flea markets and farmer's markets, spaces that encourage art and creativity, green shade space, food truck pop-up spaces, and more commercial zoning in these neighborhoods for businesses within vacant buildings, highlighting the glaring need for healthy food options, instead of highly processed options in dollar-stores.

Team Photos



Team: Total Scope

Node Satellite Context



Node(s) of Focus



Group 3: Department of Transportation

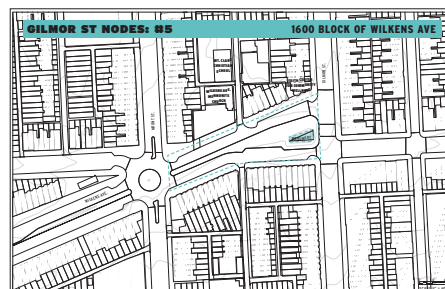
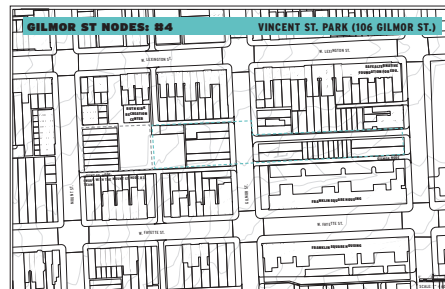
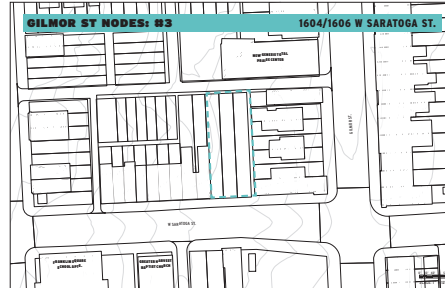
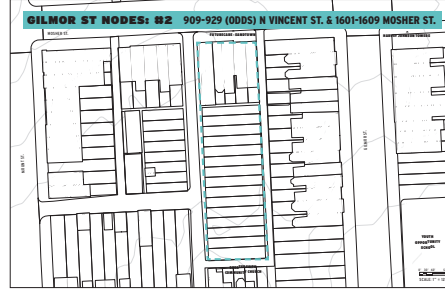
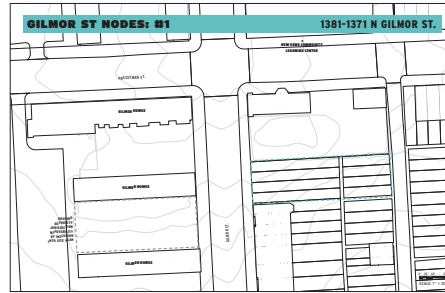
Group three, the “Dept. of Transportation,” covered nodes in totality along Gilmor Street. This group suggested community greenery and playground space, pop-up spaces for economic development, and entrepreneurial opportunities along the proposed bike path. Other topics discussed were farmers’ markets with local anchors such as churches and community development corporations, dedicated food truck spaces, and scooter parking with heavy landscaping. Currently, scooter stations are not abundant throughout West Baltimore, and the team thought that needed to change for more reliable and equitable low-entry transit access.

Team Photos



Team: Department of Transportation

Node GIS



Node(s) of Focus



Group 4: Doxa Dreamers

Group four dubbed themselves the "Doxa Dreamers." They chose to work on Node 8, along the Mount Street path covering N. Fulton Ave at Druid Hill Park. The group envisioned reduced traffic at Fulton by changing traffic patterns, turning lanes, and directing traffic with expanded lanes at the park gateway on Madison Avenue. To enhance this flow, safety, and visibility, they would like to see more lighting along Madison Avenue, a safer pedestrian crossway, and Cloverdale Road, particularly for access to the Cloverdale Recreation and Youth Center supporting the basketball courts.

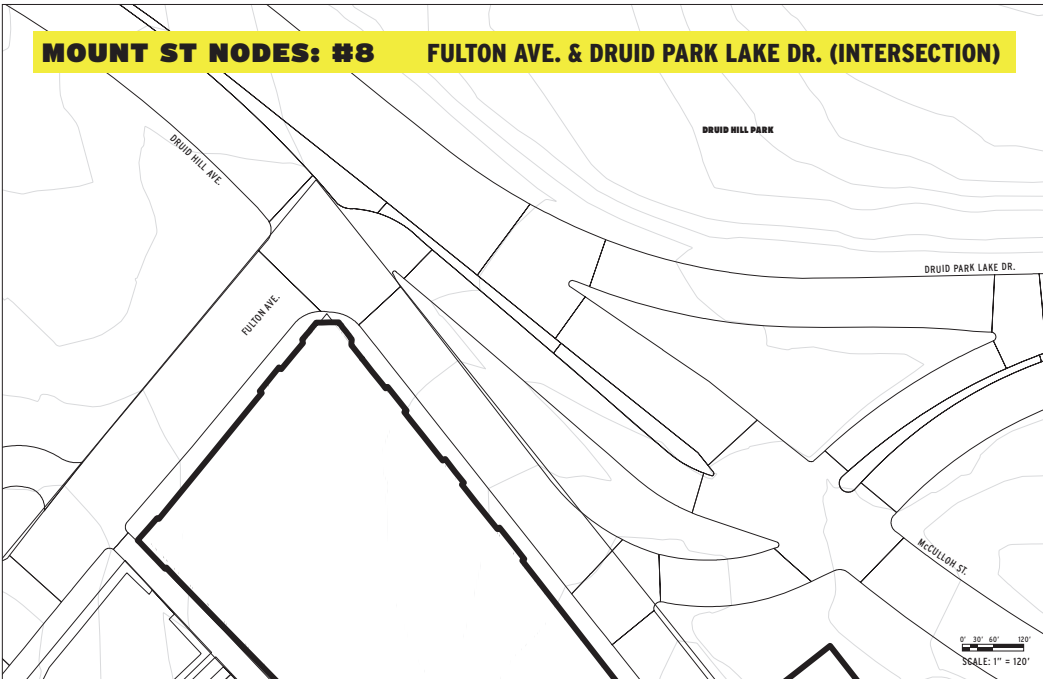
Team Photo



Node(s) of Focus



Node GIS



Workshop Summary

The design recommendations of the four groups did overlap and underlined additional elements and considerations from the proposed plan. These voiced viewpoints are invaluable as they provide context for the pilot routes of ULI's Equitable Network for more equitable, sustainable, accessible, and healthy public infrastructure in Baltimore. The workshop also encouraged positive critical thinking not only about what community components were missing but what community components were there and could be bolstered or fortified.



A workshop group, discussing various types and levels of protected bike/scooter lanes.

Many potential partners are working on the things the community discussed and proposed. Parity Homes is a local affordable housing developer converting vacant structures in West Baltimore. Greening neighborhood pathways is a positive from the perspective of Parity Homes, with the condition that the community influences holistic planning projects to be represented accurately and authentically. As previously mentioned, SWP and the Mount Clare Community Association welcome a footpath over the B&O railways since Mount Clare and some Southwest Baltimore residents need a safe crossing into the park. Similarly, in speaking with the Baltimore Development Corporation regarding the city's Food Access Plan, West Baltimore has pocket food deserts that are [being mapped and addressed](#) through grocer tax incentives. Strength to Love II is a community urban farm along our path that could be an activation node and provide value to community members for fresh foods and as an agricultural jobs training center.

Other Committee Research

The DEI committee researched and prepared amenity or service-based development examples for node activation consideration to assist the workshop participants. These

activation examples included the following:

General Streetscape Improvements

- Multi-modal Lane/Street types and conditions;
- Bike/Scooter signalization;
- Tree-pits and bioswales;
- and Streetscape lighting.

Community Amenities

- Urban Farms/Gardens and considerations of how to generate revenue (CSAs, CO-OPs, Small Event Venues, and Non-food raw material agriculture.);
- New Library Branches;
- Building out and "niching" existing recreation centers, for example, two rec-centers within half a mile of each other should offer different experiences. One may choose to niche and focus on tech access and resources, while another focuses on fitness and outdoor activity. This helps diversify the city's rec-centers and make them more viable in relation to each other while also incentivizing community members to cross-pollinate each other's neighborhoods;
- Pocket Parks and Sculpture Gardens with rentable or leaseable infrastructure;
- Permanent built utilities and infrastructure for pop-ups such as food truck rallies, holiday pop-ups, and shipping container parks.

Service-Based Developments

- Non-profit funded or run resource centers, examples such as [Lifebridge's Center for Hope](#) on the Pimlico Racetrack Campus, [Center for Urban Families](#) in the Penn-North/Mondawmin area, [Civic Works' Center for Sustainable Careers](#), or [Bon Secours West Baltimore Community Resource Center](#);
- Community knowledge-sharing locations, Innovation or Incubator-based development such as [Impact Hub](#), [Baltimore Unity Hall](#), [City Seeds](#), or [the Center for Neighborhood Innovation](#).

Light Production-Based Developments

- [WareSpace's](#) model offers affordable space designed for small and medium-sized businesses for entrepreneurial light manufacturing, logistics, and fulfillment;
- Community Tool Sheds/Libraries and workspaces either for rent or in a CO-OP model, such as [Openworks](#) or [The Station North Tool Library](#).
- [Greenmount Culinary Incubator](#) is an example of workforce development and a food-based incubator in one.

Some of these land-use changes may require rezoning, which will require review from the Baltimore City Planning Office and then ordinance approval from the Mayor and City Council. When considering rezoning, other community needs quickly come to light. The committee understood and openly acknowledged to community members during our one-on-ones and the community workshop that there are many other potentially more pressing community concerns. Concerns around food access, affordable housing, general safety, and the list goes on. Creating vibrant neighborhoods requires careful planning to foster a balanced mix of land uses that support community health and well-being. By strategically placing pedestrian-friendly amenities, robust public transit options, and safe cycling routes, we aim to cultivate vibrant communities where people of all backgrounds can thrive. From mixed-use developments that integrate residential, commercial, and recreational spaces to green infrastructure that enhances environmental quality, our approach prioritizes inclusivity and equity from the outset, setting a community-led and backed framework before any design work begins.

The committee recognizes the potential of pathways like these to stimulate new development, while also acknowledging the need to address potential displacement concerns alongside existing residents and business owners. To combat this, the process has started with community input and engagement to set priorities for the route before any planning is solidified or any design is started. So community members developed their wish lists and recorded that information in the summary notes so that upon the next phase of the grant, those items or concerns may be considered and addressed as the program scope allows.



A great solution to desolate vacant lots but again but be maintained and provide revenue generation opportunities.



Teams discussed providing the infrastructure for pop-up opportunities and suggested either Community Assoc. or Community Dev. Corps. to run and use as them revenue generation.



Open Works was founded to rebuild Baltimore's manufacturing economy – now it's one of America's largest non-profit makerspaces and has spurred and helped establish hundreds of businesses.



Urban Gardens may serve many desirable functions events, weddings, etc... but workshop teams discussed how operations and revenue methods must be considered.



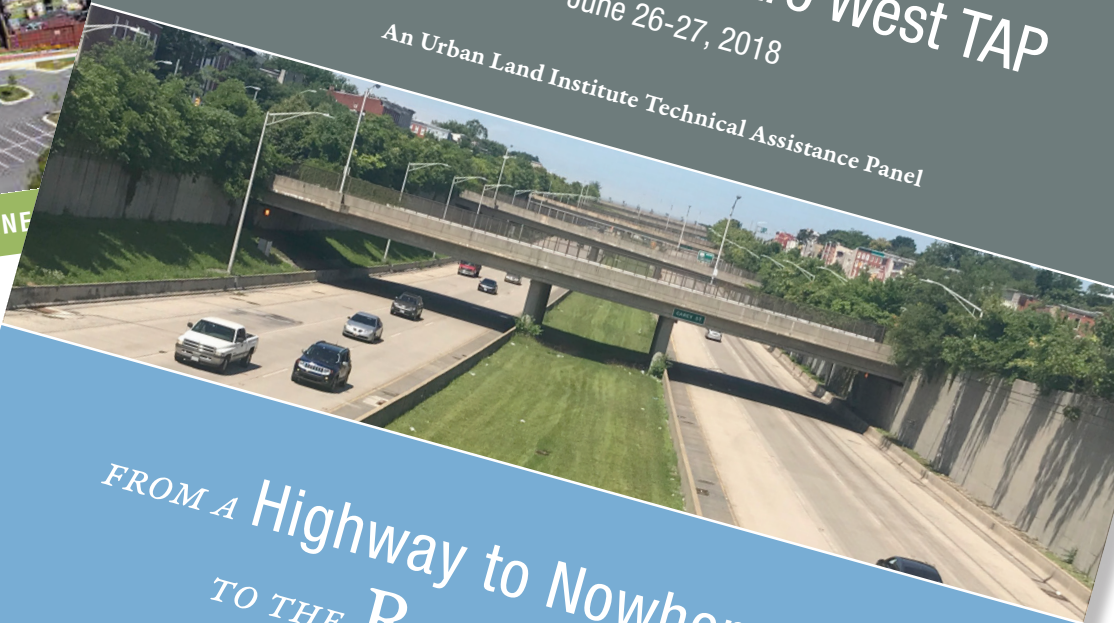
West Baltimore's newest community flex-space that offer low-cost community space.



ULI Baltimore Metro West TAP

June 26-27, 2018

An Urban Land Institute Technical Assistance Panel



TECHNICAL ASSISTANCE PANEL

Reclaiming Local and Treasures

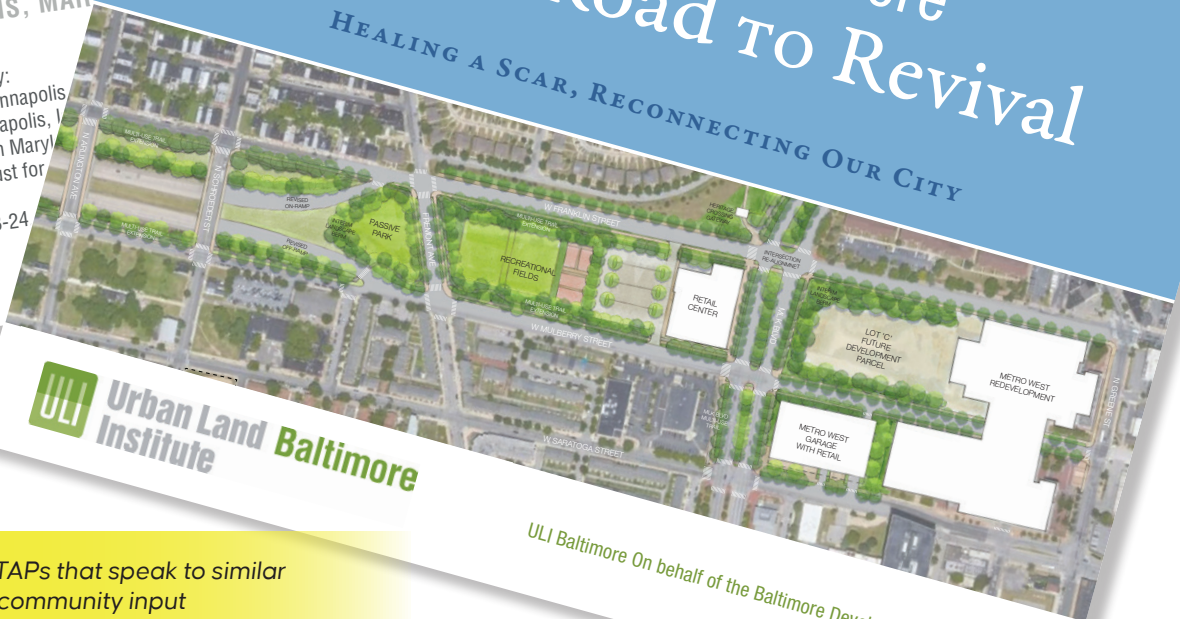
ANNAPOLIS, MARYLAND

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October 23-24

FROM A Highway to Nowhere TO THE Road to Revival

HEALING A SCAR, RECONNECTING OUR CITY



ULI Urban Land Institute Baltimore

ULI Baltimore On behalf of the Baltimore Development Corporation

Past ULI Baltimore TAPs that speak to similar scope of work and community input

IMPLICATIONS & NEXT STEPS

Research Implications

The Equitable Network is rooted in infrastructure and extends into the complexities of urban development. Successful implementation has nuanced outcomes, the first and foremost being that new infrastructure is built for existing residents. Fostering ownership is a benefit of community engagement but should also be achieved regardless of residents' involvement. While a bike and pedestrian path connecting communities within the city is not a silver bullet for all urban challenges, equitable policy can follow the built environment. Market forces within disenfranchised communities tend to manipulate limitations, pricing out those who once belonged, and uninviting local use. In light of this, measures can be taken on multiple fronts; value-added interventions must be coordinated with the city or state to provide targeted tax credits to assist homeowners as their property values rise. We help commercial developers in similar ways; why not the people who have committed to remain and live in our city?

Another method to ensure balanced revitalization is to offset public infrastructure designed and planned by experts by placing amenities along the route chosen by community members. Flexible spaces that change depending on community needs and activities can allow for neighborhood vibrancy. Uses could include hosting a play, wi-fi tech hub, farmers' market, overflow parking, or rain gardens. The Equitable Network aims to remain equitable from start to end for the lifetime of the proposed infrastructure. Given the efforts throughout the city that aim to deliver similar goals for the well-being of residents, it is vital to synchronize resources available at the local, state, and federal levels for equitable infrastructure.

Next Steps

The progress thus far of The Equitable Network is possible through the first round of funding from the Curtis Infrastructure Initiative. To enter the next phase, ULI Baltimore will hire a consultant to conduct a robust community-led planning and design implementation process. ULI Baltimore will release a Request for Proposal (RFP) for a design consultant, to spearhead the community-led design implementation for a comprehensive streetscape improvement plan. Funding for this consultant will come from the second draw of the Curtis Infrastructure Initiative. This plan will incorporate a multi-modal transit pathway connecting Druid Hill Park to Carroll Park, prioritizing not only accommodating vehicles, bicycles, scooters but also integrate pedestrian-focused community amenities. The RFP will include creating spaces that enhance community interaction and identifying new development opportunities along the route. Specifically, the consultant will be charged with producing the following:

- Engage the local community to understand their needs, preferences, and concerns regarding the multi-modal pathway.
- Conduct three community engagement sessions to gather feedback and insights.
- Develop a comprehensive design plan that reflects community input while accommodating multi-modal transportation.
- Produce three case studies highlighting key sections of the pathway with design recommendations.

IMPLICATIONS & NEXT STEPS

- Provide estimated costs per square foot for the implementation of the proposed designs.

The consultant, along with assistance from the Council's DEI Committee, will provide documentation of each community engagement session. The consultant will use the phase one community feedback and this phase's community engagement to develop at least three case studies showcasing key sections of the pathway with design recommendations. Case studies should include the following:

- Illustrative plans with notations and measurements
- Roadway/Pathway Sections
- Rendered Views of Nodes
- Short-Term Pathway Activation vs. Long-Term Installations

The final deliverable will include a comprehensive report summarizing community feedback, design recommendations, and cost estimations per square foot. This report will be compiled by ULI Baltimore and the consultant.

This stage of the grant process will also involve approvals and input from regulatory bodies such as the Maryland Department of Transportation, Baltimore City Department of Planning, and Baltimore City Department of Transportation. While the consultant is leading this portion of the scope the DEI Committee will share the charge to advocate for this plan at the regulatory and municipal levels.

The community-driven initiative will embark on a structured journey, marked by key milestones and collaborative efforts. Commencing in early March the project will unfold with two comprehensive Community Engagement Sessions, fostering dialogue and inclusivity within the neighborhoods. This period, extending through late, will lay the foundation for collective insights and aspirations.

As we transition into the Design Development and Case Studies phase the project will gain depth and specificity. Innovations and best practices will be explored, shaping a vision that resonates with the unique identity of the community. This phase will emphasize a comprehensive approach, ensuring that the solutions proposed are not only sustainable but also reflective of the community's values.

The momentum of community involvement will surge with the Third Community Engagement Session. This pivotal gathering

will facilitate a feedback loop, refining and enriching the evolving plans. Community members will actively participate in shaping the future of their neighborhoods, solidifying the project's grassroots foundation.

As the year progresses, the focus will shift to the meticulous compilation of insights and the estimation of costs. This will be dedicated to weaving together the collective wisdom gathered throughout the engagement sessions. Concurrently, a detailed examination of the financial aspects will ensure that the proposed changes are not only visionary but also economical feasible. This narrative will encapsulate a transformative journey, from the inception of community dialogues to the crystallization of a vision rooted in the lived experiences of residents. The structured timeline ensures that every step taken is deliberate, collaborative, and ultimately, a testament to the power of community-driven change.

With a good deal of initial support secured, The Equitable Network's methodology can be a blueprint for effectively executing community development. It serves as a framework for organizing change and empowering community voices not only in the current project but also in future proposals across Baltimore City. This shift in approach transforms the process from a top-down, systematic method to a grassroots effort driven by the everyday experiences of residents in the neighborhoods under consideration. By giving the community a platform for planning their own community, there is a sense of guarantee that the new built environment will be utilized and embraced. The needs and ideas suggested along the activation nodes of the proposed routes breathe life into the project with relative, community-grounded applications and uses.

According to Dr. Sheryll Cashin of Georgetown University, this process could mitigate exclusionary zoning and development practices. Her book [*White Space, Black Hood: Opportunity Hoarding and Segregation in the Age of Inequality*](#) (Boston: Beacon Press 2021) addresses how to tackle and dismantle issues such as the residential caste system, opportunity hoarding, boundary maintenance, and stereotype-driven surveillance. The implications of this research are profound for our neighborhoods and the community of Baltimorean real estate professionals. If these processes could be repeated and implemented at scale, Baltimore and even cities around the globe could be more resilient, inclusive, and desirable for those inhabiting them.

PROCESS BASED ON EQUITABLE ENGAGEMENT

"Many of the areas that we are addressing within the Baltimore Greenway Trails Network were formerly red-lined and have a history of disinvestment. As the city and partners begin trail planning and design, now is the time to make sure that equitable community development processes are developed to make sure that the Greenway is developed in partnership with community members to reflect the values, and benefits they want to see. The Greenway aims to turn what have been physical and cultural barriers in the built environment into connecting

corridors that link the people and places of Baltimore together. The Greenway will be a successful tool to improve the quality of life for all of Baltimore's residents when we include communities in the planning of their environment. This ULI Curtis Infrastructure Initiative pilot project acknowledges the histories and planning practices that led to the segregated city we aim link together via this proposal and the larger Greenway Network"

- Jim Brown, Former Trail Nation Projects Director

Special Thanks To

The following who put aside time to participate in our community workshop:

Quinton Batts, Ms. Florlyn Regina Beasley, LaQuida Chancey, Nick Mitchell, Tyriq Tupac Charleus, Sean D. Davis, Donald Eaddy, Joseph Edmonds, Kate Foster, Nicholas Fuhr, Nick Glase, Dakeisha Gross, Moses Hammett, Davin Hong, Edith Kent-McCracken, Patrice Kingsley, Dr. Samia Rab Kirchner, Kim Lane, Katie Little, Thomas Lynch, Rev. Tony Murray, Rev. La Vern AW. Murray, Katherine Phillips, Sally Plunkett, James Prost, Juan Rivera, Griffin Sanderoff, Jack Sullivan, Bryan Wright, and our community caterer Tossed Together (Ms. Danielle Holloway).

The Team

Many thanks to our ULI Baltimore DEI Committee for their commitment to this work.

Name	Role	Company	Bio/Remark
Ann Tyler , <i>Principal + Director, Business Development</i>	Member / ULI Chair of Mission Advancement	BCT Design Group , <i>Planners/Architects/Designers</i>	Ann is Director of Business Development (Domestic) at BCT Design Group. Ann serves as ULI Balt. Chair for Mission Advancement, she also sits on the Washington, DC, ULI's Trends Conference Planning Committee, and serves on the Board of the Maryland Zoo.
Becky Bass , <i>Associate</i>	Member	Michael Graves , <i>Planners/Architects/Designers</i>	Becky has been involved in a number of adaptive re-use projects involving Historic Preservation. With over 18 years of experience she has also collaborated on Commercial, Retail, Multi-family, Mixed Use, and Hospitality projects. Becky serves on ULI Baltimore DEI Committee.
Brennan A. Murray , <i>Assistant Managing Director of Neighborhood & Business Development</i>	Co-Chair	Baltimore Development Corporation , <i>Economic Development Agency, NPO</i>	Brennan has provided design solutions for various projects and project types across multiple firms throughout his career. Outside of his traditional work, Brennan volunteers his time with various non-profits, some based on education, digital equity, real estate, and social entrepreneurship. He currently serves as Chair of the ULI Baltimore Diversity, Equity, and Inclusion Committee and holds various Board positions throughout Baltimore.
Darryl Richardson , <i>Project Executive</i>	Member	Plano-Coudon , <i>General Contractor</i>	Darryl joined the Plano-Coudon team in 2007 as Project Engineer, a year later became a Senior Project Manager, and most recently promoted to a Project Executive. As a Project Executive he's responsible for managing projects/project teams, as well as overseeing other PMs, projects, and their associated teams.
Ghadeer Mansour , <i>ULI Senior Associate</i>	ULI Staff Support / Report Writer	ULI Baltimore , <i>NPO</i>	Ghadeer is the Senior Associate at ULI Baltimore. She worked in banking and finance after her undergraduate career at UMBC, then lived abroad during graduate studies in City Design at the LSE. A Baltimore native with roots in Egypt, Ghadeer is interested in sustainable development locally and around the globe.
Griffin Sanderoff , <i>Architectural Designer</i>	Honorary Member / AIA Liaison	BCT Design Group , <i>Planners/Architects/Designers</i>	Griffin is a Maryland native, and holds his Architecture B.S. from Morgan State University, and is an architectural designer at BCT Design Group. He is the Co-Chair of the Urban Design Committee at AIA Baltimore, serves as leadership for the Baltimore Greenway Trails Network Coalition. He is also actively engaged with Bmore NOMA, MSU - School of Arch & Planning, and the Patterson Park Neighborhood Assoc., all to help create a more equitable Baltimore.
Jacinda Lofland , <i>CRE Professional</i>	Member	Nuveen , <i>Investment Manager / Developer</i>	Jacinda brings a diverse set of experiences connecting people across industries, functions, cultures and ideas. She has experience working in 25 different cities around the world with Fortune 100 financial services to high growth startups.
Jan Cook , <i>Regional Director - Maryland</i>	Member	McLaren Engineering Group , <i>Engineering/Planning</i>	Jan is an accomplished land development professional deeply ingrained in Maryland's built environment with 30 years of extensive public and private work in Baltimore-Washington Metro Area.
Kevin Porter , <i>Assistant Project Manager</i>	Member	Redgate , <i>Investment Manager / Developer</i>	Kevin supports the execution and delivery of Redgate's projects. His responsibilities include assisting the project team in managing day-to-day oversight and operations, updating project schedules, budgets, monthly requisitions, and cash-flows, assisting with project close-out activities, and oversight of all communication and coordination with owner vendors and third-party consultants.
Kimberly Clark , <i>Executive Vice President</i>	Member	Baltimore Development Corporation , <i>Economic Development Agency, NPO</i>	"Kim" is the Executive Vice President of the City of Baltimore Development Corporation (BDC). In her capacity as EVP, she oversees neighborhood development, business development, real estate development, capital budgeting, small and minority-owned business initiative, innovation development, marketing, research, and analytics.
Kristian Spannhake , <i>Senior Project Director</i>	Member / ULI Council Chair	Brightview Senior Living Development , <i>Developer</i>	Kristian supports the implementation and utilization of environmentally responsible building practices to provide a foundation for sustainable, environmentally responsible growth. Pursuing his passion for the reevaluation of urban core communities and urban redevelopment through such practices as urban infill, adaptive reuse, mixed use, and transit oriented development. Kristian serves as ULI Baltimore Chair.
Kristina Williams , <i>Executive Director</i>	Co-Chair / ULI Treasurer	Charles Village Community Benefits District Management Authority (CVCBDM), <i>NPO</i>	Kristina uses best practice strategies to support the programs that promote the Charles Village district as a safe and clean community. Kristina currently serves on the MD Center on Economic Policy (MDCEP), and serves as ULI Balt. Treasurer, and Co-Chair of the ULI Baltimore DEI Committee. Preceding her role as Executive Director of CVCBDM Kristina served as the Economic Development Officer for the Baltimore Development Corporation.
Richard (Guy) Froderman , <i>ULI Associate</i>	ULI Staff Support	ULI Baltimore , <i>NPO</i>	"Guy" is currently working with ULI Baltimore providing administrative support the council staff and membership. He also is currently completing John Hopkins University's Master of Real Estate and Infrastructure Program to research and embolden the viability of Sustainable Development Goal-Aligned Bonds.
Ta 'Kesihia Barnes , <i>Architectural Designer</i>	Member	BCT Design Group , <i>Planners/Architects/Designers</i>	Ta 'Kesihia is an active member of ULI Baltimore's DEI Committee, is a Baltimore City resident, and architectural designer with BCT Design Group. She holds bachelor's degree in architecture and environmental design from Morgan State University and is passionate about people-centric design and sustainable communities. She hopes to continue her education in architecture with a focus on urban design and research.



Some of ULI Baltimore's DEI Committee who facilitated the community workshop, pictured from left to right: Ghadeer Mansour, Becky Bass, Brennan A. Murray, Kevin Porter, Jacinda Lofland, Ta 'Kesihia Barnes, Kristina Williams.

COMMUNITY PARTNERS

Current Community Partners

This listing of partners include companies, institutions and personnel that have provided research, mapping, design assistance, advisory services, and (or) crucial feedback.

Company/Institution	Contact	Type	Remarks
Baltimoreans United in Leadership Development (BUILD), NPO	Rachel Brooks , <i>Lead Organizer</i> Elizabeth Reichelt , <i>Project Organizer</i>	· Advisory · Community Engagement	BUILD is a broad-based, non-partisan, interfaith, multiracial community power organization rooted in Baltimore's neighborhoods and congregations. For more than 40 years, BUILD has worked to improve the quality of life for all Baltimoreans. They are Composed of member institutions—congregations, public schools, and neighborhood associations from across the city.
Baltimore Development Corporation (BDC), NPO	Brennan A. Murray , <i>Assistant Managing Director of Neighborhood & Business Development</i>	· Advisory · Research · Design · Community Engagement	The Baltimore Development Corporation (BDC) is the economic development agency for the City of Baltimore. Our mission is to grow the city's economy in an inclusive manner by retaining, expanding and attracting businesses and promoting investment, thereby increasing career opportunities for residents.
BCT Design Group , <i>Planners/Architects/Designers</i>	Bryce Turner , <i>President/CEO</i> Ann Tyler , <i>Principal /Director, Business Development - U.S.</i>	· Advisory · Research · Design · Community Engagement	BCT Design Group is a collaborative of award-winning design studios trusted by local and global clients to bring their projects to life. We hold fast to the simple premise that great design is ultimately about people. BCT works up and down the east coast but our heart and passion will always reside in Baltimore.
Doxa Ministries Church Without Walls, NPO/Church	Dr. Joel A. Murray , <i>Pastor</i> Dr. La Vern AW Murray , <i>Associate Pastor</i>	· Advisory · Community Engagement	Doxa Ministries is located at 2520 Pennsylvania Avenue in West Baltimore. The Church is also a BUILD partner organization and very involved in various community outreach programs in West Baltimore.
Mount Clare Community Council, NPO, Community Association	Kintira Barbour , <i>Council President</i>	· Advisory · Community Engagement	The Mount Clare Community is a proudly diverse and thriving neighborhood in South West Baltimore City that has a rich history and is full of character. The area also has an active community council that is composed of individuals and organizations that sponsor events and activities throughout the year.
The Neighborhood Design Center, Community Advocacy/NPO	Briony Henson , <i>Deputy Director Baltimore City Office</i>	· Advisory · Research · Design · Community Engagement	The Neighborhood Design Center, since 1968, NDC has worked on 4,000+ community-led projects in Baltimore City and Prince George's County. NDC partners with residents and local leaders to envision better parks, revitalize commercial districts, develop greening strategies, and make our public spaces more vibrant, safe, and sustainable.
No Boundaries Coalition, Community Advocacy/NPO	Mark F. Johnson , <i>Director of Civic Culture</i>	· Advisory · Community Engagement	Through training, education, and base building we deconstruct physical and imagined barriers in Central West Baltimore, thereby empowering residents to lead and live sustained community transformation. The No Boundaries Coalition community includes everyone who lives, works, or worships in the Central West Baltimore neighborhoods of Sandtown, Druid Heights, Upton, Madison Park, Penn North, Reservoir Hill, and Bolton Hill.
Ofori & Co. , <i>Real Estate Investment/Developer</i>	Patricia Ofori , <i>Owner + Founder</i>	· Advisory · Community Engagement	Ofori & Co. is a boutique real estate sales & investment company specializing in multi-unit development and single family renovations. We focus on easy-living, human-centered spaces. Our design philosophy is contemporary and functional while staying true to the neighborhood's aesthetic.
Parity , <i>Real Estate Investment/Developer</i>	Bree Jones , <i>Founder</i> Imani Yasin , <i>Director of Strategic Initiatives</i>	· Advisory · Research · Community Engagement	Parity is an equitable development company headquartered in West Baltimore that acquires and rehabilitates abandoned properties by the block to create affordable home ownership opportunities. We work to create development without displacement, and create community ownership in the process.
Rails-to-Trails Conservancy, NPO	Kate Foster , <i>Mid-Atlantic Director of Trails Development</i>	· Advisory · Research · Funding	RTC has developed the Trail-Building Toolbox which provides basics for creating a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political and funding support for our project.
SCRD. (Studio for Collaboration, Research and Design), Design Strategy Consultancy	Courtney Morgan , <i>Owner + President</i>	· Advisory · Research · Design · Community Engagement	SCRD uses design strategy to center and empower stakeholders to build thriving urban communities. Our studio is collaborative. We build the team to meet the need. It's an agile way of working which allows us to provide specific expertise. We partner with multiple community partners to bring community-led projects to life.
Southwest Partnership, CDC/NPO	Sonia Eaddy , <i>President</i>	· Advisory · Research · Community Engagement	The Southwest Partnership is a coalition of seven neighborhoods and seven institutions working together to build an awesome community in Southwest Baltimore. The Southwest Partnership is an effort to grow neighborhood empowerment to determine our own destiny.
Unknown Studio , <i>Planners/Landscape Architects/Designers</i>	Claire Agre , <i>Partner/Founder</i> Nick Glase , <i>Partner/Founder</i>	· Advisory · Research · Design · Community Engagement	Our studio is based in Baltimore, MD, a creative workhorse of the Mid-Atlantic. They are inspired by Baltimore's dynamic urban environment, vibrant, living arts community, and legacy of ambitious industrialism. Our collaborations seek to enliven and improve the city's public spaces and promote social and ecological equity.

Potential Partners

This listing of partners include companies, institutions and personnel that could provide research, mapping, design assistance, advisory services, and (or) eventual implementation funding:

Company/Institution	Potential Contact	Type	Remarks
Ayers Saint Gross, Planners/Architects/Designers	Joe Burkhardt , Associate Principal Amber Wendland , Associate Principal	· Advisory · Research · Design · Community Engagement	Ensuring community ownership in a process and setting the direction and vision of a plan is vital. You could design a beautiful master plan, but it is meaningless without community voices and the passionate support from local leaders.
Baltimore City Department of Housing & Community Development, Municipal, City Department	Steve Jones , Deputy Commissioner, Research & Consolidated Planning	· Advisory · Research · Community Engagement	The Baltimore City Department and Housing and Community Development (DHCD) works to improve the quality of life for all Baltimore City residents by revitalizing and redeveloping communities and promoting access to quality affordable housing opportunities in safe, livable neighborhoods.
Baltimore City Office of Sustainability, Planning Department, Municipal, City Department	Lisa McNeilly , Director of Sustainability Kimberley M. Knox , Baltimore Green Network Coordinator	· Advisory · Research · Design · Community Engagement	The Office of Sustainability is a resource, catalyst, and advocate for a sustainable and resilient Baltimore. The Office integrates the principles of environmental integrity, social equity, and economic prosperity into plans, practices, policies, and partnerships. Their goal is to provide innovative solutions to our City's challenges while engaging, educating, and motivating all sectors of Baltimore.
Baltimore Green Space, NPO	Katie Lautar , Executive Director	· Advisory · Research · Community Engagement	Baltimore Green Space helps preserve community gardens, pocket parks, and urban forests for generations to come. As a non-profit land trust, we purchase a city-owned property and hold it in a community's name for safekeeping. We provide technical assistance, basic liability coverage, and more.
Bikemore, NPO	Jed Weeks , Interim Executive Director/Policy Director Clarissa Chen , Community Engagement Coordinator	· Advisory · Research	Advocates for policies and infrastructure that create thriving biking communities. They focus on putting people before cars, and expanding opportunity for all of Baltimore's biking residents.
Baltimoreans United in Leadership Development (BUILD), NPO	George Hopkins , Lay Co-Chair	· Community Engagement	Baltimoreans United in Leadership Development (BUILD) is a broad-based, non-partisan, interfaith, multiracial community power organization rooted in Baltimore's neighborhoods and congregations. BUILD is dedicated to making our city a better place for all Baltimoreans to live and thrive.
EnviroCollab, Planners/Architects/Designers	Heidi Thomas , Founding Principal	· Advisory · Research · Design · Community Engagement	EnviroCollab was launched in 2018 with the vision of creating a space for landscape architects and urban designers to collaborate on projects and social equity initiatives aligned with environmental and cultural sustainability. Driven by the values of inclusivity and empowerment, we serve as intermediaries between clients, creatives, stakeholders, and community members.
Mahan Rykiel Associates, Planners/Landscape Architects/Designers	Scott Rykiel , Vice President Matt Renaud , Design Director, Principal	· Advisory · Research · Design · Community Engagement	MRA works with its clients and stakeholders to align values, program requirements, performance metrics (ecological, economic, and cultural), and budgets to create inspired plans and landscape strategies.
MD House of Delegates, State Government	Keith E. Haynes , Democrat, District 44A, Baltimore City	· Advisory · Policy	Member of House of Delegates since January 8, 2003 (representing District 44, 2003-15; District 44A since January 14, 2015). Deputy Majority Leader, 2020-Present. Member, Appropriations Committee, 2003-Present, Vice-Chair, Baltimore City Delegation, 2007-Present, Member, Legislative Black Caucus of Maryland, 2003-Present.
Neighborhood Impact Investment Fund (NIIF), NPO	Mark Kaufman , President/CEO	· Advisory · Funding · Policy · Research	NIIF is a mission-driven investment fund dedicated to delivering capital and promoting inclusive, equitable growth in Baltimore's historically disinvested neighborhoods.
Parks and People Foundation, NPO	Frank Lance , President/CEO Carolyn Ounce , Director of Development	· Advisory · Funding · Policy · Research	Our role is to lessen the burdens on the Baltimore City government in providing a system of parks and recreation facilities for the welfare of all citizens. We believe every person in Baltimore deserves access to beautiful parks and quality programs that connect us with the outdoor world.
South Baltimore Gateway Partnership, NPO	Erica Pitkow , Deputy Director	· Advisory · Research · Community Engagement	When slot machine gambling came to Maryland, Baltimore residents were promised the resources to improve their communities. It soon became clear that another organization would be needed to help direct these funds. So in 2016, the South Baltimore Gateway Partnership was established.
USDOT Transportation Alternatives Set-Aside Program, State Program	TBD	· Advisory · Funding · Policy · Research	The Transportation Alternatives Set-Aside Program (TA Set-Aside; formerly known as Transportation Alternatives Program, or TAP) is administered by the U.S. Federal Highway Administration (FHWA) and helps states fund a variety of activities related to improving transportation assets, including on- and off-road pedestrian and bicycle facilities, environmental mitigation, and creating or improving recreational trails projects.

POTENTIAL PARTNERS

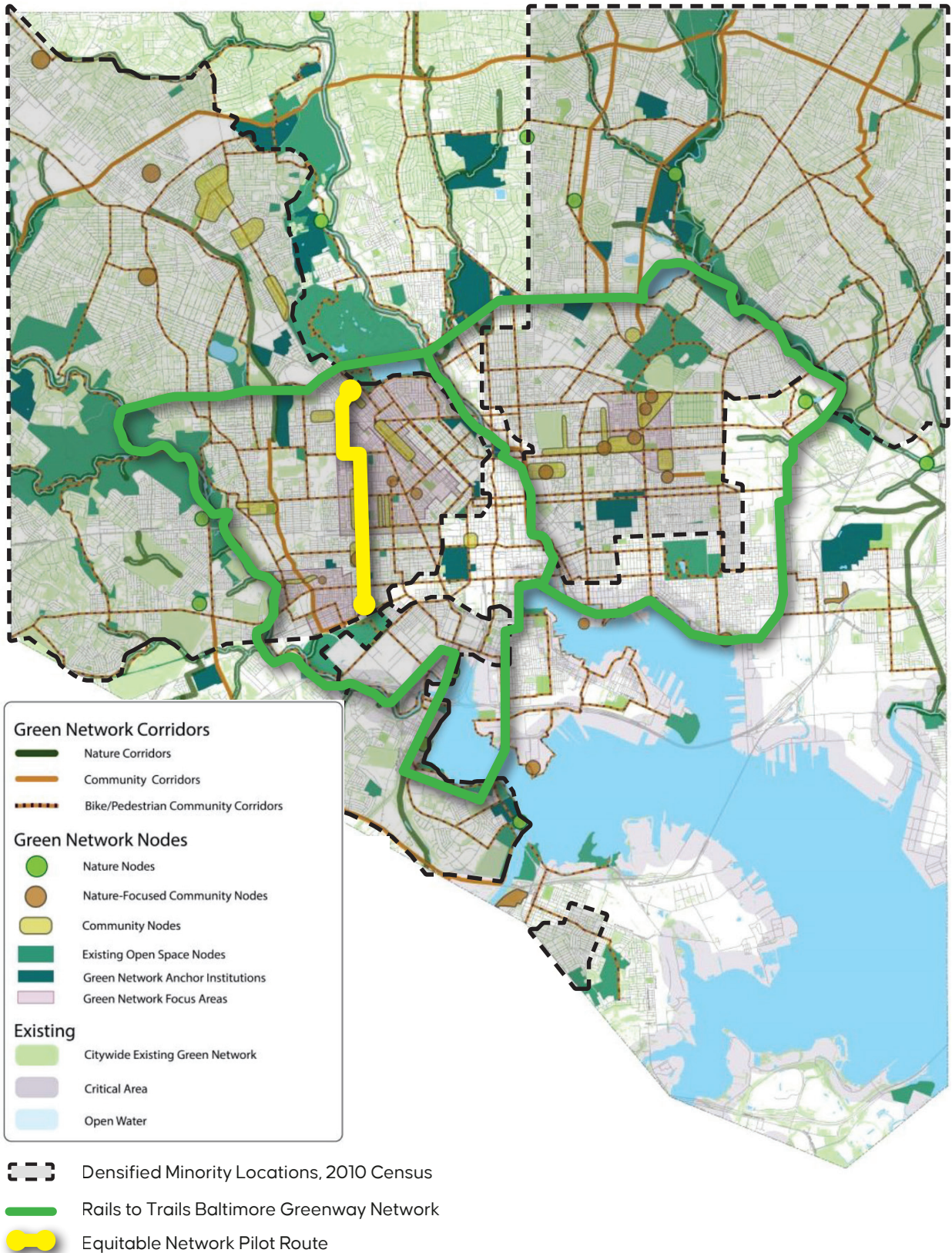




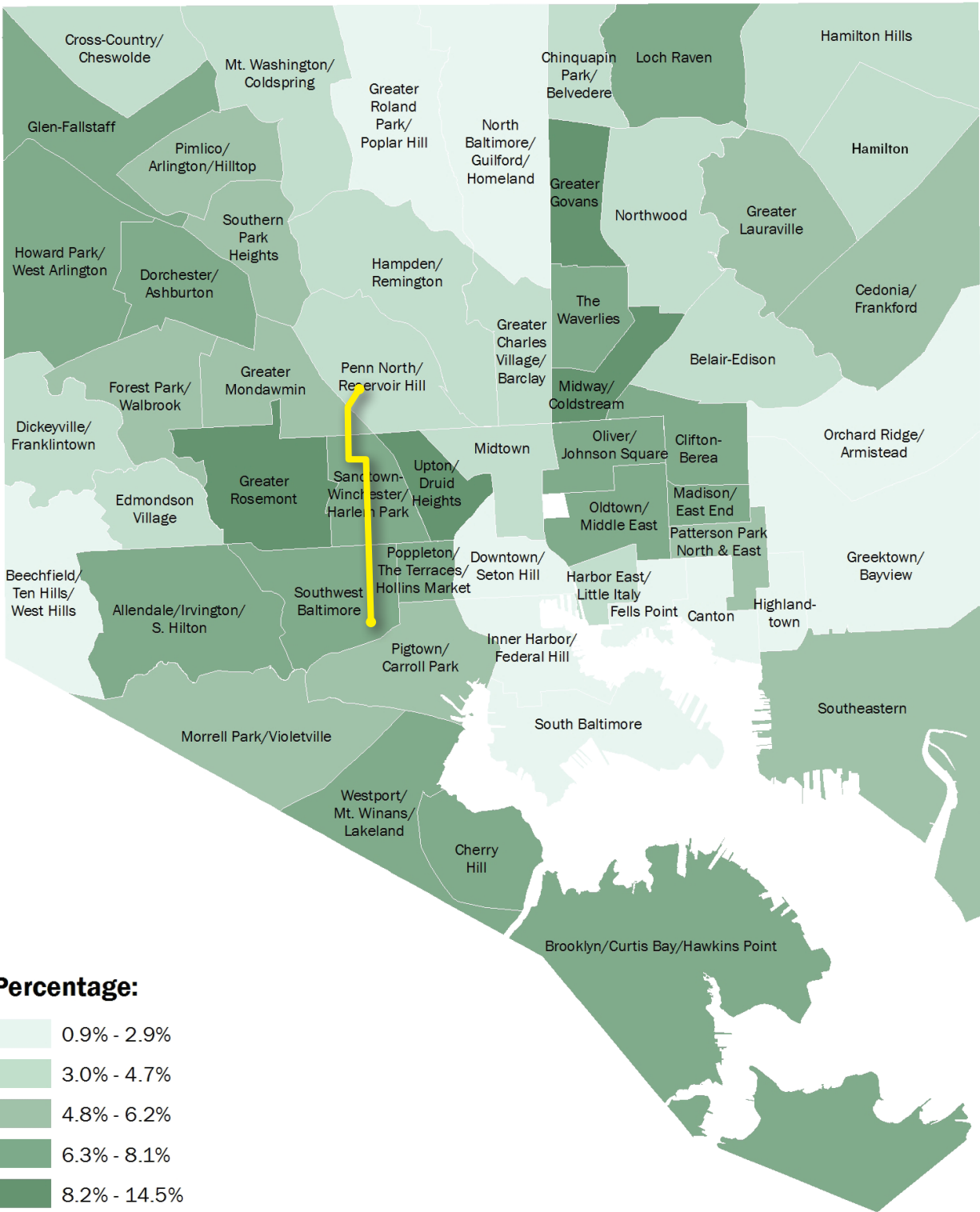
APPENDIX + DATA

- [Baltimore Greenway Trails Coalition](#)
- [Baltimore City Adopt-A-Lot Program](#)
- [Baltimore City Department of Housing & Community Development Tax Incentives](#)
- [Baltimore City Grant and Funding Opportunities](#)
- [Baltimore City Complete Streets](#)
- [Baltimore City Department of Housing and Community Development Annual Report](#)
- [Baltimore City Green Network](#)
- [Baltimore City Sustainability Plan, 2019](#)
- [Baltimore Neighborhood Indicator Alliance](#)
- [Harlem Park Neighborhood Vision Plan](#)
- [Homegrown Baltimore: Grow Local](#)
- [Economic and Social Benefits of the Baltimore Greenway Trails Network](#)
- [Exclusionary Zoning by Dr Sheryll Cashin](#)
- [The National Association of City Transportation Officials](#)
- [Southwest Partnership Vision Masterplan](#)
- [The Black Butterfly by Dr Lawrence Brown](#)
- [TAP Druid Hill Complete Streets for Druid Hill Park](#)
- [ULI Baltimore TAP: Highway to Nowhere](#)
- [White Space, Black Hood: Opportunity Hoarding and Segregation in the Age of Inequality by Sheryll Cashin](#)

Baltimore City's 2017 Green Network w/ 2010 Census Minority Overlay



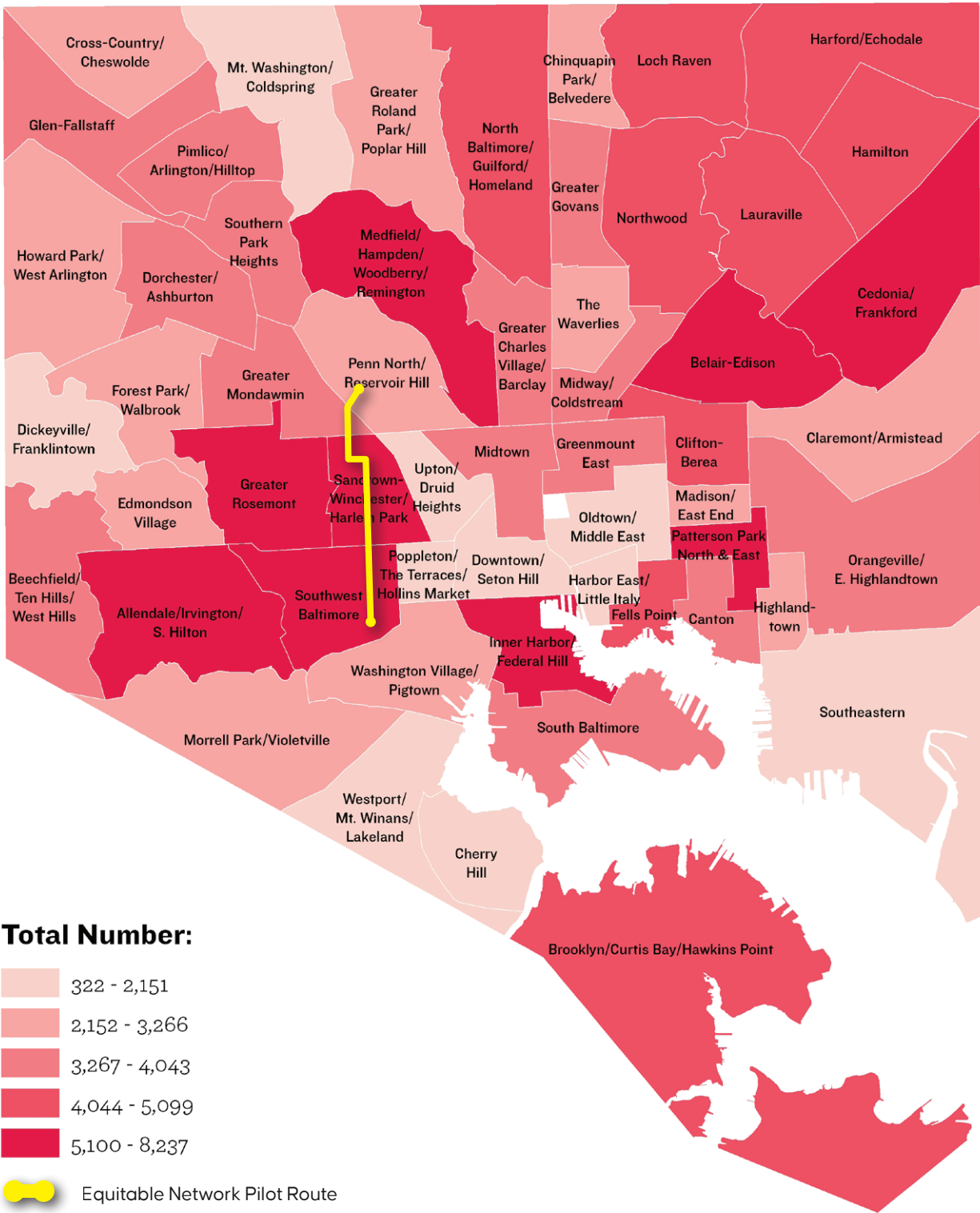
Percent of Population 16-64 Unemployed and Looking for Work, 2017-2021



Map created by BNIA-JFI, 2023

Natural breaks method used for data classification.
Source: U.S. Census Bureau, American Community Survey

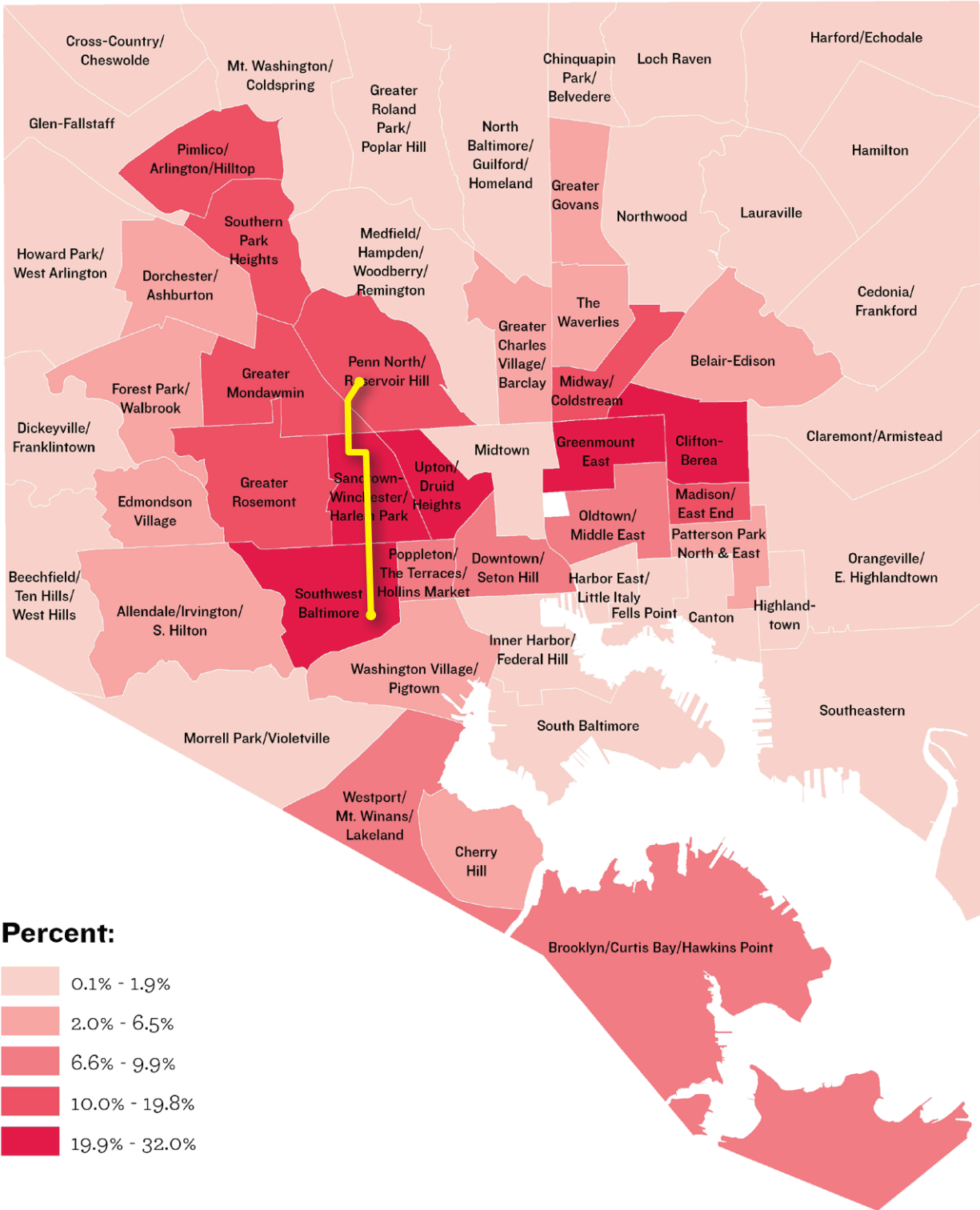
Total Number of Residential Properties, 2020



Map created by BNIA-JFI, 2021

Source: MdProperty View

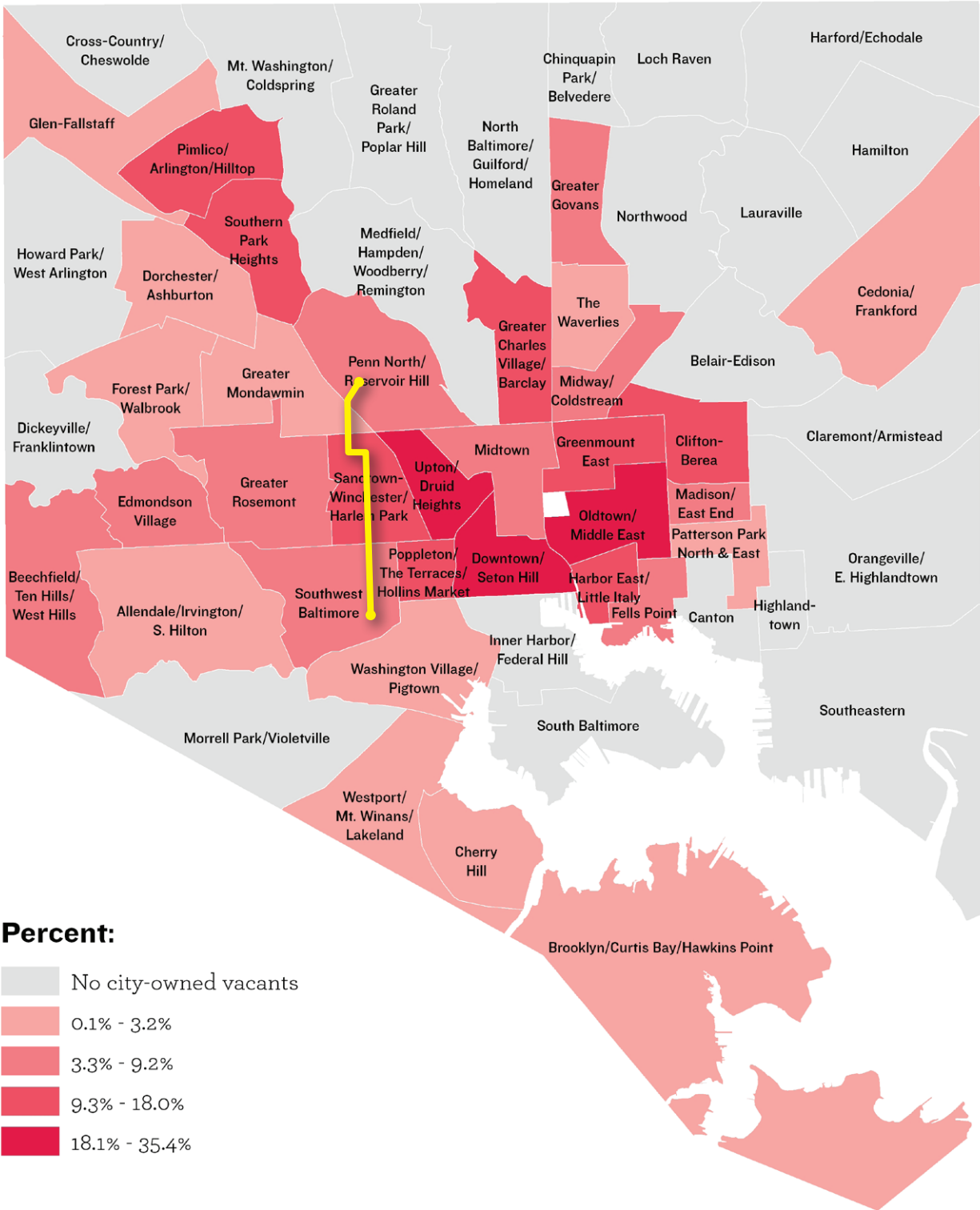
Percentage of Residential Properties that are Vacant and Abandoned, 2020



Map created by BNIA-JFI, 2021

Source: Baltimore City Department of Housing and Community Development

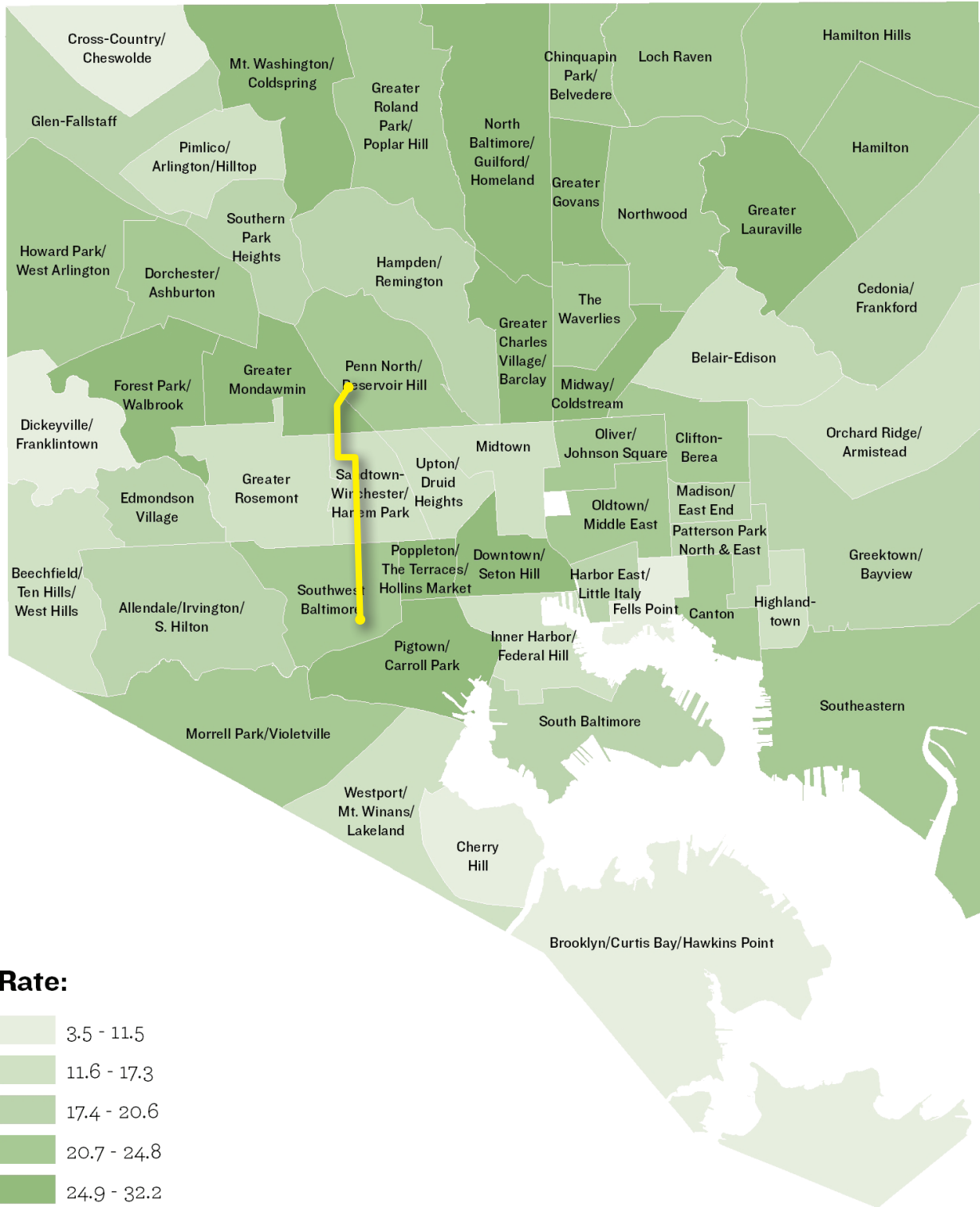
Percentage of Vacant Properties Owned by Baltimore City, 2020



Map created by BNIA-JFI, 2021

Source: Baltimore City Department of Housing and Community Development

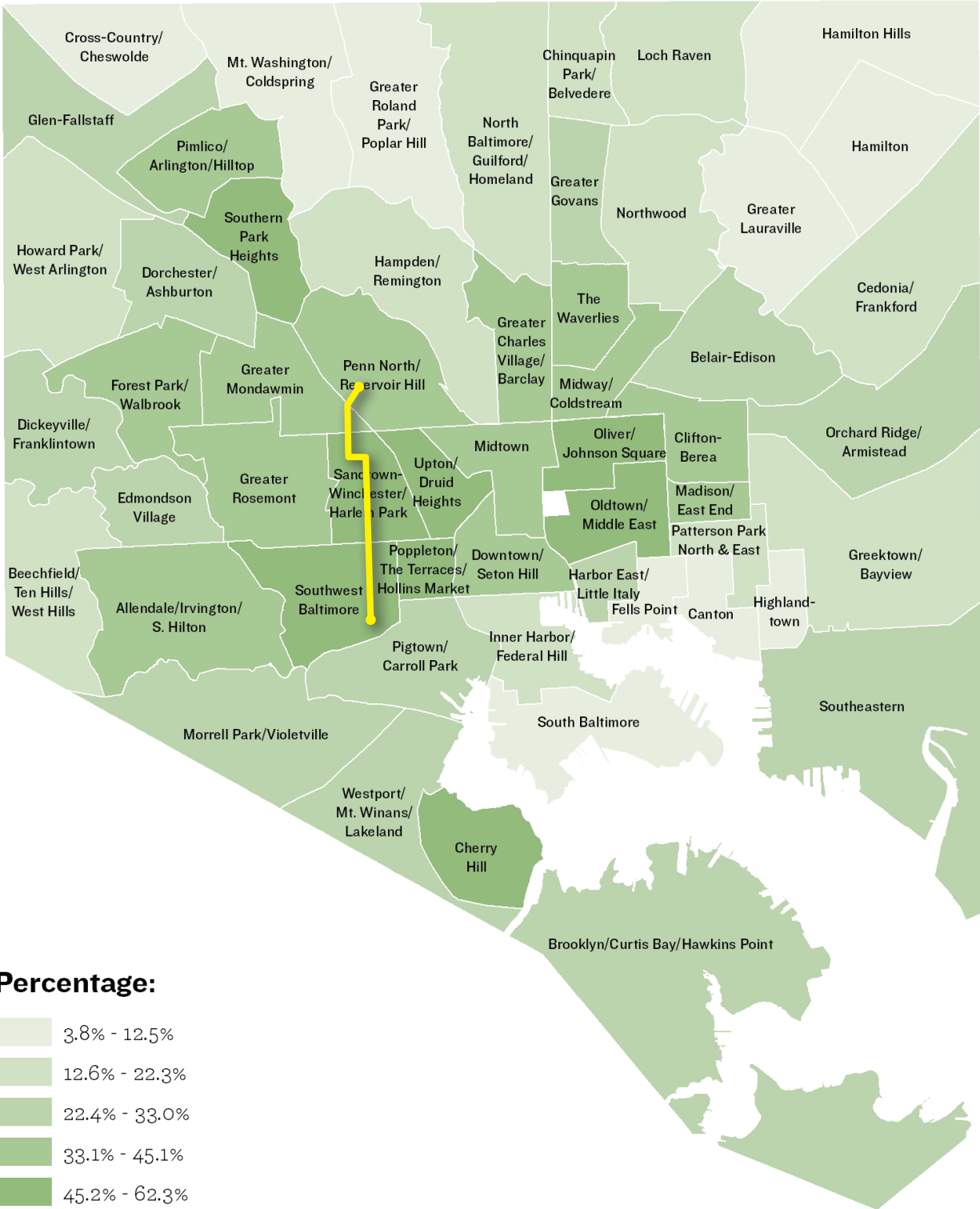
Rate of Street Light Outages per 1,000 Residents, 2020



Map created by BNIA-JFI, 2022

Source: Baltimore CitiStat

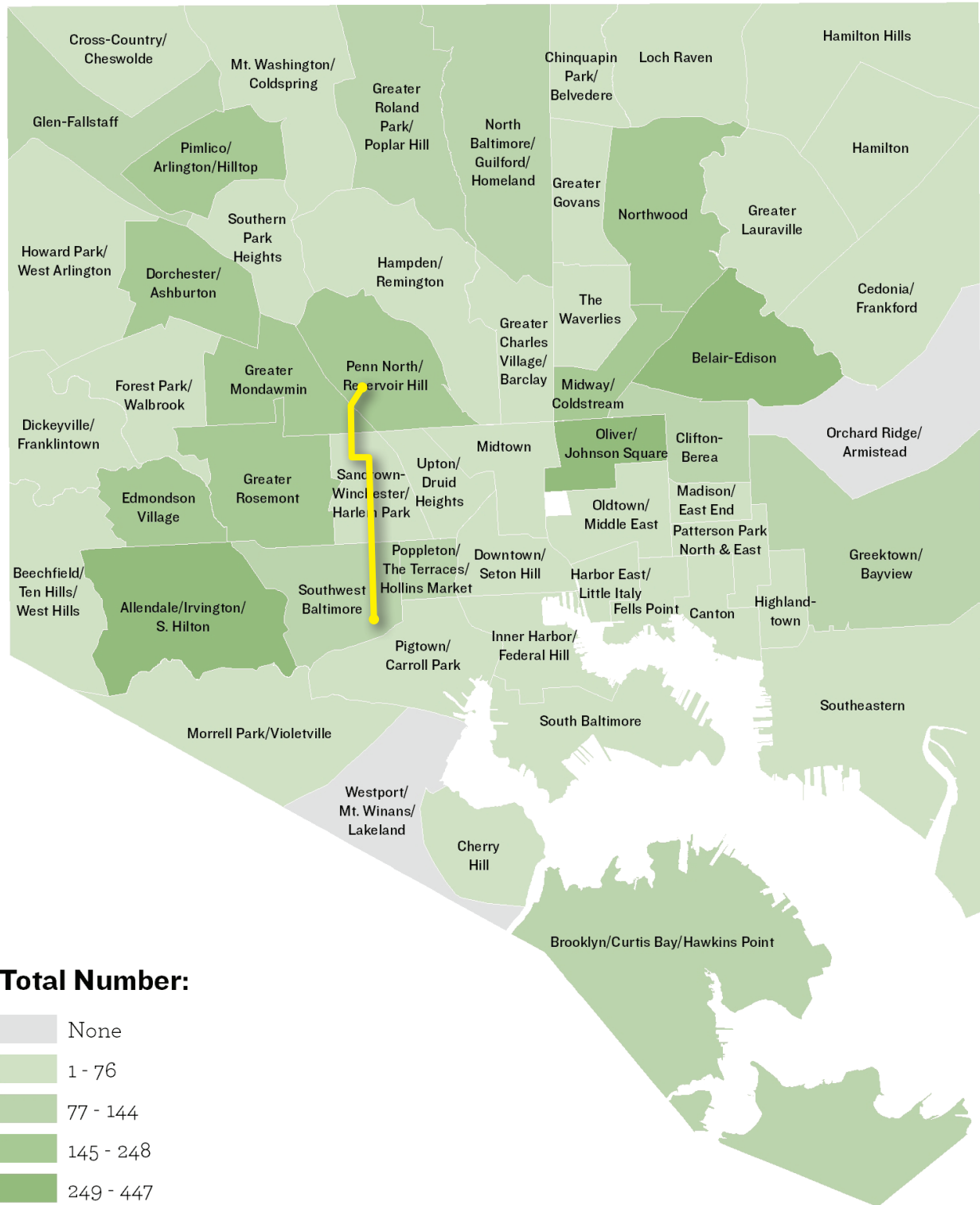
Percent of Households with No Vehicles Available, 2016-2020



Map created by BNIA-JFI, 2022

Source: American Community Survey

Number of Trees Planted, 2020



Map created by BNIA-JFI, 2022

Source: TreeBaltimore



IMAGE CREDITS

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Cover – Accessed via: <https://www.trailink.com/trail/jones-falls-trail/>

pg. 2 – “West Baltimore, I-70 Highway to Nowhere,” Photography by Johnny Miller, Accessed via: <https://unequalscenes.com/baltimore>

pg. 4 - Header Image: Photography by Colin Llyod, Accessed via: https://unsplash.com/photos/Rur1JU_FOjM

pg. 7 – “West Baltimore,” Photography by Baron Cole, Accessed via: <https://unsplash.com/photos/CAAxCRmqDVQ>

pg. 7 – “Canton Waterfront Park, East Baltimore,” Photography by Will Cocks, Accessed via: <https://www.baltimoremagazine.com/section/artsentertainment/summer-concert-guide-baltimore-dc/>

pg. 8 – “The Baltimore Residential Securities Map of 1937 was completed by the Federal Housing Authority more commonly known as the Redlining Map. The area of the map shown in red and yellow explicitly demonstrates that neighborhoods predominantly occupied by African Americans, immigrants, and composed of older housing stock were considered high risk for home loans, therefore banks would not lend in these areas.” Accessed via: https://www.researchgate.net/figure/The-Baltimore-Redlining-Map-Ranking-Neighborhoods-Johns-Hopkins-Sheridan-Libraries_fig1_359602839

pg. 9 – “Old Town Mall before the major impacts of ‘Black Flight’, 1976,” Accessed via: https://www.reddit.com/r/baltimore/comments/k4hswa/shoppers_at_old_town_mall_circa_1976/

pg. 9 – Beatty Development Group “Inner Harbor, Harbor East, and Future Harbor Point, Rendering by Beatty Development Group.” Accessed via: <https://beatty.co/news/new-renderings-revealed-for-harbor-point>

pg. 9 – Lawrence Brown, “Dr. Brown looks closely at the causes of segregation, many of which still exist in current legislation and regulatory policies.” Accessed via: <https://theblackbutterflyproject.com/>

pg. 10 – “Bird’s eye view of Downtown Baltimore.” Photography by Lee Emmert, Accessed via: <https://www.flickr.com/photos/lemworld/4761135492>

pg. 10 – “16th Street Pedestrian Mall in Denver, Colorado. This planning arrangement works for commercial environments why not use it to improve and revitalize residential environments?” Photography by mixmotive, Accessed via: <https://www.istockphoto.com/photo/the-16th-street-mall-gm668272164-125885215>

pg. 11 – “Preliminary route selection,” mapping by Brennan A. Murray, Baltimore Development Corporation

pg. 12 – “Pilot Route Overlay on Baltimore Greenway Trail Network: Southwest Baltimore Aerial View Courtesy Unknown

Studio” Original rendering by Unknown Studio, derivative mapping by Brennan A. Murray, Baltimore Development Corporation

pg. 13 – “Pilot routes,” mapping by Brennan A. Murray, Baltimore Development Corporation

pg. 14 – “Pilot route node locations,” mapping by Brennan A. Murray, Baltimore Development Corporation

pg. 15 – “Mount Clare Museum House. It was built in 1763 by Charles Carroll the Barrister. The house is now used as a museum. It is the oldest Colonial structure in Baltimore.” Photography by Mount Clare Museum House, Accessed via: <https://www.facebook.com/mtclaremuseum/>

pg. 15 – “Family crosses railroad tracks at an unsanctioned crossing to access Carroll Park. Mt Clare Mansion centered behind trees.” Photography by Ghadeer Mansour / ULI Baltimore

pg. 15 – “The historic “First Mile” rail corridor cuts West Baltimore communities off from Carroll Park.” Illustration by Marc Szarkowski. Accessed via: <https://www.baltimorebrew.com/2014/02/18/carroll-park-our-harbor-point>

pg. 16 – “The illustrations above demonstrate the capacity for a 3-m wide lane (or equivalent width) by different modes at peak conditions with normal operation. Courtesy of Global Design Cities.” Global Street Design Guide, Defining Streets, Multi-modal Streets Serve More People, Accessed via: <https://globaldesigningcities.org/publication/global-street-design-guide/defining-streets/multimodal-streets-serve-people/>

pg. 16 – “In 2015 SWP suggested extending Carroll Park over the tracks to increase use of the green space and improve the residential opportunities in Mt. Clare.” Accessed via: <https://swpbal.org/about-us/the-plan/>

pg. 17 – “Access Option #3, Southwest Partnership Vision Masterplan, 2015” Accessed via: <https://swpbal.org/about-us/the-plan/>

pg. 17 – “Proposed Mount Street extension into Carroll Park, as conceived by Marc Szarkowski in 2014. Which inspired the committee’s desire to see more connections into the park.” Illustration by Marc Szarkowski. Accessed via: <https://www.baltimorebrew.com/2014/02/18/carroll-park-our-harbor-point>

pg. 18 – “Looking south from inside Druid Hill Park at the Madison Avenue entrance. Note the park used to reach all the way up to the ceremonial gateway.” Accessed via: <https://www.mdhistory.org/resources/druid-hill-park-street-scene/>

pg. 18 – “A street scene of the Madison Avenue entrance at Druid Hill Park looking north, which still stand today but disconnected from the current park boundaries.” Accessed via: <https://www.baltimorecityhistoricalsociety.org/1903-souvenir-of-baltimore>

pg. 19 – “In April of 2022, the Greater Mondawmin community came together to improve street-crossing safety for pedestrians walking to Druid Hill Park through a beautification project.” Accessed via: <https://tapdruidhill.org/>

canopycrosswalk/

pg. 19 – “Birds eye view of the eight lanes of vehicular barrier and unsafe crossing conditions that the parkway creates at the N. Fulton St. intersection, regardless of beautification.” Mapping by Brennan A. Murray, Baltimore Development Corporation

pg. 19 – “Unknown Studio’s plan will restore and create new gateways to the park which were severed decades earlier through the construction of Druid Park Lake Drive.” Accessed via: <https://www.unknownstudio.la/projects/druid-lake-vision-plan>

pg. 20 – “The key component of this entire process is community participation, collaboration, and consensus.” Photography by Maximilian Franz / ULI Baltimore

pg. 21 – “Teams were provided GIS information, satellite imagery, street views, amongst other data to aid their discussions.” Photography by Maximilian Franz / ULI Baltimore

pg. 21 – “Each team had a facilitator either from ULI Baltimore’s DEI Committee or a volunteer design or real estate professional.” Photography by Maximilian Franz / ULI Baltimore

pg. 21 – “The community worked through ideas, sketched concepts, and discussed solutions for their own neighborhood(s).” Photography by Maximilian Franz / ULI Baltimore

pg. 21 – “Each team reported out to each other a summary of their ideas and primary focuses.” Photography by Maximilian Franz / ULI Baltimore

pg. 22-25 – Photography by Maximilian Franz / ULI Baltimore; Mapping and worksheets by Brennan A. Murray and Te Kesihia Barnes

pg. 26 – “A workshop group, discussing various types and levels of protected bike/scooter lanes.” Photography by Maximilian Franz / ULI Baltimore

pg. 27 – “Curb protected lanes, typically preferred by cyclist, but should always be considered on a case-by-case basis.” Image created by National Association of City Transportation Officials, Accessed via: <https://nacto.org/publication/urban-bikeway-design-guide/cycle-tracks/one-way-protected-cycle-tracks/>

pg. 27 – “Urban Gardens may serve many desirable functions events, weddings, etc... but workshop teams discussed how operations and revenue methods must be considered. Photography by Iris Photography Jane and Mike Shauck” Accessed via: <https://caratsandcake.com/wedding/alexisanddavid>

pg. 27 – “A great solution to desolate vacant lots but again but be maintained and provide revenue generation opportunities.” Derivative by Brennan A. Murray, Accessed via: <https://searcy.com/pocket-park-opens-entertainment-opportunities-for-downtown-searcy/>

pg. 27 – “Teams discussed providing the infrastructure for pop-up opportunities and suggested either Community Assoc. or Community Dev. Corps. to run and use as them

revenue generation.” Accessed via: <https://philly.curbed.com/2019/6/7/18656477/post-brothers-piazza-pod-park-open-northern-liberties>

pg. 27 – “Open Works was founded to rebuild Baltimore’s manufacturing economy – now it’s one of America’s largest non-profit makerspaces and has spurred and helped establish hundreds of businesses.” Accessed via: <https://www.quinnevans.com/projects/open-works>

pg. 27 – “West Baltimore’s newest community flex-space that offer low-cost space.” Accessed via: <https://southwaybuilders.com/portfolio/baltimore-unity-hall/>

pg. 27 – “Past ULI Baltimore TAPs that speak to similar scope of work and community input” Accessed via: <https://baltimore.uli.org/resources/technical-assistance-panels/>

pg. 31 – Photography by Maximilian Franz / ULI Baltimore

pg. 33 – “Some of ULI Baltimore’s DEI Committee who facilitated the community workshop, pictured from left to right: Ghadeer Mansour, Becky Bass, Brennan A. Murray, Kevin Porter, Jacinda Lofland, Ta Kesihia Barnes, Kristina Williams.” Photography by Maximilian Franz / ULI Baltimore

pg. 34 – Section Divider “Community Partners,” Accessed via: <https://tapdruidhill.org/2021/04/10/community-input/>

pg. 37 – Section Divider “Potential Partners,” Photography by Hank Mitchell Accessed via: <https://baltphoto.org/Baltimore-7056-North-Avenue-BPXXogzVF?reload>

pg. 38 – Section Divider “Appendix + Data,” Photography by Jerry Jackson, Accessed via: <https://darkroom.baltimoresun.com/2016/11/magic-hour-over-baltimore/#1>

pg. 40 – “Baltimore City’s 2017 Green Network w/ 2010 Census Minority Overlay” Mapping by Brennan A. Murray, Accessed via: <https://planning.baltimorecity.gov/green-network-plan>

pg. 41-47 – BINA Maps, Accessed via: <https://bniajfi.org/>

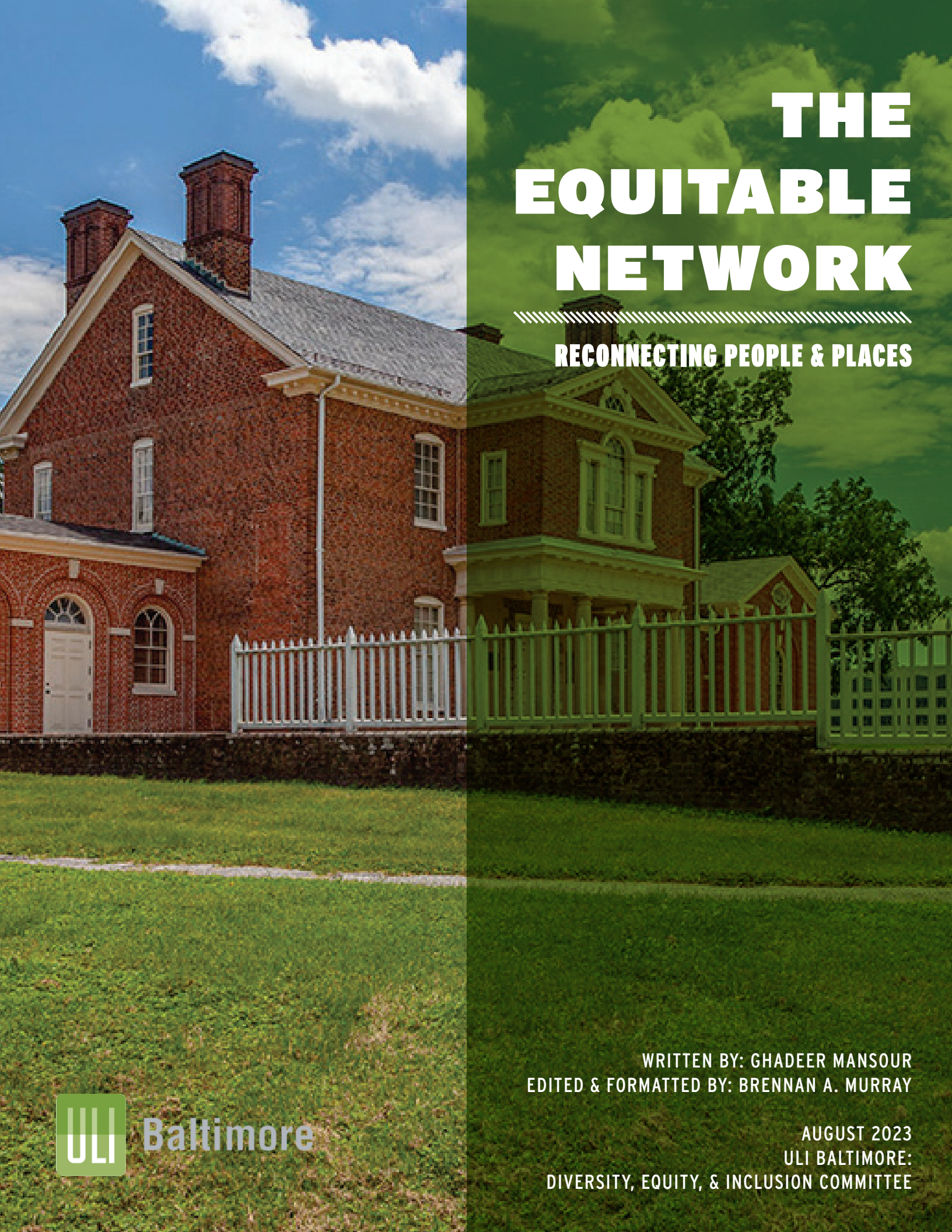
pg. 48 – Section Divider “Image Credits,” Accessed via: <https://www.fs.usda.gov/research/nrs/centers/baltimore>

pg. 51 – “Our friends proposed this vision over at Ayers Saint Gross, a local Baltimore architecture and planning firm working with the Harlem Park residents and community leaders to reimagine their community. It also does an excellent job expressing our desire for what the Equitable Network should look like, built across our city. It’s about restoring the fabric of our neighborhoods. Many of our communities, especially our west-side communities’ original fabric and character, have been lost to disrepair and demolition. These conditions provide an opportunity for modifications of street conditions, various infill, and rehabilitation projects to restore the street’s continuity and walkability.” Rendering by Ayers Saint Gross, Accessed via: <https://ayerssaintgross.com/work/project/harlem-park-neighborhood-plan/>

Back Cover – Photography by Barrett Doherty, Accessed via: <https://www.tclf.org/carroll-park-baltimore>

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THE EQUITABLE NETWORK

RECONNECTING PEOPLE & PLACES

WRITTEN BY: GHADEER MANSOUR
EDITED & FORMATTED BY: BRENNAN A. MURRAY

AUGUST 2023
ULI BALTIMORE:
DIVERSITY, EQUITY, & INCLUSION COMMITTEE